

ONE

Next stage of growth – Transforming mobility through technology leadership

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Safe harbor statement

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All information is preliminary.

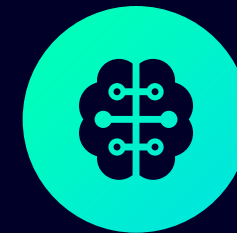
ONE



We outperform a
sustainably growing
market



We focus where
technology makes the
difference



We transform mobility
through technology
leadership

Mobility keeps outgrowing the market that is driven by global megatrends

Urbanization and population growth accelerate transportation demand

Rail maximizes capacity, reliability and safety for urban, regional and long-distance traffic

Decarbonization requires clean transport solutions

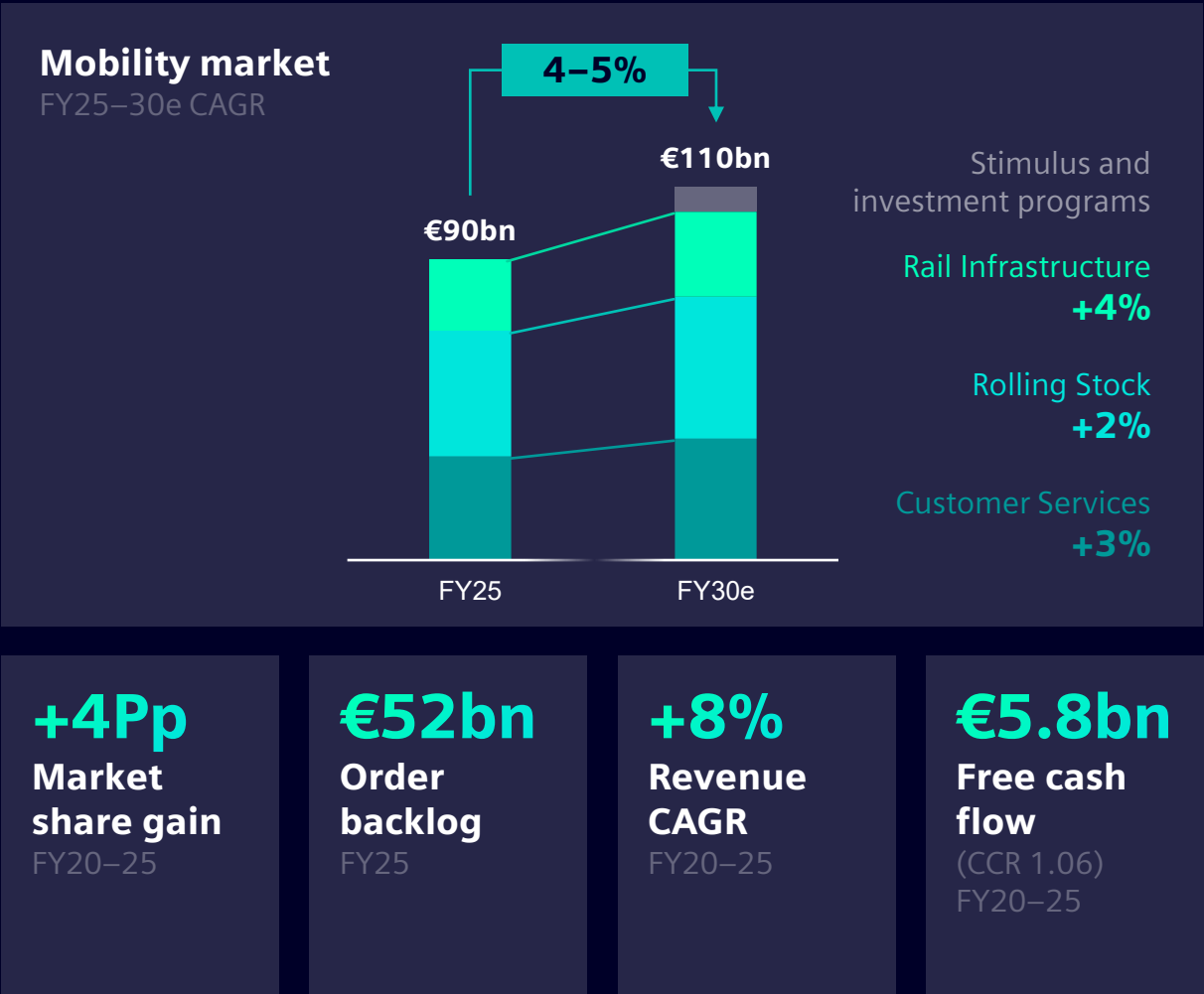
Rail minimizes emissions during operations more effectively than other transport modes

