

Siemens Energy achieves all annual goals and sets new targets for 2028

Christian Bruch, President and CEO Siemens Energy

Maria Ferraro, CFO Siemens Energy

Analyst presentation Q4 FY24 and FY24

Munich, November 13, 2024



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CEO section

Q4 FY24 and FY24 recap

Christian Bruch, CEO



Key Messages

Top end of FY24 guidance reached for all KPIs

- Strong revenue growth and significant margin expansion
- Very strong free cashflow generation
- Record order backlog with improved margin quality

Electricity market continues with strong growth momentum

- Increasing electricity demand drives infrastructure needs
- Grid remains focus area of customer investments
- Rising demand of data centers

Mid-term targets increased (FY28)

- Driving profitable growth and investing into Capacity expansion
- Revenue HSD¹ to LDD¹ growth comparable² (prev. MSD)
- Profit margin: 10 to 12% (prev. > 8%)

¹ FY24 - FY28; HSD = High single digit; LDD = Low double digit | ² Comparable: excluding currency translation and portfolio effects | ³ excluding assumed positive Special items subsequent to the demerger of the energy business from Siemens Limited, India
2024-11-13

Q4 FY24 Financial Performance

- **Orders: 42.3% comp.² at €15.0bn**
- **Order backlog** at new record high of **€123bn**
- **Revenue: 16.6% comp.² at €9.7bn; book-to-bill of 1.54**
- **Profit before SI: neg. €83m** (Q4 FY23: neg. €487m)
- **Profit margin before SI: neg. 0.9%** (Q4 FY23: neg. 5.7%)
- **FCF pre tax: €932m** (Q4 FY23: €1.1bn)

FY24 Financial Performance

- **Orders: +0.9% comp.² at €50.2bn**
- **Revenue: +12.8% comp.² at €34.5bn; book-to-bill of 1.46**
- **Profit before SI: €345m** (FY23: neg. €2.8bn)
- **Profit margin before SI: 1.0%** (FY23: neg. 8.9%)
- **FCF pre tax: €1.9bn** (FY23: €0.8bn)

Siemens Energy FY25 Guidance

- **Revenue: 8% to 10% comparable²**
- **Profit margin before SI: 3% to 5%**
- **Net Income: around break-even³**
- **Free cash flow pre tax: up to €1bn**

FY24 performance – top end of guidance reached for all KPIs

	FY24 guidance	FY24	FY23
Revenue growth	10 – 12% ¹	12.8% ✓	9.9%
Profit margin before SI	(1) – 1% ²	1.0% ✓	(8.9)%
FCF pre tax	€1 – 1.5bn	€1.9bn ✓	€0.8bn
Net income	Up to €1bn	€1.3bn ✓	€(4.6)bn

¹ Comparable revenue growth (excluding currency translation and portfolio effects) basis | ² Profit margin before Special items

Q4 FY24 examples – serving the energy transition and growing demand

Power generation with low or zero emissions

Gas Services



1.2 GW Oil-to-Gas shift in Rabigh, Saudi-Arabia

- F-class based on combined cycle setup incl. service
- Reduction of CO₂ emissions due to replacement of oil-based generation
- Supporting Saudi Arabia's Net Zero 2060 goal

Siemens Gamesa



Inauguration production facility in Taichung, Taiwan

- First factory outside Europe to produce 14MW offshore wind turbines
- First project: 1GW Hai Long Offshore Wind

Transport and storage of energy

Grid Technologies



Securing grid stability for the energy transition in Germany

- Largest synchronous condensers project (with flywheels) worldwide, for German TSO TenneT
- Project execution for all eight SynCons by end of 2031

Reducing the CO₂ footprint

Transformation of Industry



Shell Chemicals Park Moerdijk electrifies further to emit less CO₂

- Electric motors will replace old steam-driven turbines at the site's largest plant
- Siemens Energy will supply the motors and provide the electrical installation
- CO₂ emission reduction by 10% per year expected

CFO section

Q4 FY24 and FY24 in numbers

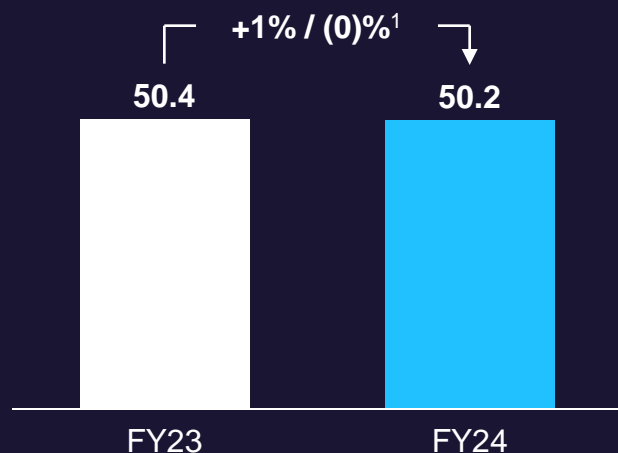
Maria Ferraro, CFO



Siemens Energy Group: Strong revenue growth and significant margin improvement in FY24

Orders

in €bn

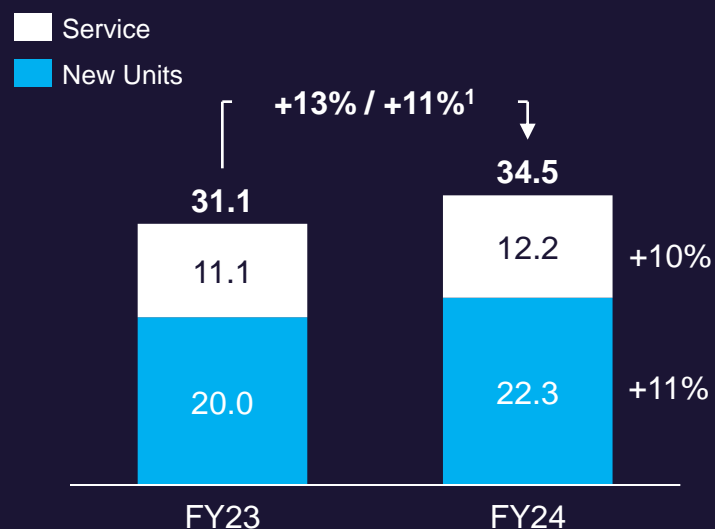


Order backlog² €123bn

FY23: €112bn

Revenue

in €bn

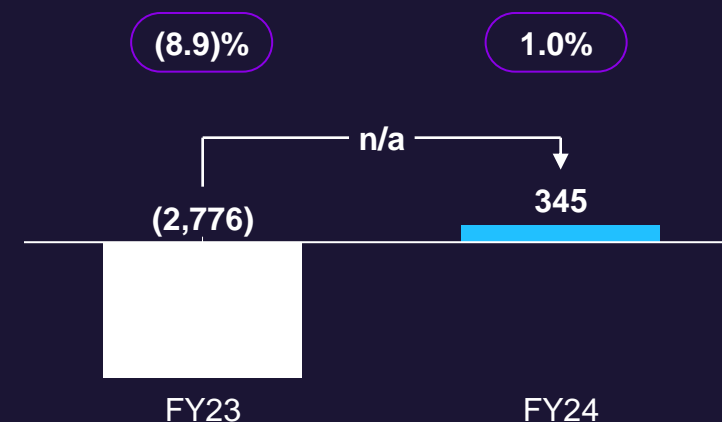


Book-to-bill 1.46

FY23: 1.62

Profit before SI

in €m



Free cash flow³ €1.9bn

FY23: €784m

X.X% Profit margin before Special items

¹ xx%/xx% = comparable (excluding currency translation and portfolio effects) / nominal | ² As of September 30, 2024 | ³ Free cash flow pre tax

Gas Services: Solid finish to the year – profitability seasonally weaker in Q4

Orders

in €bn

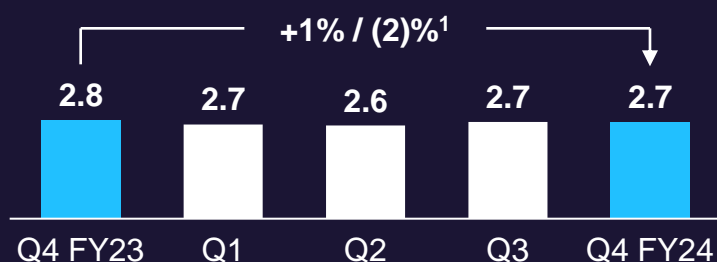


- Strong growth in the U.S. and the Middle East including higher volume from large orders
- Significant growth in service business
- Booked 6 gas turbines > 10MW for FY24 market share of 27%

X.X Book-to-bill

Revenue

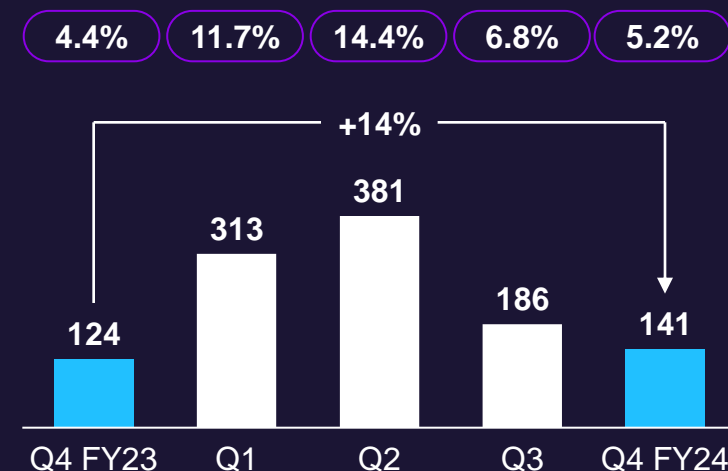
in €bn



- Clear growth in the service business (+6%) could not offset the decrease in the new unit business (-17%) due to timing effects
- FY24 revenue growth¹: 1.4%

Profit before SI

in €m



- Significant increase compared to prior-year's quarter
- An improved operational performance was held back by negative project related one-time effects
- FY24 profit before SI margin: 9.5%

X.X% Profit margin before Special items

¹ xx%/xx% = comparable (excluding currency translation and portfolio effects) / nominal

Grid Technologies: Strong revenue growth drives profitability in Q4

Orders

in €bn



- Solid order growth in products
- Sharply higher volume in Grid solutions due to orders in Germany and the U.S.

