

The Siemens logo, consisting of the word "SIEMENS" in a bold, teal, sans-serif font, is positioned in the top left corner of the slide. The background of the entire slide is a complex geometric pattern of overlapping triangles in various shades of blue and teal, creating a modern, architectural feel.

SIEMENS

Roland Busch | Member of the Managing Board

Winning in the Asia, Australia and Middle East markets

Siemens Capital Market Day | Berlin, December 9, 2014

Notes and forward-looking statements

This document contains statements related to our future business and financial performance and future events or developments involving Siemens that may constitute forward-looking statements. These statements may be identified by words such as “expect,” “look forward to,” “anticipate” “intend,” “plan,” “believe,” “seek,” “estimate,” “will,” “project” or words of similar meaning. We may also make forward-looking statements in other reports, in presentations, in material delivered to shareholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements. Such statements are based on the current expectations and certain assumptions of Siemens’ management, of which many are beyond Siemens’ control. These are subject to a number of risks, uncertainties and factors, including, but not limited to those described in disclosures, in particular in the chapter Risks in the Annual Report. Should one or more of these risks or uncertainties materialize, or should underlying expectations not occur or assumptions prove incorrect, actual results, performance or achievements of Siemens may (negatively or positively) vary materially from those described explicitly or implicitly in the relevant forward-looking statement. Siemens neither intends, nor assumes any obligation, to update or revise these forward-looking statements in light of developments which differ from those anticipated.

This document includes – in IFRS not clearly defined – supplemental financial measures that are or may be non-GAAP financial 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 IFRS in its Consolidated Financial Statements. Other companies that report or describe similarly titled financial measures may calculate them differently.

All underlying margins are calculated by adjusting margins for the effects reported for the respective businesses in the relevant period. These effects are provided to assist in the analysis of the businesses’ results year-over-year and may vary from period to period. Underlying margins are not necessarily indicative of future performance. Other companies may calculate similar measures 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.

Siemens in Asia, Australia and Middle East

Unparalleled position in growing markets

Strong financial performance paced by consistent, long-term investment in manufacturing, R&D and people

We are further **expanding our localized value chains**

Deep and broad product and solution portfolio that matches customer needs at every level of industrial development:
From entry level to innovative solutions