Digitalization deeply transforms the industry

Digital twins and AI allow quantum leaps in energy efficiency, lifecycle costs and throughput

Countries, cities and transport operators rethink transportation

Leading to infrastructure modernization and investment packages with significant share for rail

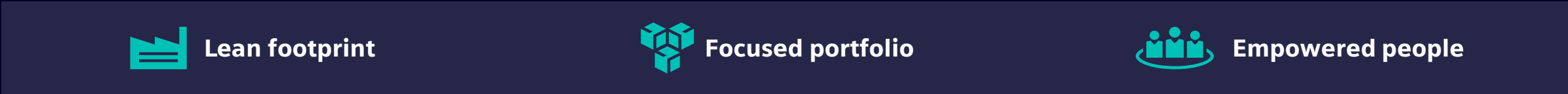
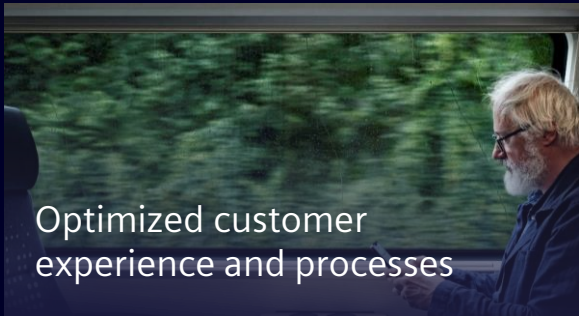
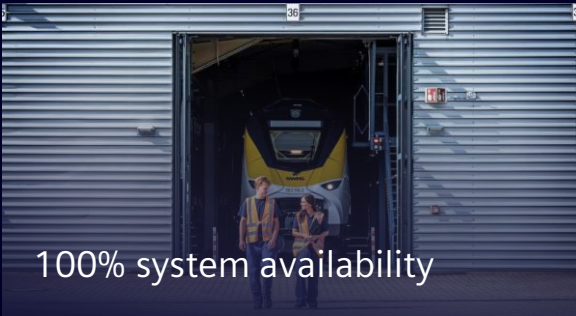
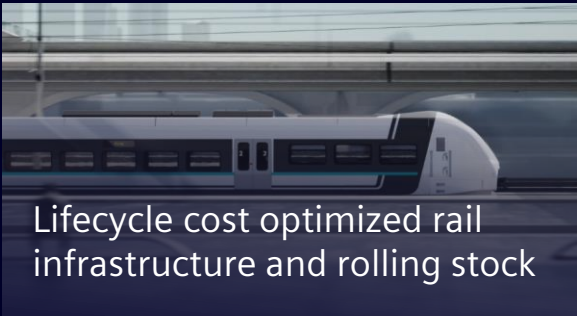


Note: Mobility accessible market adjusted to own portfolio, estimate; Turnkey and Software markets included in the other businesses; market and market share based on 3-year-average-figures (for instance, FY25 = ØFY23–FY25), revenue CAGR based on 1-year-figures with comparable portfolio

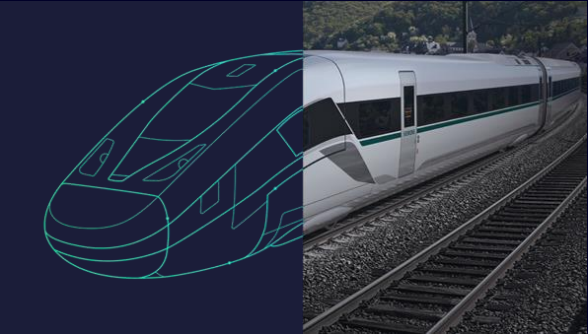
Technology leadership scaling through lean footprint and focused portfolio