X.X Book-to-bill

Revenue

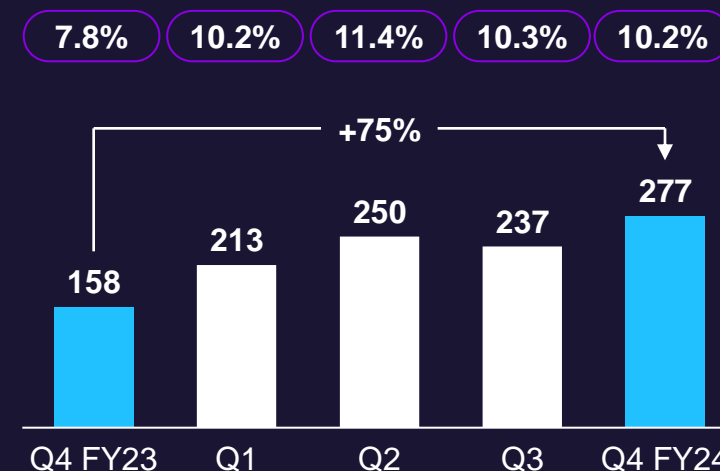
in €bn



- Substantial increase on a broad basis
- Grid solutions revenue nearly twice the level of the prior-year quarter
- FY24 revenue growth¹: 32.2%

Profit before SI

in €m



- Sharp increase in profit before SI driven by continued strong operational performance, higher volume and higher margin of the processed order backlog year-over-year
- FY24 profit before SI margin: 10.5%

X.X% Profit margin before Special items

¹ xx%/xx% = comparable (excluding currency translation and portfolio effects) / nominal

Transformation of Industry: Highest quarterly orders to date pave way for profitable growth

Orders

in €bn

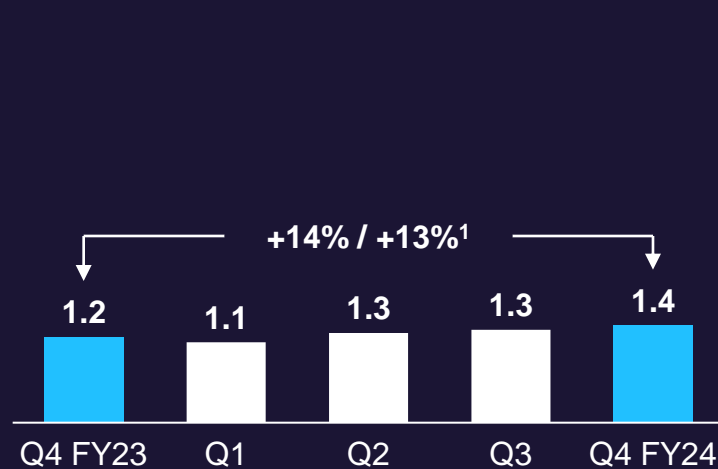


- Highest quarterly orders to date
- The increase was driven by Compression and Sustainable Energy Systems
- Order backlog grew to €8bn

X.X Book-to-bill

Revenue

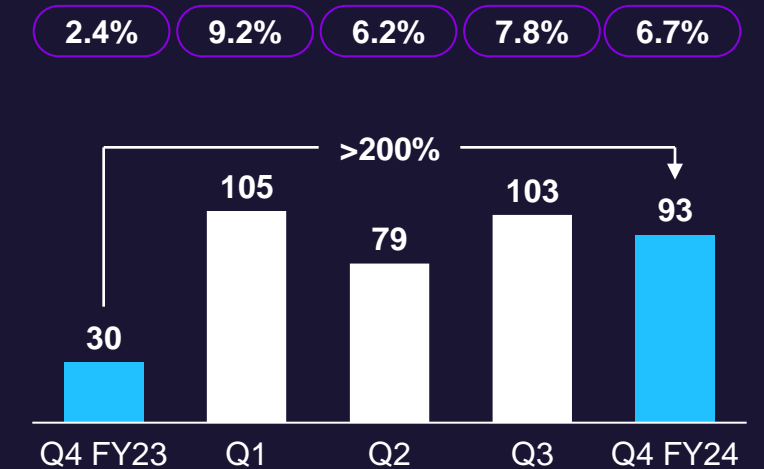
in €bn



- All businesses contributing to growth supported by strong execution of the order backlog both in service and new unit business
- FY24 revenue growth¹: 16.3%

Profit before SI

in €m



- Profit before SI grew sharply year-over-year due to operational improvements, increased volume and higher margin quality from order backlog
- FY24 profit before SI margin: 7.4%

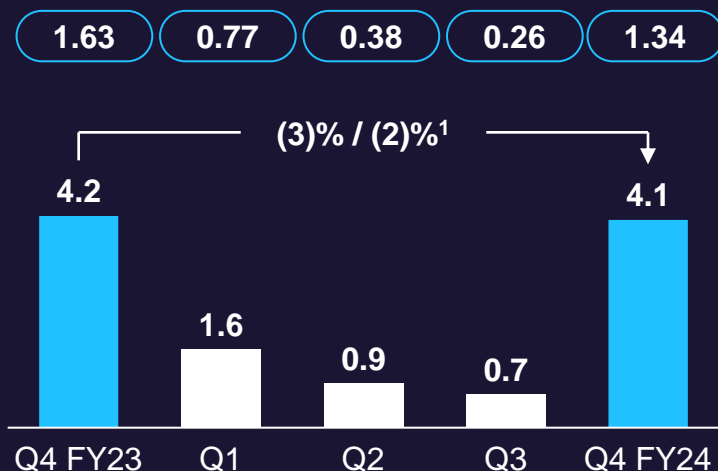
X.X% Profit margin before Special items

¹ xx%/xx% = comparable (excluding currency translation and portfolio effects) / nominal

Siemens Gamesa: Stabilized in line with expectations in Q4

Orders

in €bn



- Orders moderately down as an increase in offshore business could not offset decreases in the onshore and service businesses
- Offshore growth was driven by a single large order in the North Sea worth €2.9bn

X.X Book-to-bill

Revenue

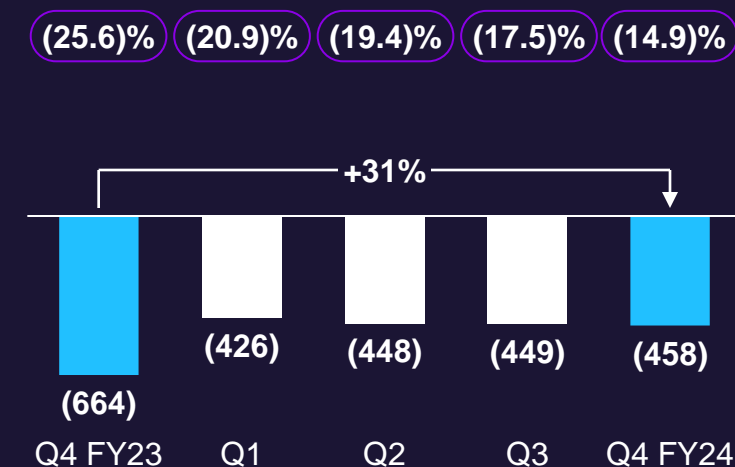
in €bn



- Significant growth driven by the increase in the offshore business reflecting progress in the ramp-up of its activities
- FY24 revenue growth¹: 11.1%

Profit before SI

in €m



- Profit margin before SI continued to be burdened by higher planned costs due to the known quality issues as well as increased costs and ramp-up challenges in the offshore area
- FY24 loss before SI: €1.8bn

X.X% Profit margin before Special items

¹ xx%/xx% = comparable (excluding currency translation and portfolio effects) / nominal

CEO section

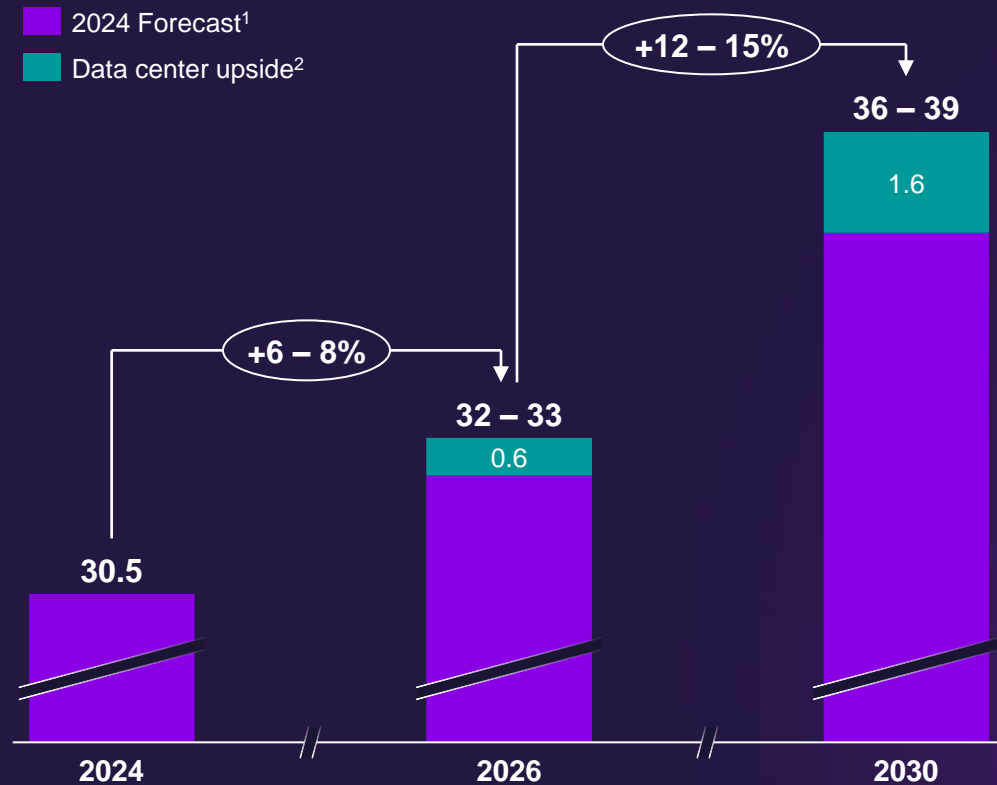
Delivering our strategy –
Mid-term outlook

Christian Bruch, CEO



Strong electricity growth drives significant infrastructure investments

Global electricity demand in 1,000 TWh



Key market drivers

Electricity demand

- Increasing population and living standards
- Shift to electrification (CAGR 2024-2040: 2.7%)
- Upside from Data Centers up to 4% of global demand in 2030

Transformation of power generation system

- Due to increasing share of renewables even faster growth in installed capacity – doubling by 2040
- Coal to gas shift
- Nuclear renaissance

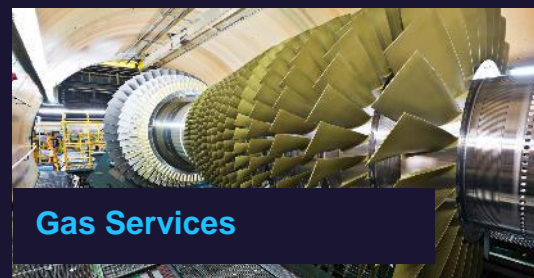
Grid infrastructure

- Integration of additional capacity and need for interconnection drives double digit growth
- Ageing infrastructure in advanced economies needs to be replaced
- Investment in digital solutions to use assets effectively