Asian customers are "going global" and **Siemens is their trusted partner**

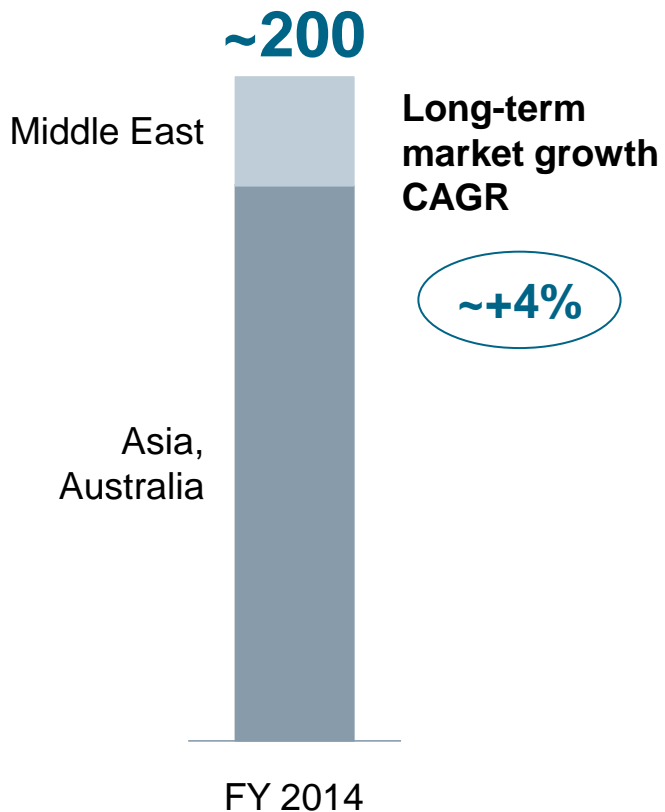
A clear, competitive edge for Siemens

The region remains a key growth market

For the world and for Siemens

Siemens markets

in €bn



Siemens' offerings match market needs in all phases of development

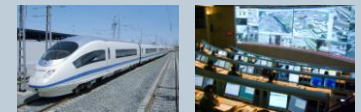
Demand for standard of living



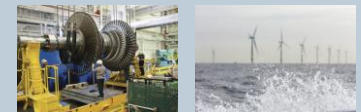
Industrialization



Infrastructure build-up



Energy demand

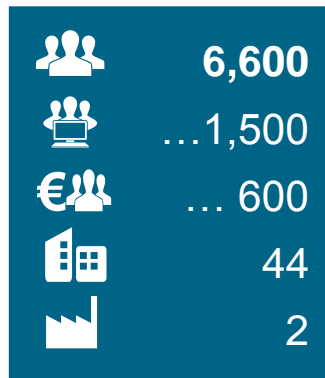


Note: Figures include only continued operations

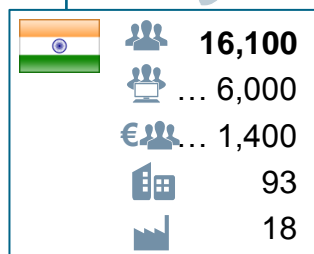
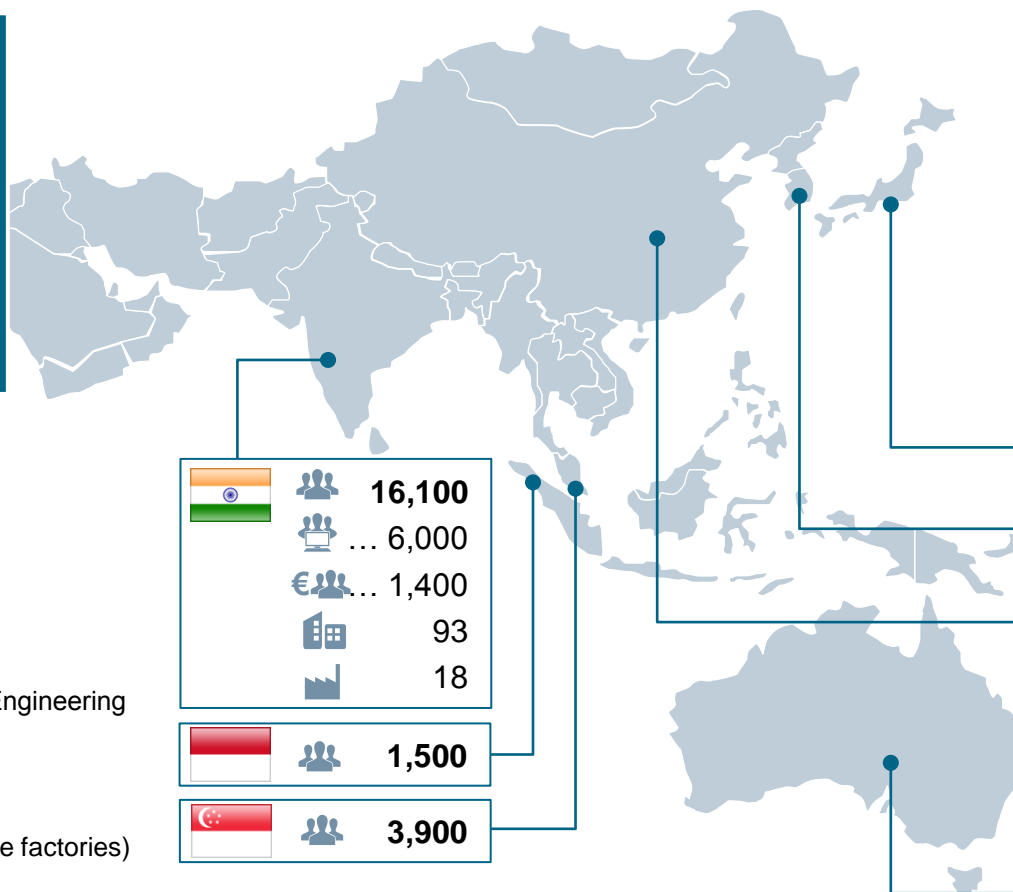
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Siemens is deeply rooted in Asia, Australia and in the Middle East