Four technology levers combining the real and the digital worlds



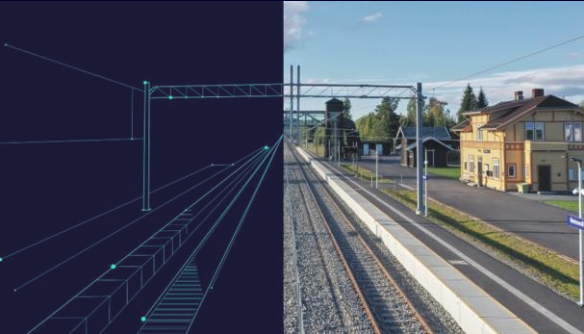
We focus on offerings in which technology transforms rail traffic and maximizes customer value



Rolling Stock

Focusing on technology leading and digitally connected platforms, such as **Velaro** high-speed, **Mireo** commuter and **Vectron** locomotive platforms

20 countries approved Vectron locomotives for operation



Rail Infrastructure

Moving digitalized rail automation on one common software platform and making data accessible for AI with **Signaling X**

#1 global market leader in rail infrastructure



Customer Services

Building a superior ecosystem around our trains and infrastructure, bringing together asset operations and condition data with **Railigent X**

140 sites in rail service network to execute on service commitments



Software

Operating system based on **Mobility Software Suite X** enabling operators to maximize yield of fleets and infrastructure, while enhancing customer experience

Up to **97%** average seat occupancy



Turnkey

Offering complete rail solutions with best-in-class project management and system integration of the entire rail portfolio and beyond

6th largest high-speed rail network in the world being built in Egypt

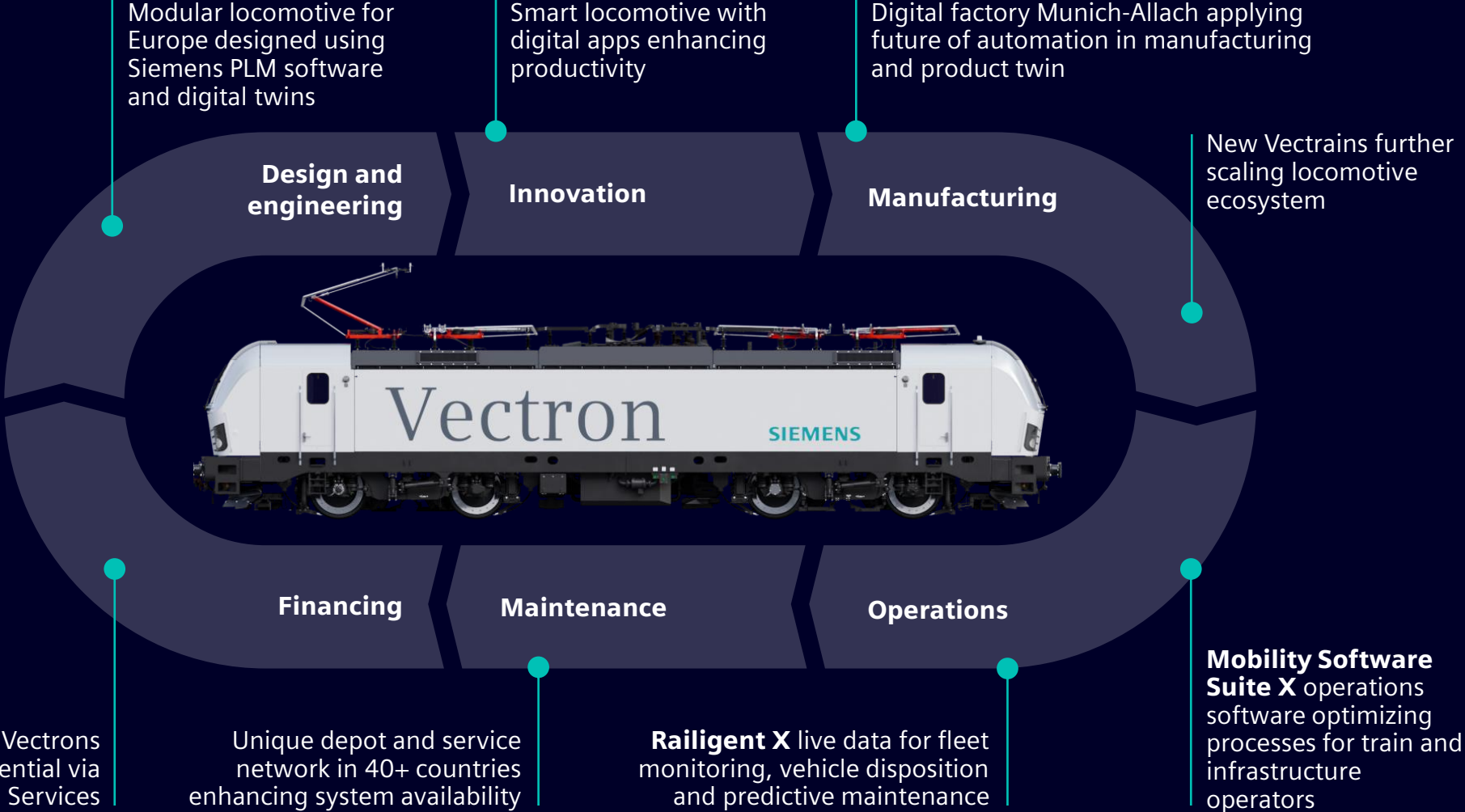
Siemens' technology leadership along Vectron lifecycle