¹ Source: S&P Global Commodity Insights, ©2024 by S&P Global Inc. Usage permitted for Siemens Energy Global GmbH & Co. KG for the Q4 FY24 Analyst Conference Call on November 13, 2024. Duplication and distribution outside the scope described is only permitted with the prior written consent of S&P Global Commodity Insights | ² Data Center demand: based on SE internal estimates

Siemens Energy is well positioned to benefit from market trends

Power generation with low or zero emissions



Network infrastructure



Decarbonization of the industry



Market position

#2
Gas turbines >10MW¹

Most powerful & efficient CC turbine

#1
Offshore²

#3
Onshore²

#1
Solutions³

#2
Products³

#1 STG ³	#2 CP ³
#2 EAD ³	Top Pioneer SES ³

~7,100 units of rotating equipment installed

~27 GW offshore wind turbine installations
~114 GW onshore wind turbine installations

Global leader in HVDC installations
Most comprehensive SF6-free switching portfolio

>60,000 Industrial steam units and
>25,000 Compression units in Service Fleet

¹ McCoy (excl. O&G); | ² Wood Mackenzie, Global Wind Turbine OEM 2023 Market Shares Database (Apr 2024) without China |

³ Market position based on SE internal analysis in 2024

Gas Services – growing in an attractive market

Market environment

Gas as cornerstone for the energy transition

Strong regional programs support gas market of ~70 GW per year

Decarbonization solutions for gas

Data centers provide upside

Nuclear renaissance

Our Focus

Competitive portfolio

- Sustain improved gross margins
- Technology leadership, cost-out and selectivity
- 30% capacity expansion for large gas turbines

Leading service performance

- New fleet additions and margin expansion
- Invest in modifications and upgrades as well as new service models

Enabling decarbonization

- 100% H₂ (and green fuels) roadmap
- CCUS¹ partnerships
- Support nuclear projects

Business Performance

€45bn of which ~80% Service
Order backlog²

Guidance FY25

7 – 9%
Revenue growth³

10 – 12%
Profit margin before SI

Targets FY28

LSD / MSD
Revenue growth⁴

12 – 14%
Profit margin

¹ Carbon Capture, Utilization and Storage | ² As of September 30, 2024 | ³ Comparable revenue growth: Excluding currency translation and portfolio effects |

⁴ Compound annual revenue growth rate (FY24-based)

Grid Technologies – fastest growing business with attractive profitability

Market environment

Fast growing market with 12% CAGR

Connection of renewables to multiply

Ageing infrastructure requires replacement

Data centers provide upside

Digital grid solutions to keep grids stable

Excellent market position
#1 in solutions, #2 in products

Our Focus

Scaling up capacities

- 2 new factories go live in 2026, focus on effective use of capital
- Expansion investment of ~€1.1bn
- Transformer capacity to expand by 85 GVA¹
- +6.000 FTE ramp-up incl. partners, 50% of headcount additions in best cost countries

Safeguarding execution

- Industrialization of products and solutions
- Harmonizing factory management
- Leverage Digitalization

Transform the portfolio

- Focus on attractive markets and product
- Ramp up digital grid solutions
- Drive Blue portfolio

Business Performance

€33bn

Order backlog²

Guidance FY25

23 – 25%

Revenue growth³

10 – 12%

Profit margin before SI

Targets FY28

LDD

Revenue growth⁴

13 – 15%

Profit margin

¹ Gigavolt-ampere | ² As of September 30, 2024 | ³ Comparable revenue growth: Excluding currency translation and portfolio effects |

⁴ Compound annual revenue growth rate (FY24-based)

Transformation of Industry – operational excellence and capturing new opportunities

Market environment

Acceleration of industry electrification

Growing service demand for our equipment

Data centers provide upside

Hydrogen as a long-term opportunity

#1 or #2 in all businesses

Our Focus

Accelerate performance improvement

- Turnaround of compression and steam business achieved
- Prioritize profitability through selectivity
- Push margin improvement with operational excellence

Maximize service growth

- +35% service revenue growth in last two years
- Huge ~85k installed base, up to 50-year unit lifetime
- Continue double-digit service annual growth
- Capitalize on high transactional share ~70%

Develop portfolio

- Grow decarbonization offerings: electrification, hydrogen, decarbonized heat, CCUS¹, and SMR²
- Drive digital offerings

Business Performance

~€8bn of which 30% Service
Order backlog³

Guidance FY25

11 – 13%
Revenue growth⁴

8 – 10%
Profit margin before SI

Targets FY28

HSD
Revenue growth⁵

10 – 12%
Profit margin

¹ Carbon Capture, Utilization and Storage | ² Small Modular Reactors | ³ As of September 30, 2024; does not capture value from transactional business |

⁴ Comparable revenue growth: Excluding currency translation and portfolio effects | ⁵ Compound annual revenue growth rate (FY24-based)

Siemens Gamesa – stepwise turnaround, benefitting from continuous growth trend

Market environment

Market to reach 100 GW in FY30¹
thereof ~73% onshore and ~27% offshore

Industry becomes more mature

Supportive government targets

Stabilizing price levels

Strong market position
#1 Offshore and #3 Onshore

Our Focus – path towards profitability

Successful service business

- Maximizing return from installed fleet (>140 GW)
- Driving profitable aftermarket sales

Increase Offshore profitability

- Successful production ramp-up
- Strict discipline on contractual T&Cs

Turnaround Onshore

- Re-introduction of the 4.X and 5.X platforms
- Reduction of Non-conformance costs

Operational Excellence

- Streamlining organization, portfolio and manufacturing footprint
- Harvest synergies with SE group
- Exit unattractive markets

Business Performance

€38bn of which 50% Service
Order backlog²

Guidance FY25

(9) – (5)%
Revenue growth³

~€(1.3)bn
Profit before SI

Targets FY28

LSD/MSD
Revenue growth⁴

3 – 5%
Profit margin

¹ Source: Wood Mackenzie global wind power market outlook update Q3 2024 | ² As of September 30, 2024 | ³ Comparable revenue growth: Excluding currency translation and portfolio effects | ⁴ Compound annual revenue growth rate (FY24-based)

Leveraging strong growth in electricity demand to drive business profitability

Capital allocation focus



Electricity demand drives company growth



Existing businesses provide substantial growth opportunities



Grid business is the fastest growing business



Sustainability is the core of our strategy

1

Backlog execution

2

Balance sheet strength

3

Capex for additional growth

4

Return to shareholders

5

M&A and portfolio additions

CFO section

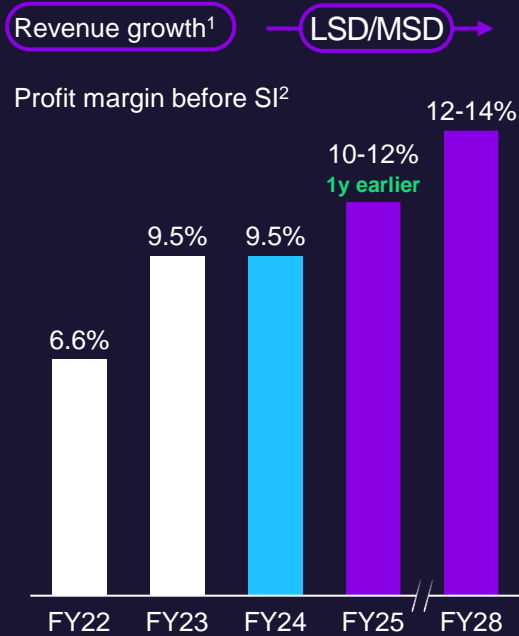
Financial foundation for mid-term targets

Maria Ferraro, CFO



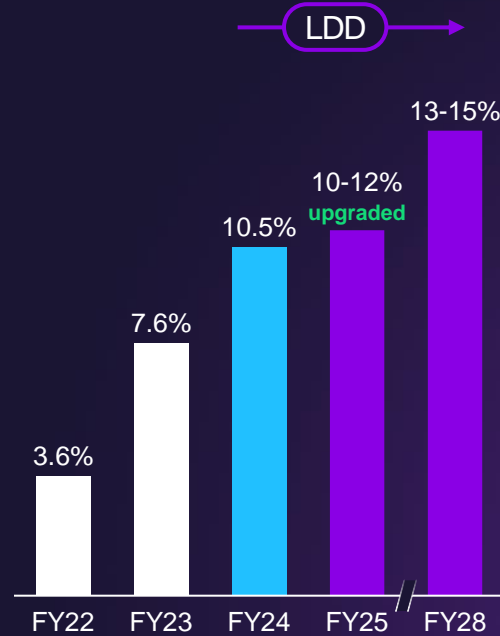
We have come a long way – raised expectations across GS, GT, TI – committed to SG break-even in FY26

Gas Services



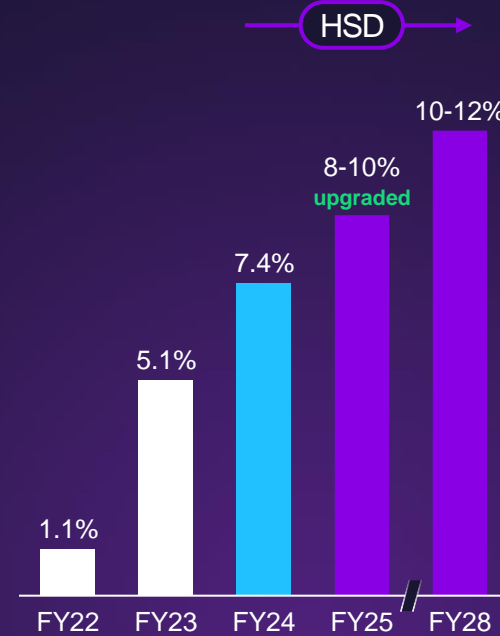
Previous FY26 target: 10-12%

Grid Technologies



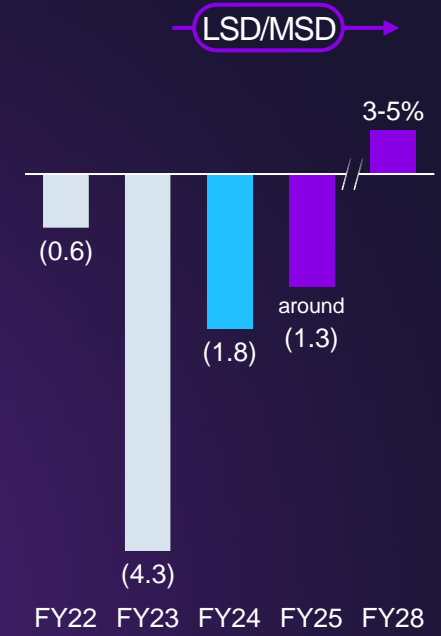
Previous FY26 target: 9-11%

Transformation of Ind.



Previous FY26 target: 7-9%

Siemens Gamesa



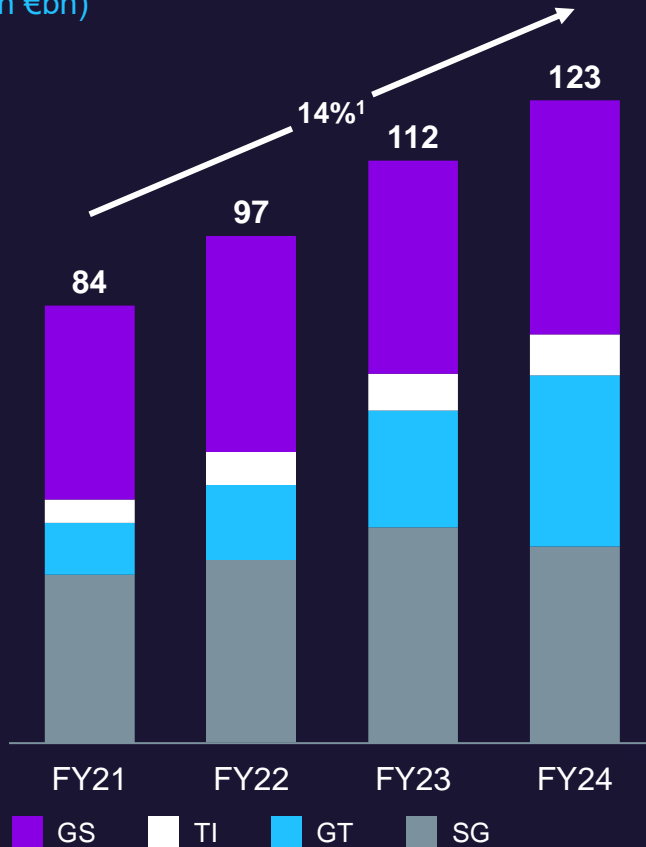
Previous FY26 target: Break-even

1 Compound annual comparable revenue growth rate (FY24-based) | 2 FY28 targets as reported 2024-11-13

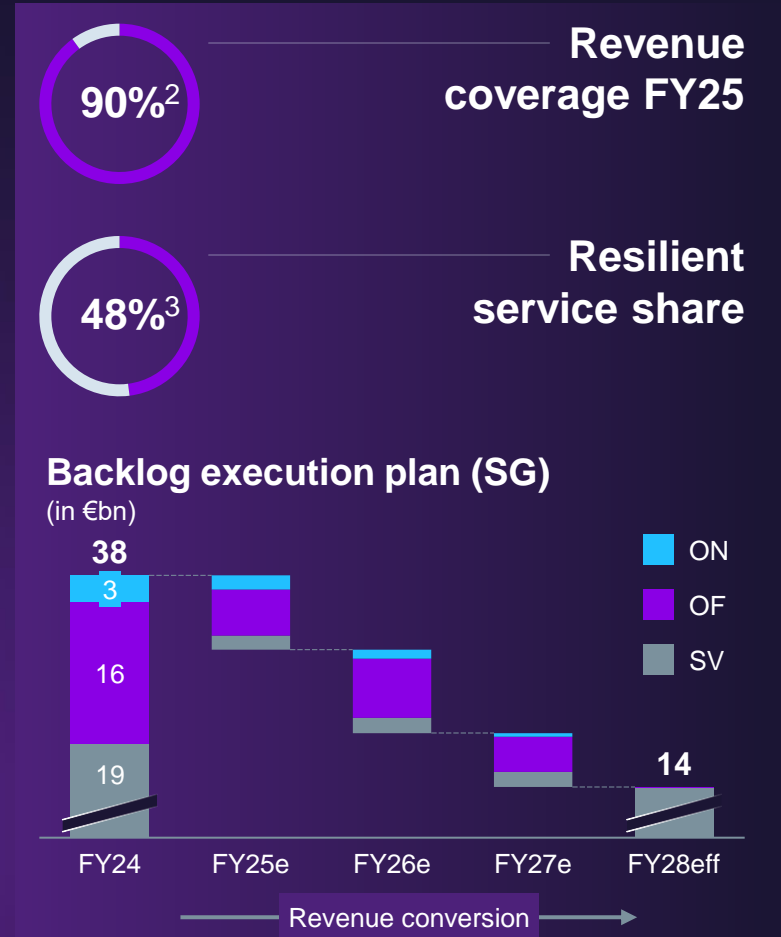
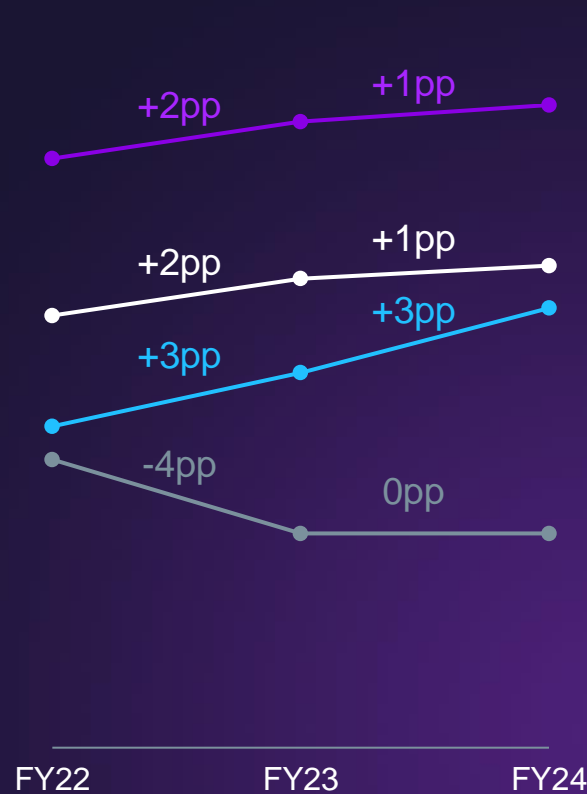
Targets are underpinned by a record order backlog with improved margin profile

Order backlog

(in €bn)



Backlog project margin

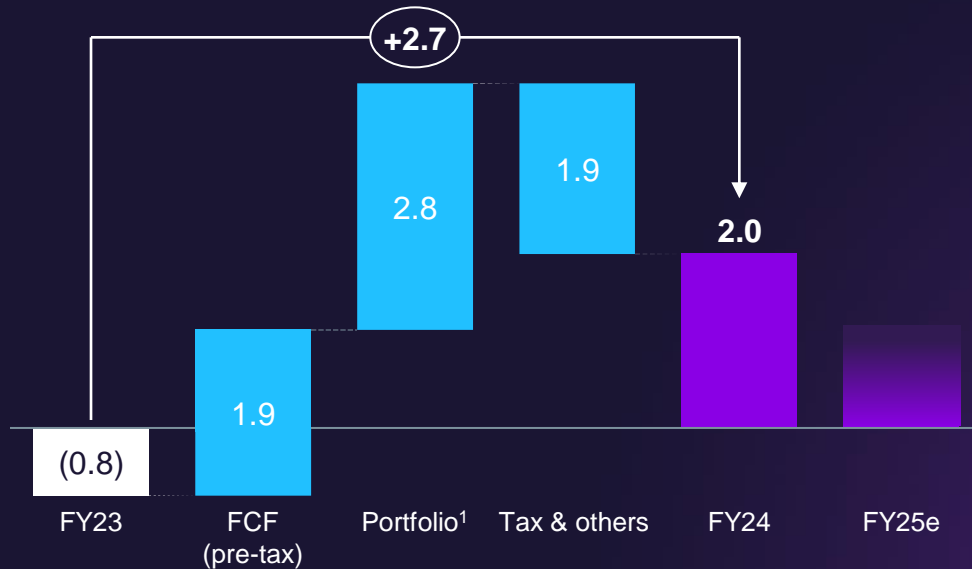


1 CAGR (FY21-FY24) | 2 Share of revenue from existing backlog | 3 Service Share in backlog FY24

Committed to a sound balance sheet – solid net cash through rigid execution of portfolio program

Adj. net cash (debt) transition

in €bn



- Strong growth-driven free cash flow pre tax
- ~€2.9bn cash from accelerated portfolio program in FY24

Net cash FY24

in €bn



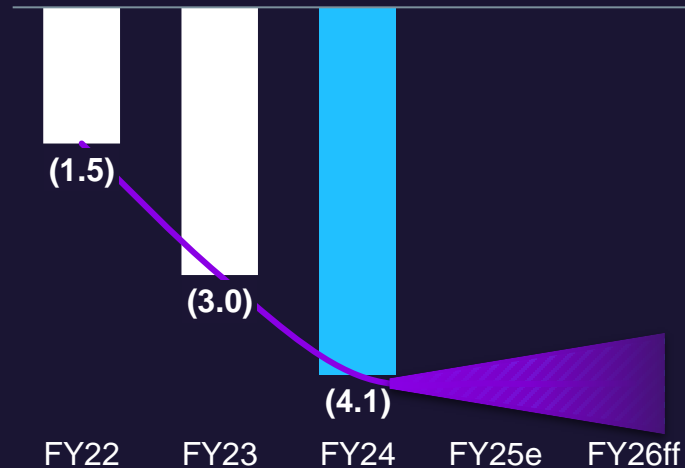
- >€6bn cash and €10bn available liquidity incl. renewed RCF
- Short- and long-term debt incl. €1.8bn leasing obligations
- No short-term debt maturities requiring refinancing

¹ Cash flow from investing activities less additions to intangible assets and property plant and equipment (reported in FCF) | ² Cash and cash equivalents

Continuously strong cash performance

Net operating working capital

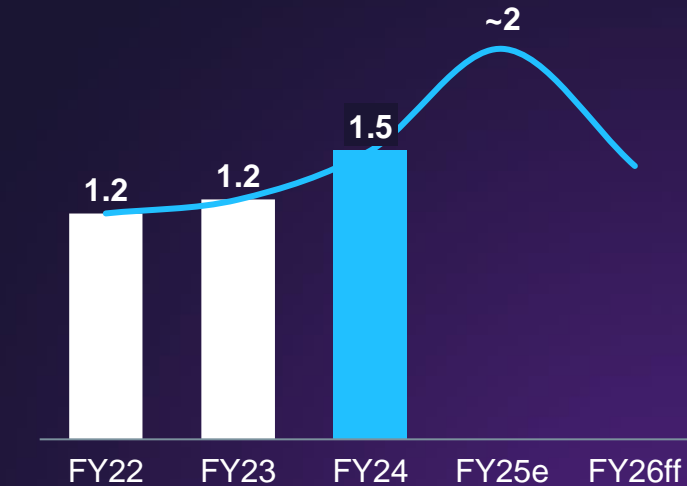
in €bn



- Well prefinanced working capital position
- Expecting a stabilization on current levels
- Continued order momentum at least counterbalancing negative effects from revenue ramp-up