From locomotive business to ecosystem connected by data

Vectron locomotives

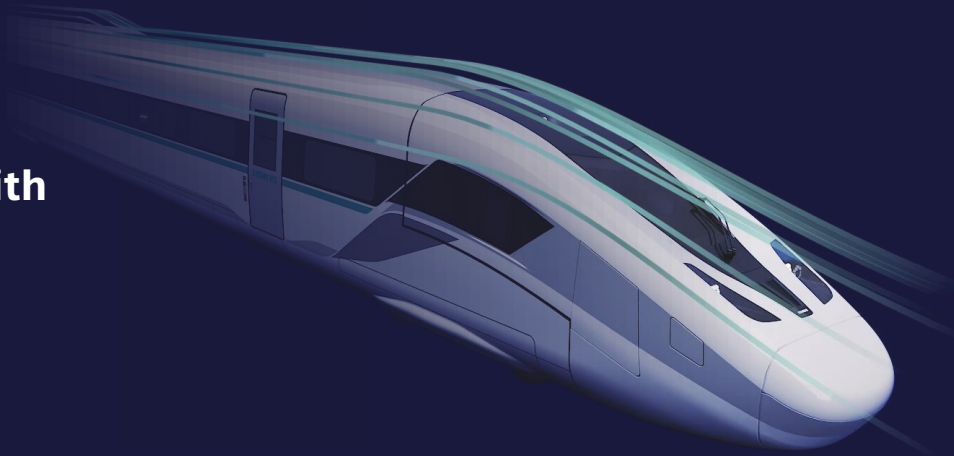
2,800+
sold

1bn km+
in service

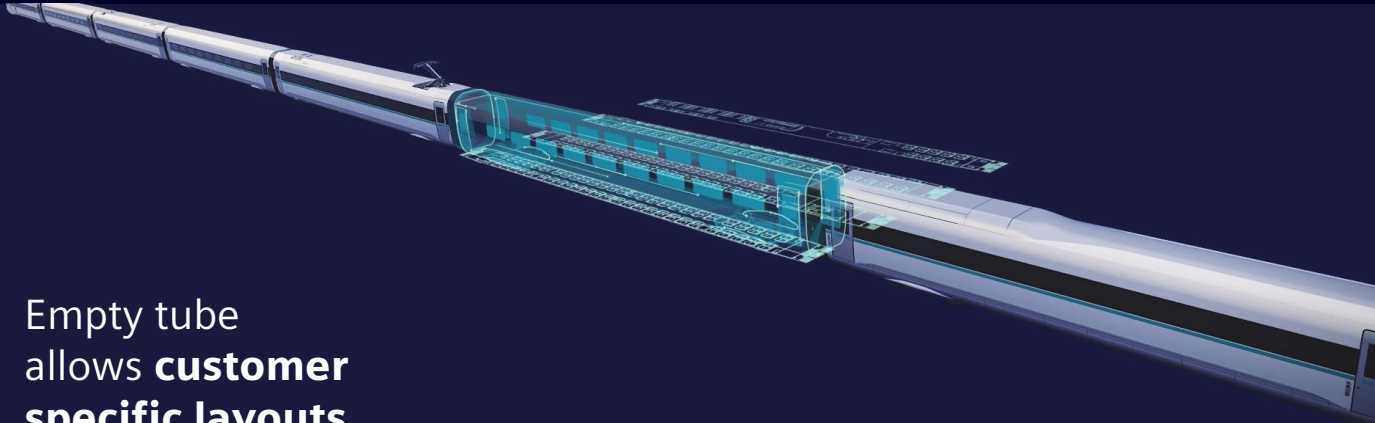