Capital expenditures

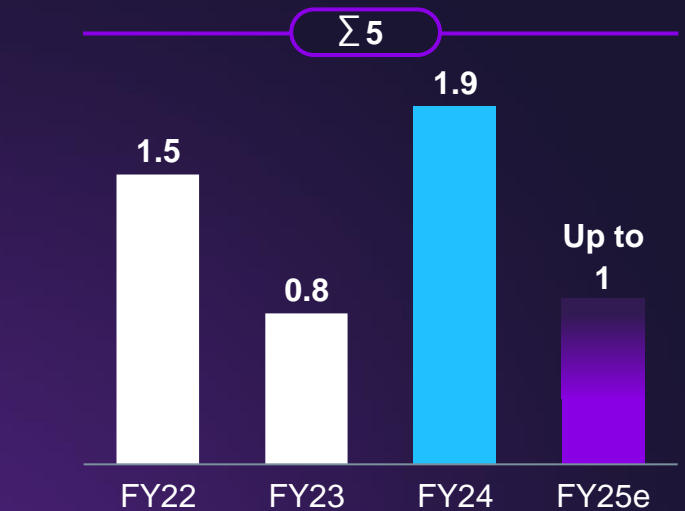
in €bn



- Capacity extension to support growth outlook
- Peaking investments in FY25 and normalization thereafter

Free cash flow pre tax

in €bn

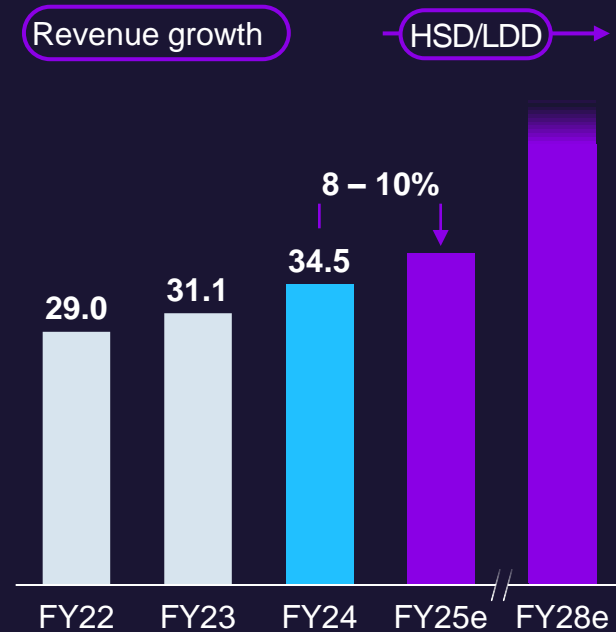


- FY25 impacted by Siemens Gamesa losses and quality cash outs
- Mid-term FCF expected with CCR¹ of around 1 minus revenue growth over the business cycle

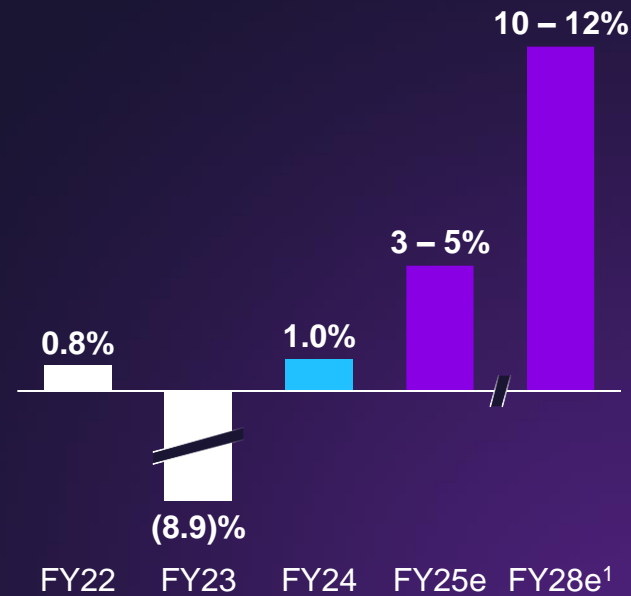
¹ Cash Conversion Rate defined as free cash flow pre tax / profit
2024-11-13

Clear path to shareholder value creation

Revenue



Profit margin before SI



Capital allocation guardrails

Capital Structure

Investment Grade

Dividend Policy²

40 – 60%

Capital Efficiency³

>15%

¹ FY28 profit margin target as reported | ² Pay-out based on the group's net income attributable to shareholders of Siemens Energy AG. Net income may be adjusted for extraordinary non-cash effect. Pay-out is subject to restrictions associated with government guarantees | ³ ROCE: Return of capital employed as net operating profit after tax (NOPAT) over capital employed (Sum of adj. net debt and equity)

Financial outlook FY25 and FY28 targets

	FY25 Outlook		FY28 Targets	
	Revenue growth ¹	Profit margin before SI ²	Revenue CAGR ³	Margin reported ²
Gas Services	7 – 9%	10 – 12%	Low / mid-single digit	12 – 14%
Grid Technologies	23 – 25%	10 – 12%	Low-double digit	13 – 15%
Transformation of Industry	11 – 13%	8 – 10%	High-single digit	10 – 12%
Siemens Gamesa	(9) – (5)%	around neg. €1.3bn	Low / mid-single digit	3 – 5%
Siemens Energy	8 – 10%	3 – 5%	High-single / low-double digit	10 – 12%
Net Income		around break-even ⁴		
Free Cash Flow pre tax⁵		up to €1bn		


This outlook excludes charges related to legal and regulatory matters.

¹ Comparable revenue growth: Excluding currency translation and portfolio effects | ² Profit margin in % of revenue with profit as earnings before financial result, income taxes, amortization expenses related to intangible assets acquired in business combinations, and goodwill impairments | ³ Compound annual revenue growth rate (FY24-based) | ⁴ excluding assumed positive Special items subsequent to the demerger of the energy business from Siemens Limited, India | ⁵ Free cash flow pre-tax as operating cashflow and additions to intangible assets and PPE less Income taxes paid


Wrap up



FY25 priorities remain unchanged – higher growth and profitability targets



Deliver
on profitable growth



Fix
the wind business



Maintain
solid financial foundations

FY24 operational performance better than expected

Strong electricity market growth provides opportunities for all SE businesses

Record order backlog with improved margin profile supports strong growth and rising profitability

Steps taken to reach break-even target at Siemens Gamesa in FY26

Investment to deliver growth whilst committed to investment grade credit profile

Long-term plan in place to deliver sustainable shareholder value creation



We energize society



Questions & Answers

Christian Bruch and Maria Ferraro



Financial Calendar

2025

Nov 13

Dec 12

Feb 12

Feb 20

May 8

Aug 6

Q4 FY24

Annual Report
2024

Q1 FY25

AGM

Q2 FY25

Q3 FY25

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Appendix

Additional financial disclosure for Siemens Gamesa

		Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24
WTG	Profit margin before SI	(33.8)%	(26.4)%	(21.6)%	(5.0)%	(19.4)%
Onshore	Revenue (€m)	914	691	705	742	890
	Volume (MWe)	1,317	742	728	873	1,013
	Order intake (€m)	875	476	92	29	466
	Order intake (MW) ¹	1,244	759	56	54	436
	Order backlog (€m)	5,325	5,084	4,244	3,528	2,946
	ASP (€/MW) ¹	0.70	0.63	n/a	n/a	n/a
Offshore	Revenue (€m)	1,053	780	1,078	1,230	1,448
	Volume (MWe)	1,086	461	761	868	963
	Order intake (€m)	2,232	504	244	144	3,203
	Order intake (MW)	1,518	294	0	0	2,758
	Order backlog (€m)	17,046	16,556	15,829	14,817	16,370
Service	Revenue (€m)	624	572	530	597	743
	Order intake (€m)	1,118	585	544	491	476
	Order backlog (€m)	19,303	19,196	19,137	19,067	18,618
	Installed fleet (MW)	136,786	138,396	139,384	140,758	141,541
	Fleet under maintenance (MW)	81,873	83,672	85,021	87,237	88,917
	Profit margin before SI	0.4%	(4.1)%	(8.1)%	(58.6)%	4.2%

¹ Onshore order intake (MW) and average selling price of onshore order intake include only wind orders
2024-11-13

FY25 financial considerations for Siemens Energy

	FY24	FY25	Commentary
Reconciliation line on Profit before SI	neg. €0.25bn	~ neg. €0.3bn	
Financial result	neg. €0.3bn	~ neg. €0.2bn	Excl. impacts related to the change in fair values of transaction related derivatives
R&D	€1.2bn	~ €1.2bn	
Capital expenditures	€1.5bn	~ €2bn	
Cash flow positions below FCF pre tax			
Tax paid	neg. €0.5bn	stable	
Other cash flow from investing activities (Portfolio) ¹	€2.8bn	n/a excl. from guidance	
Interest / guarantee payments	neg. €0.3bn	slightly down	Incl. payments for Bund backed guarantees
Minority dividend payments	neg. €0.1bn	stable	
Treasury shares	neg. €0.1bn	stable	Only for employee stock programs
Lease payments	neg. €0.4bn	stable	Lease payments reported in financing cash flow

¹ Cash flow from investing activities less additions to intangible assets and property plant and equipment (reported in FCF)
2024-11-13

Net Income Transition

In €m	Siemens Energy			
	Q4 FY23	Q4 FY24	FY23	FY24
Gas Service	114	137	1,053	1,018
Grid Technologies	152	268	520	1,197
Transformation of Industry	12	109	210	392
Siemens Gamesa	(670)	(472)	(4,439)	(1,734)
<i>Reconciliation to Siemens Energy</i>	<i>(160)</i>	<i>(157)</i>	<i>(303)</i>	<i>1,509</i>
Profit	(551)	(115)	(2,960)	2,383
<i>Profit margin</i>	<i>(6.5)%</i>	<i>(1.2)%</i>	<i>(9.5)%</i>	<i>6.9%</i>
Amortization of intangible assets acquired in business combinations and goodwill impairments	(65)	(63)	(297)	(258)
Financial result	(31)	109	(130)	(303)
Income before income taxes	(647)	(69)	(3,387)	1,822
Income tax (expenses/gains)	(223)	(184)	(1,202)	(487)
Net income	(870)	(254)	(4,588)	1,335
Attributable to				
Non-controlling interests	29	39	(57)	150
Shareholders of Siemens Energy AG	(899)	(292)	(4,532)	1,184

Cash Flow Statement

In €m	Siemens Energy			
	Q4 FY23	Q4 FY24	FY23	FY24
Net income	(870)	(254)	(4,588)	1,335
Amortization, depreciation and impairments	390	433	1,515	1,511
Change in operating net working capital				
Contract assets	379	136	321	(132)
Inventories	347	346	(1,235)	(1,221)
Trade receivables	(53)	(33)	(1,272)	(824)
Trade payables	(50)	(51)	116	(147)
Contract liabilities	853	443	3,388	3,216
Others	455	450	3,377	(849)
Cash flow from operating activities	1,451	1,470	1,622	2,889
Additions to intangible assets and property, plant and equipment	(467)	(650)	(1,228)	(1,514)
Free cash flow	984	820	394	1,375
Income taxes paid	124	112	390	483
Free cash flow pre tax	1,108	932	784	1,859
therein Gas Services	167	210	970	1,393
therein Grid Technologies	423	549	1,236	2,228
therein Transformation of Industry	162	111	192	411
therein Siemens Gamesa	286	48	(1,604)	(2,123)

Gas Services



Gas Services is well positioned in a growing market

Market environment

Gas as cornerstone for the energy transition

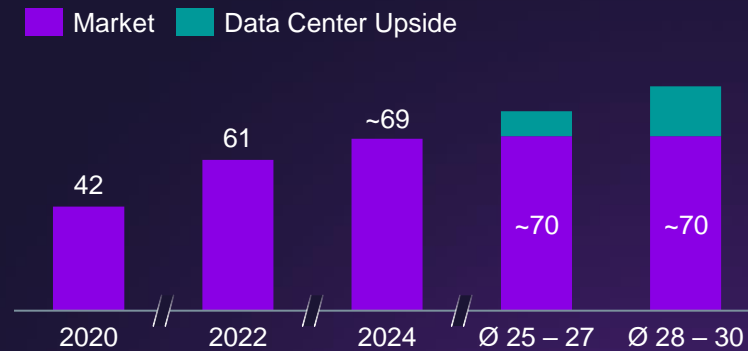
Strong regional programs support gas market of ~70 GW per year

Decarbonization solutions for gas

Data centers provide upside

Nuclear renaissance

Market Outlook, in GW additions



Focus Markets

- GER: "Kraftwerkssicherungsgesetz" plan (~13GW) on H2-ready generation
- Europe: Coal-to-Gas shift potential (~35 GW)
- Raising demand for peaking and data centers applications (>10 GW p.a.)
- Vision 2030 – Oil to Gas Program (~40 GW)
- Large scale Coal-to-Gas Programs in Asia, e.g., South Korea (~15 GW) and Taiwan (~20 GW)

Key facts & figures for FY24

Market position



Profit margin before SI

9.5%

Order backlog



Revenue



Focus on profitable growth

Key focus areas

1 Competitive portfolio

- Sustain improved gross margins
- Technology leadership, cost-out and selectivity
- 30% capacity expansion for large gas turbines

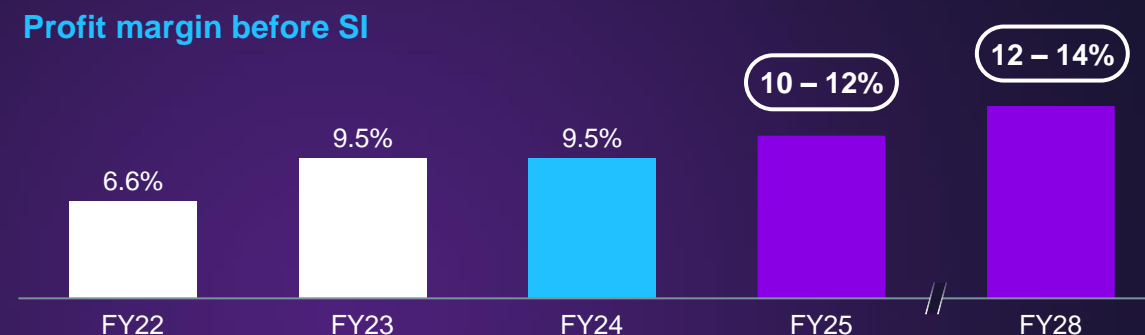
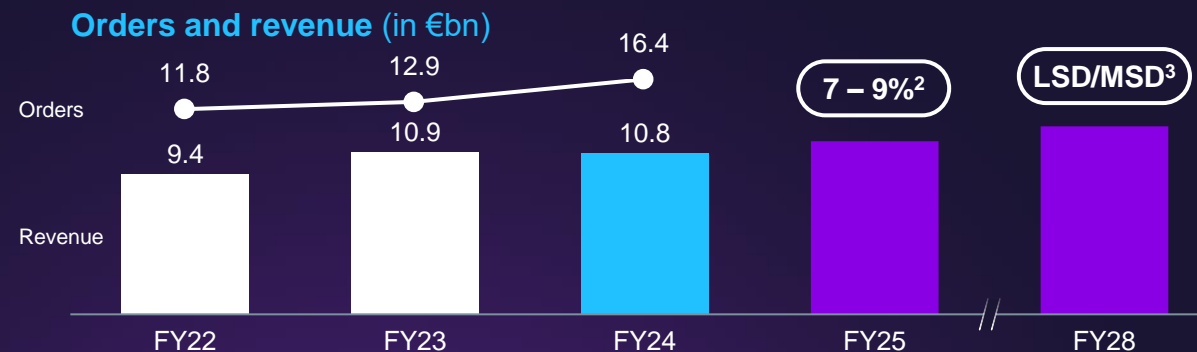
2 Leading service performance

- New fleet additions and margin expansion
- Invest in mods & ups and new service models

3 Enabling decarbonization

- 100% H₂ (and green fuels) roadmap
- CCUS¹ partnerships
- Support nuclear projects

Business outlook



¹ Carbon Capture, Utilization and Storage | ² Comparable revenue growth: Excluding currency translation and portfolio effects | ³ Compound annual revenue growth rate (FY24-based)

Best-in-class service performance

Strong service performance improvement over the past two years...

+200

units added to fleet

+€3bn

backlog growth

+2pp

backlog project margin

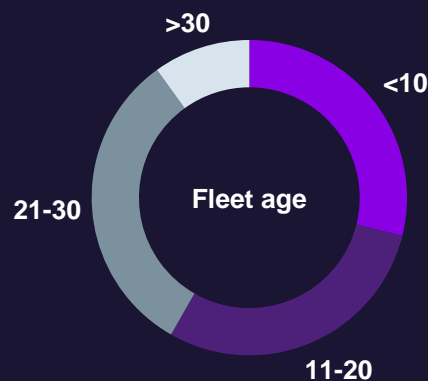
+20%

revenue growth

+65%

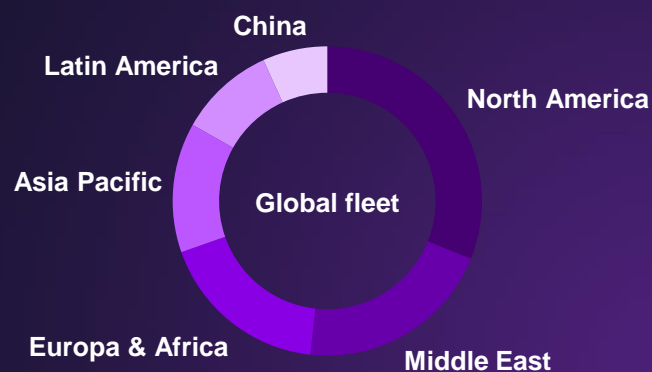
order growth

...with solid fundamentals for future expansion, benefiting from mid-term upside as young large units require first outages



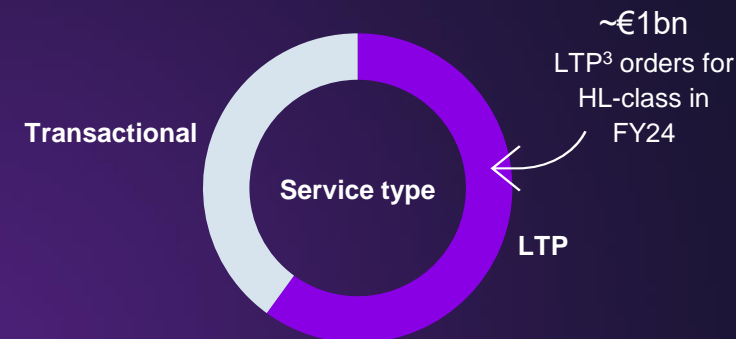
Young fleet

~30% of the large gas fleet <10 years, and ~65% is in advanced frames¹



Well diversified

~65% of LGT fleet in high growth regions (NA, ME, AP)



Predictable

LTP³ service agreements cover ~60% of service revenue, with ~17 years contracts on average

¹ Advanced LGT frames defined as F-class, H-class, and HL-class | ² North America, Middle East, Asia Pacific | ³ Long-term program

Grid Technologies



Grid Technologies is well positioned in a fast growing market with 12% CAGR

Market environment

Fast growing market with 12% CAGR

Connection of renewables to multiply

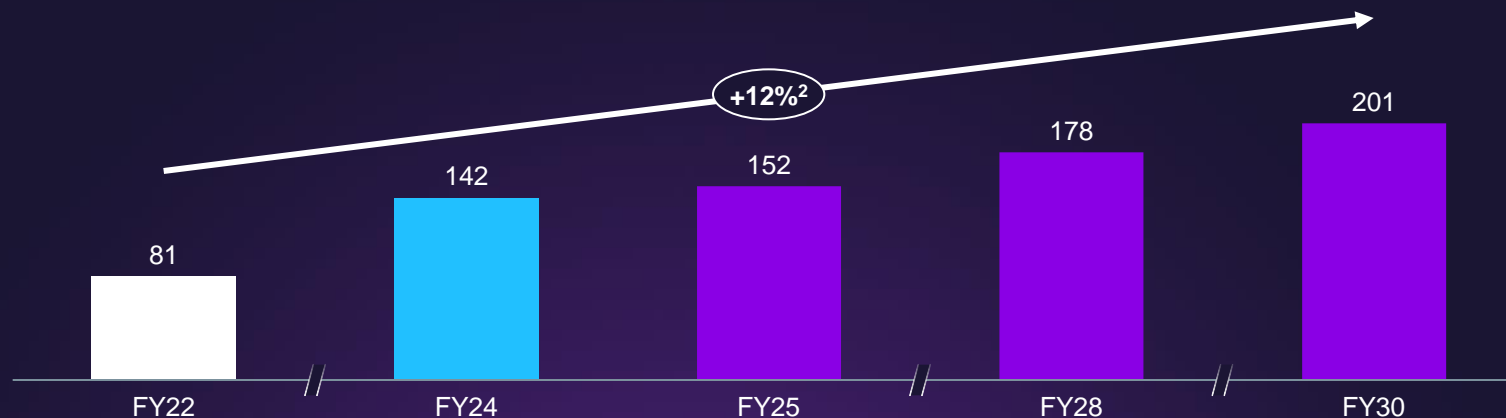
Ageing infrastructure requires replacement