Technology leadership in high-speed rail with Velaro Novo

First Siemens
high-speed
train designed
**completely with
digital twin
technology**



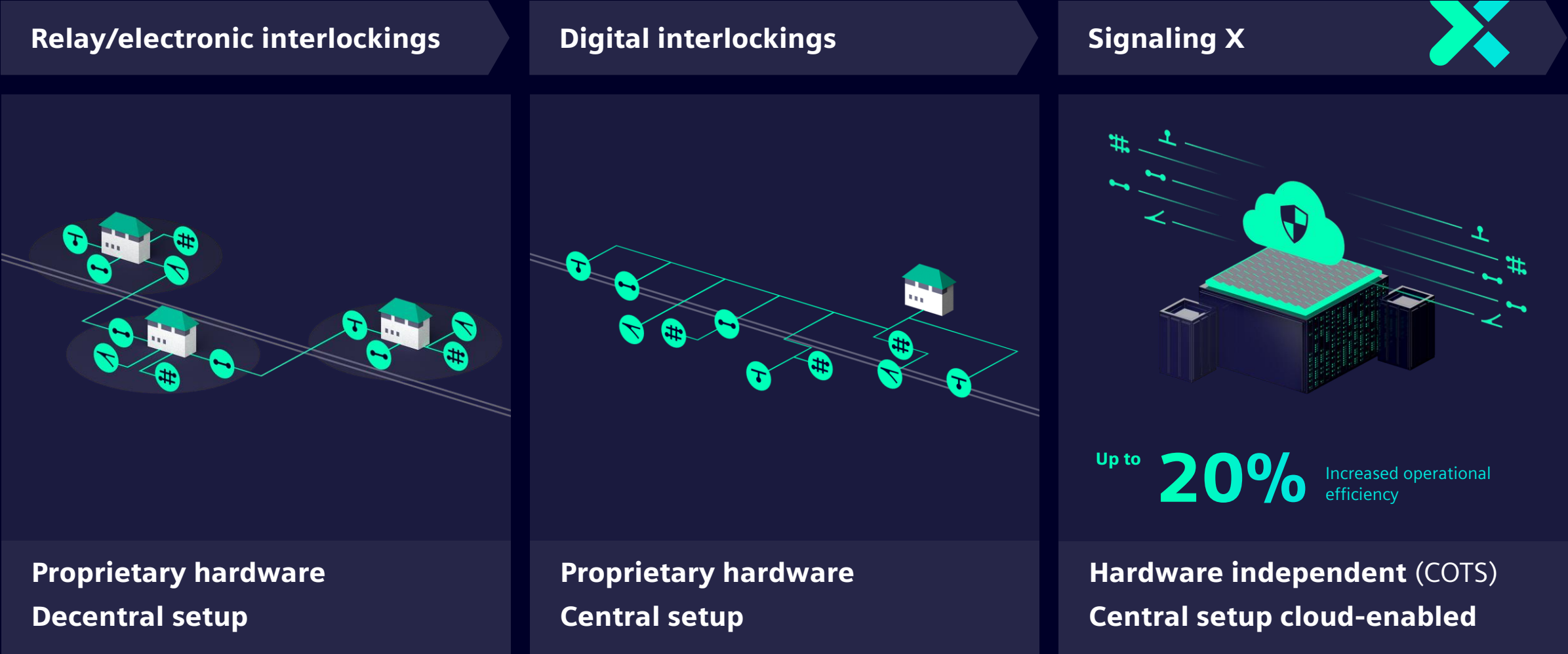
Empty tube
allows **customer
specific layouts**