Data centers provide upside

Digital grid solutions to keep grids stable

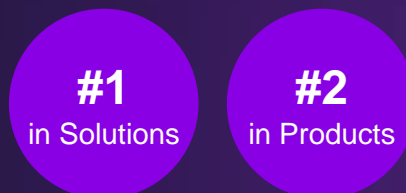
Excellent market position
#1 in solutions, #2 in products

Market outlook¹ in €bn



Key facts & figures for FY24

Market position



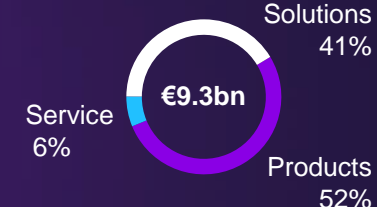
Profit margin before SI

10.5%

Order backlog

€33bn

Revenue



¹ Source: DNV Energy Transition Outlook 2024; IEA Electricity Grids and Secure Energy Transitions 2023; SE internal analysis in 2024 | ² FY22 – FY30 CAGR

Fastest growing business with attractive profitability

Key focus areas

1 Scaling up Capacities

- 2 new factories go live in 2026, focus on effective use of capital
- Expansion investment of ~€1.1bn
- Transformer capacity to expand by 85 GVA¹
- +6.000 FTE ramp-up incl. partners, 50% of headcount additions in best cost countries

2 Safeguarding Execution

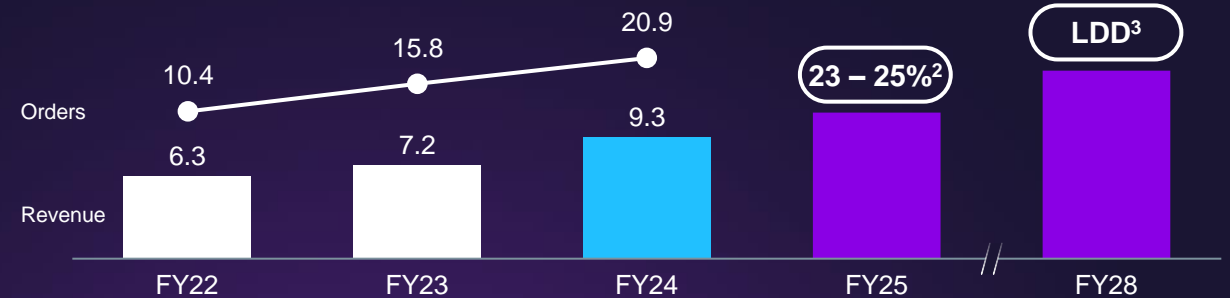
- Industrialization of products and solutions
- Harmonizing factory management
- Leverage Digitalization

3 Transform Portfolio

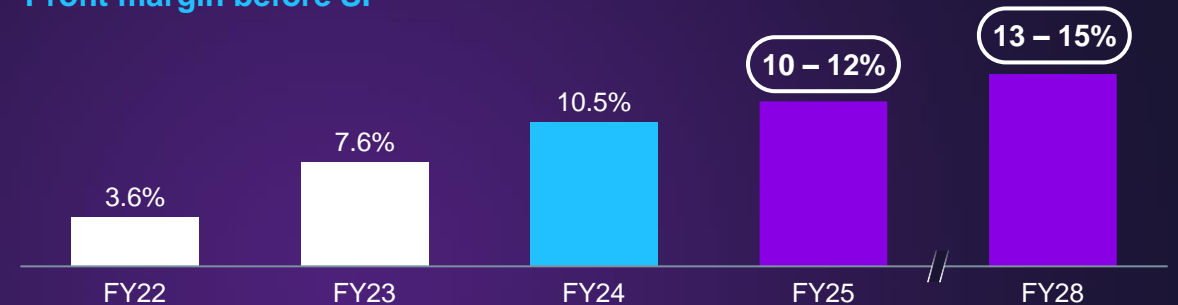
- Focus on attractive markets and products
- Ramp up digital grid solutions
- Drive Blue portfolio

Business outlook

Orders and revenue (in €bn)



Profit margin before SI



¹ Gigavolt-ampere | ² Comparable revenue growth: Excluding currency translation and portfolio effects | ³ Compound annual revenue growth rate (FY24-based)

Capacity expansions and investment in workforce to scale up capabilities



Capacity

2 new greenfield factories

Go live in 2026

€1.1bn upcoming investments¹

Spent for expansions & optimization of existing assets

48 strategic supplier engagements

Jointly securing our growth



People

+6,000 headcounts²

To be ramped up including partners

~50% in best cost countries

Headcount additions in countries with high talent availability

4 Global training academies

Implemented for training and upskilling

¹ FY25-28 cumulated, including expansions, maintenance and replacements; excluding real estate | ² rounded headcount net number considering leaves

Transformation of Industry



Significant growth in both conventional and decarbonization markets

Market environment

Acceleration of industry electrification

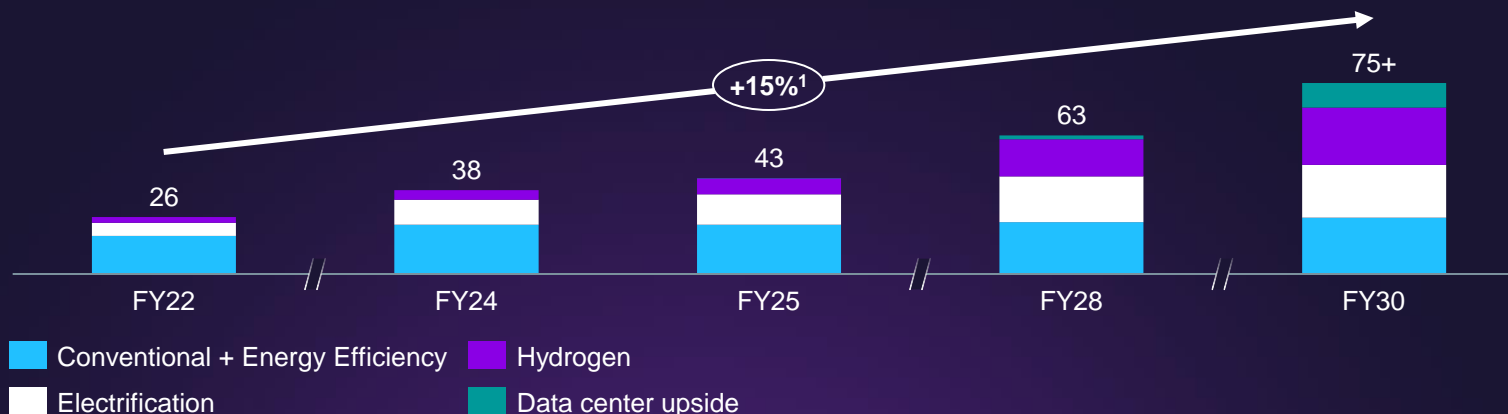
Growing service demand for our equipment

Data centers provide upside

Hydrogen as a long-term opportunity

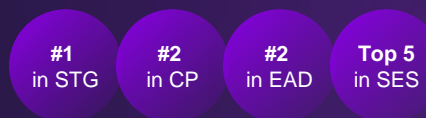
#1 or #2 in all businesses

Market outlook¹ in €bn



Key facts & figures for FY24

Market position



Profit margin before SI

7.4%

Order backlog²

~€8bn
 70% new units
 30% service

Revenue



¹ Source: Siemens Energy internal market assessment, CAGR FY22 – FY30 (does not include data center upside); Conventional + Energy Efficiency = 5%; Electrification = 19%; Hydrogen = 36% | ² Does not capture value from transactional business

Operational excellence and capturing new opportunities

Key focus areas

1 Accelerate performance improvement

- Turnaround of compression and steam business achieved
- Prioritize profitability through selectivity
- Push margin improvement with operational excellence

2 Maximize service growth

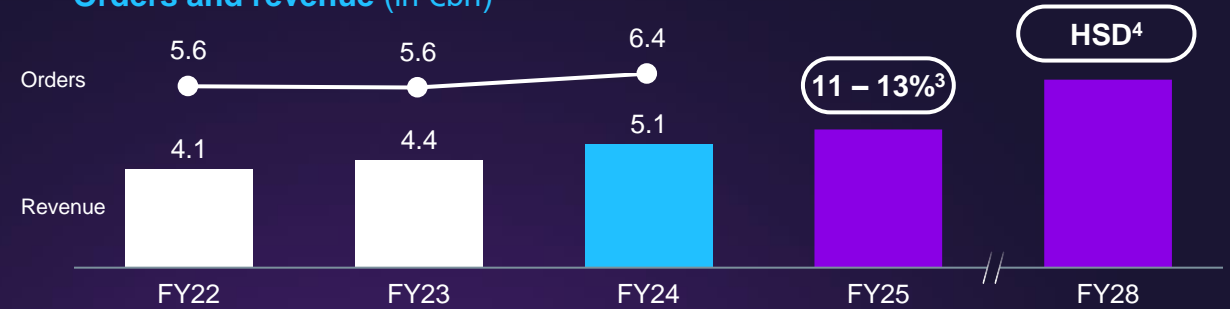
- +35% service revenue growth in last two years
- Huge ~85k installed base, up to 50-year unit lifetime
- Continue double-digit service annual growth
- Capitalize on high transactional share ~70%

3 Develop portfolio

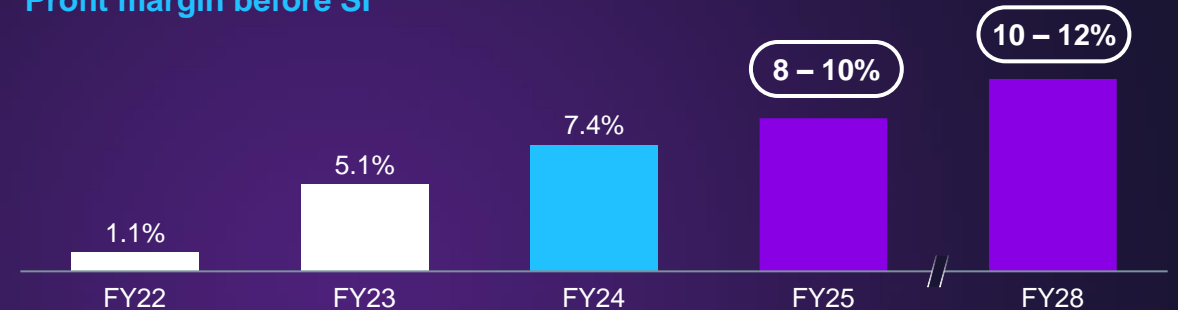
- Grow decarbonization offerings: electrification, hydrogen, decarbonized heat, CCUS¹, and SMR²
- Drive digital offerings

Business outlook

Orders and revenue (in €bn)



Profit margin before SI

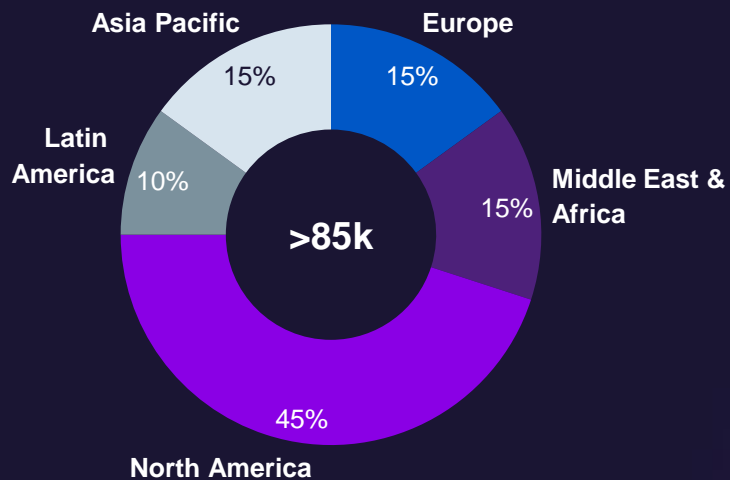


¹ Carbon Capture, Utilization and Storage | ² Small Modular Reactors | ³ Comparable revenue growth: Excluding currency translation and portfolio effects |

⁴ Compound annual revenue growth rate (FY24-based)

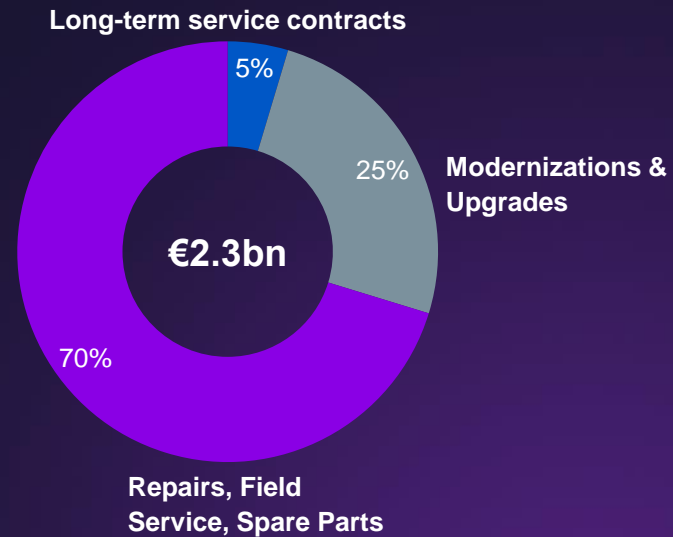
Leveraging installed fleet to maximize service share

Installed fleet by region¹



Global reach
with US stronghold

Service by contract type¹



Capitalizing
on market upcycle

Service value drivers

Service revenue growth²

+35%

Service margin expansion²

+3pp

Technical lifetime of assets

>50 years

Own fleet with strong service upside

>50%

Wind Power business **Siemens Gamesa**



Siemens Gamesa to benefit from continuous demand in both Onshore and Offshore

Market environment

Market to reach 100 GW in FY30¹
thereof ~73% onshore and ~27% offshore

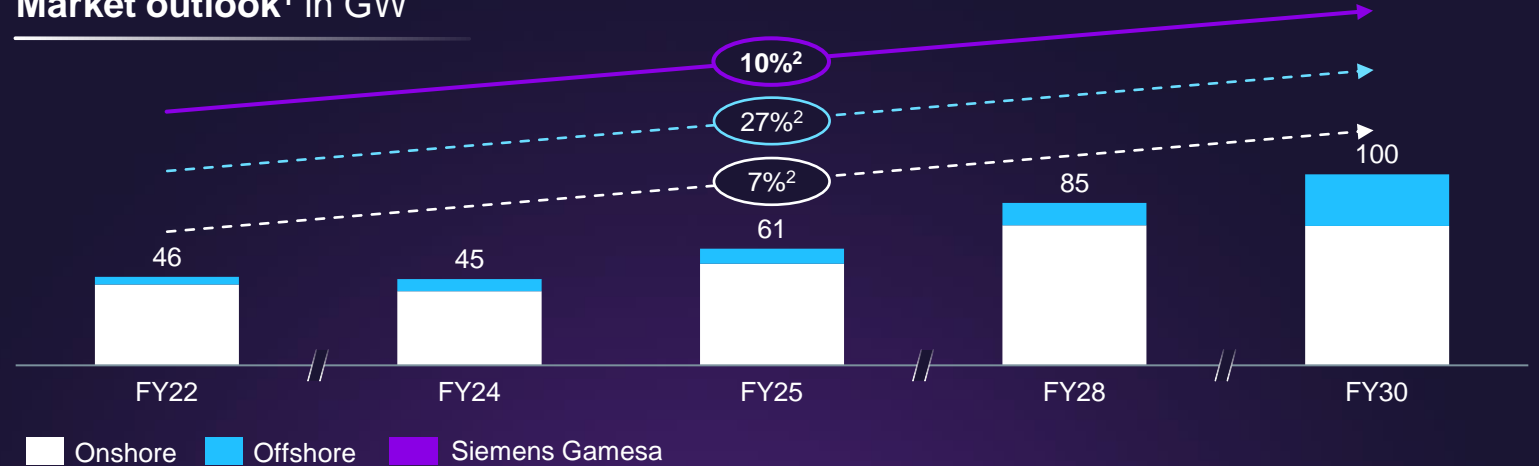
Industry becomes more mature

Supportive government targets

Stabilizing price levels

Strong market position
#1 Offshore and #3 Onshore

Market outlook¹ in GW



Key facts & figures for FY24

Market position



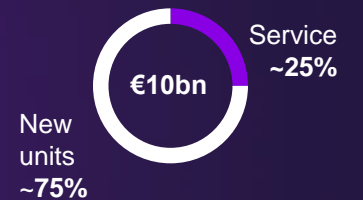
Profit margin before SI

(17.8)%

Order backlog



Revenue



¹ Source: Wood Mackenzie global wind power market outlook update Q3 2024 | ² CAGR FY22 – FY30 (does not include data center upside)

Turnaround stepwise and benefit from unbroken growth trend

Key focus areas

1 Successful service business

- Maximizing return from installed fleet (>140GW)
- Driving profitable aftermarket sales

2 Increase Offshore profitability

- Successful production ramp-up
- Strict discipline on contractual T&Cs

3 Turnaround Onshore

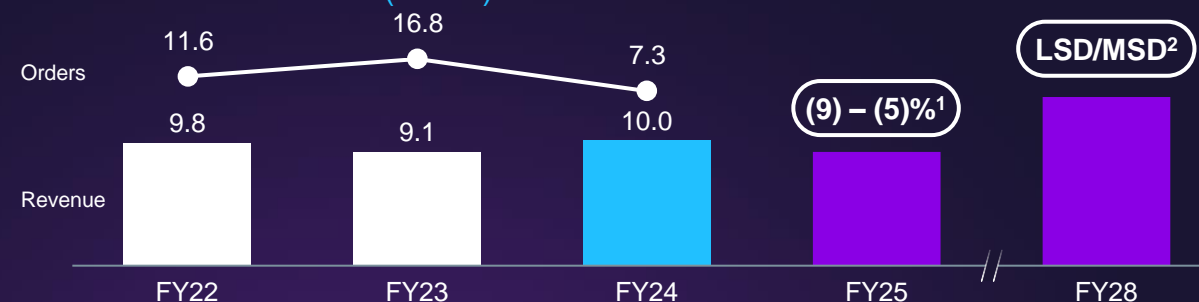
- Re-introduction of the 4.X and 5.X platforms
- Reduction of Non-conformance costs

4 Operational excellence

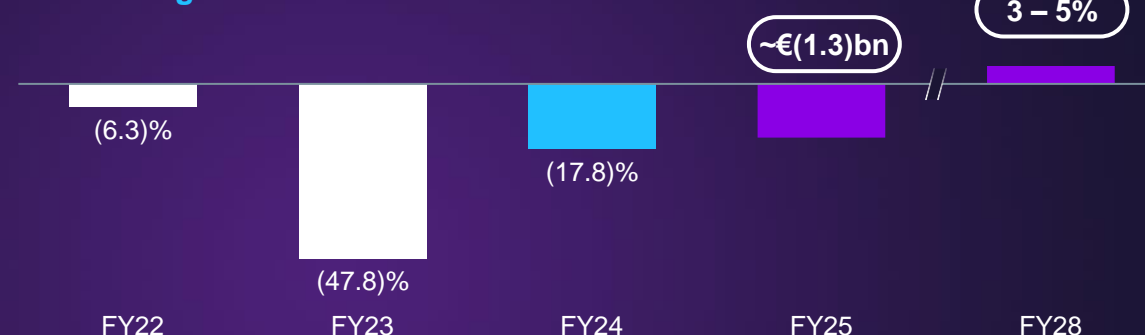
- Streamlining organization, portfolio and manufacturing footprint
- Harvest synergies with SE group
- Exit unattractive markets

Business outlook

Orders and revenue (in €bn)



Profit margin before SI



¹ Comparable revenue growth: Excluding currency translation and portfolio effects | ² Compound annual revenue growth rate (FY24-based)

Service will be a key contributor to break-even in FY26

Key value drivers

1

Maximize return from current fleet

- Execute field implementation of QTF solutions by mitigating/optimizing costs as much as feasible
- Reliable and optimized execution of service activities to drive availability
- Focus on productivity and cost-out measure within the core service business

2

Drive profitable new sales

- Renewed focus to drive aftermarket business
- Redesign framework for service programs to support profitable growth



Service KPIs

Fleet under service
~90GW

Order backlog
€19bn

Covered by service programs²
63%

Avg. contract duration¹
~7.5 years

Offshore fleet renewal rate²
100%

Siemens Gamesa – execution of legacy backlog and defined improvement measures will pave the way to break-even in FY26

Main building blocks towards break-even

in €bn