30%
less energy
consumption

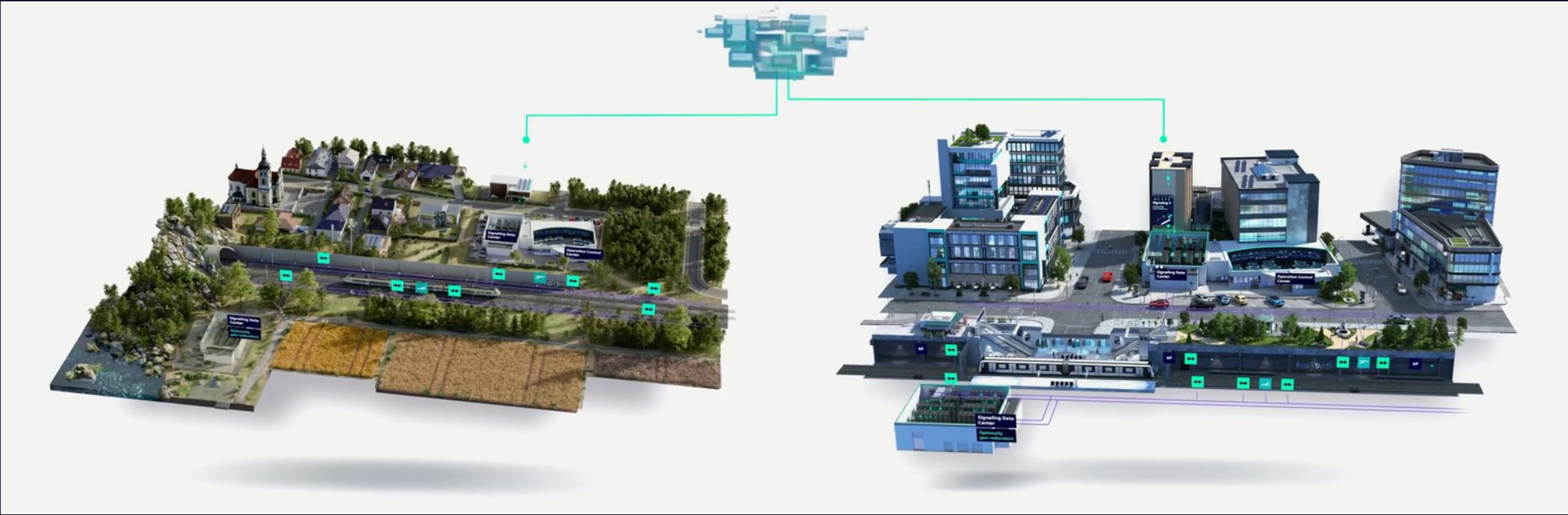
Technology leadership in rail infrastructure

The evolutionary path in railway signaling





Note: COTS: Commercial Off-The-Shelf

Signaling X – One digital platform disrupting mainline and mass transit




Mainline

-  **Achau**
Running since '20
-  **Barcelona Shadow Mode**
Running since '22

-  **Digirail**
Awarded in '24
-  **Melipilla-Batuco**
Awarded in '25

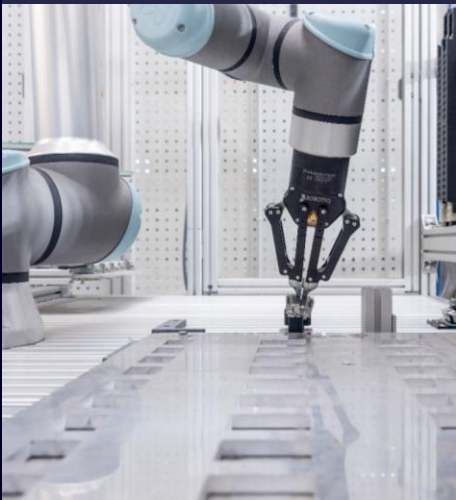
Mass transit

-  **Singapore**
Signaling X goes mass transit

Key levers in place to sustainably drive profitable growth with industry leading capital efficiency

1

Lean footprint:
Factories that scale



2

Focused portfolio:
Play where
technology is a key
differentiator



3

Apply unique access
to foundational
technology, services
and software



4

Build a rail
ecosystem that
moves the
industry forward



5

Scale
sustainability
impact



Global team of experts