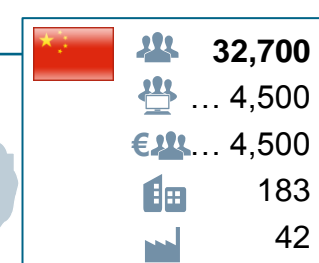
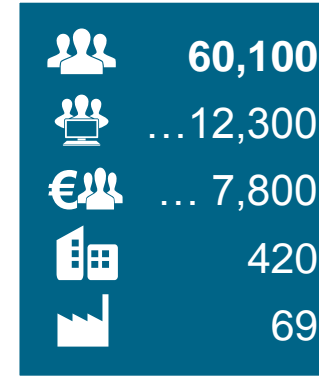
Middle East



- Employees**
- ...therein R&D and Engineering
- ...therein Sales
- Locations
- Manufacturing sites (comprising 1 or more factories)



Asia, Australia



Note: Countries are Siemens Lead Country Bundles (LCB); Regions are the sum of respective LCBs

Figures include only continued operations

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Strong performance, outgrowing GDP in the last 4 years

Middle East
CAGR FY 2010-2014

Asia, Australia
CAGR FY 2010-2014



In % of **Siemens Orders** FY 2010-2014



Note: Figures include only continued operations – prior years are presented on a comparable basis

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Globally: Siemens leading in infrastructure automation and well positioned for growth in digitalization

	Power Generation	Transmission & Distribution	Buildings incl. data center	Transportation
Digitalization	<ul style="list-style-type: none"> Predictive maintenance Performance optimization 	<ul style="list-style-type: none"> Grid control and applications/software Renewable, IT/OT integration 	<ul style="list-style-type: none"> Building performance and sustainability Data center infrastructure management 	<ul style="list-style-type: none"> Condition based maintenance → availability Fleet optimization → throughput
Automation	Power plant automation #1 Control systems	Grid automation #1 Protection, sub-station automation	Building automation #1 Total Building Solutions	Train/rail/traffic automation #1 Rail automation 4.0
Electrification	<ul style="list-style-type: none"> Gas and steam turbines Wind on- and offshore Distributed generation 	<ul style="list-style-type: none"> HVDC/Grid access Substation solutions Switchgear, breakers 	<ul style="list-style-type: none"> Field devices (e.g., actuators) 	<ul style="list-style-type: none"> Energy efficient propulsion Signals, crossings Rail power grids

Siemens market position in automation

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We tailor our portfolio to local market needs

Entry level products are a key lever to exploit growth markets

Products & Solutions

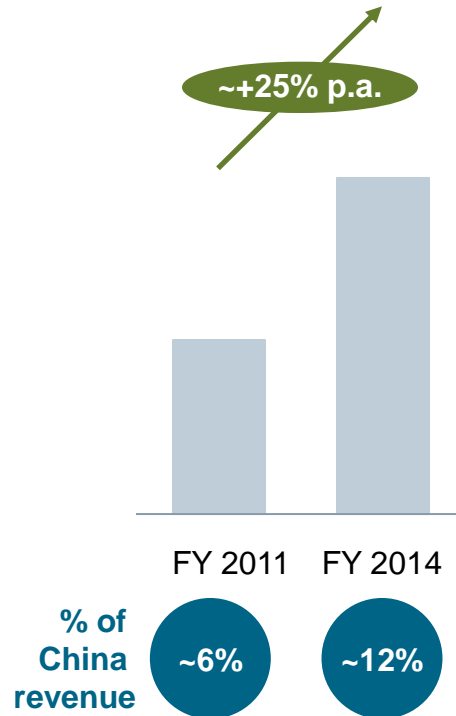
Customer Relationship & Footprint

People & Partners



Example – China

Growing revenue contribution of entry level products



Motion Control (MC), motors & drives

- Total capacity for MC, motors & drives of >1 million units
- Entry level MC products driving growth: SINUMERIK & SINAMICS revenue up ~7x since FY 2011



SMART Energy Automation device

- Adapted global product for local market under local responsibility
- ~50% price reduction, giving us access to additional markets



SIMOSEC World (MV switch gear)

- Local R&D to expand portfolio for global needs
- Exports of ~40% until FY 2017, to >15 countries



Successful innovative solutions for local and global markets

Products & Solutions



Riyadh Metro Project ~€1.6bn

- Largest metro project worldwide
- Showcase for high-tech mobility solutions
- Strong consortium partners with deep local experience



Customer Relationship & Footprint

E-houses and modules for Oil & Gas

- Single point of interface from concept to commissioning
- Market leadership in onshore E-house for LNG
- FY 2014 orders of ~€540m including one of >€300m



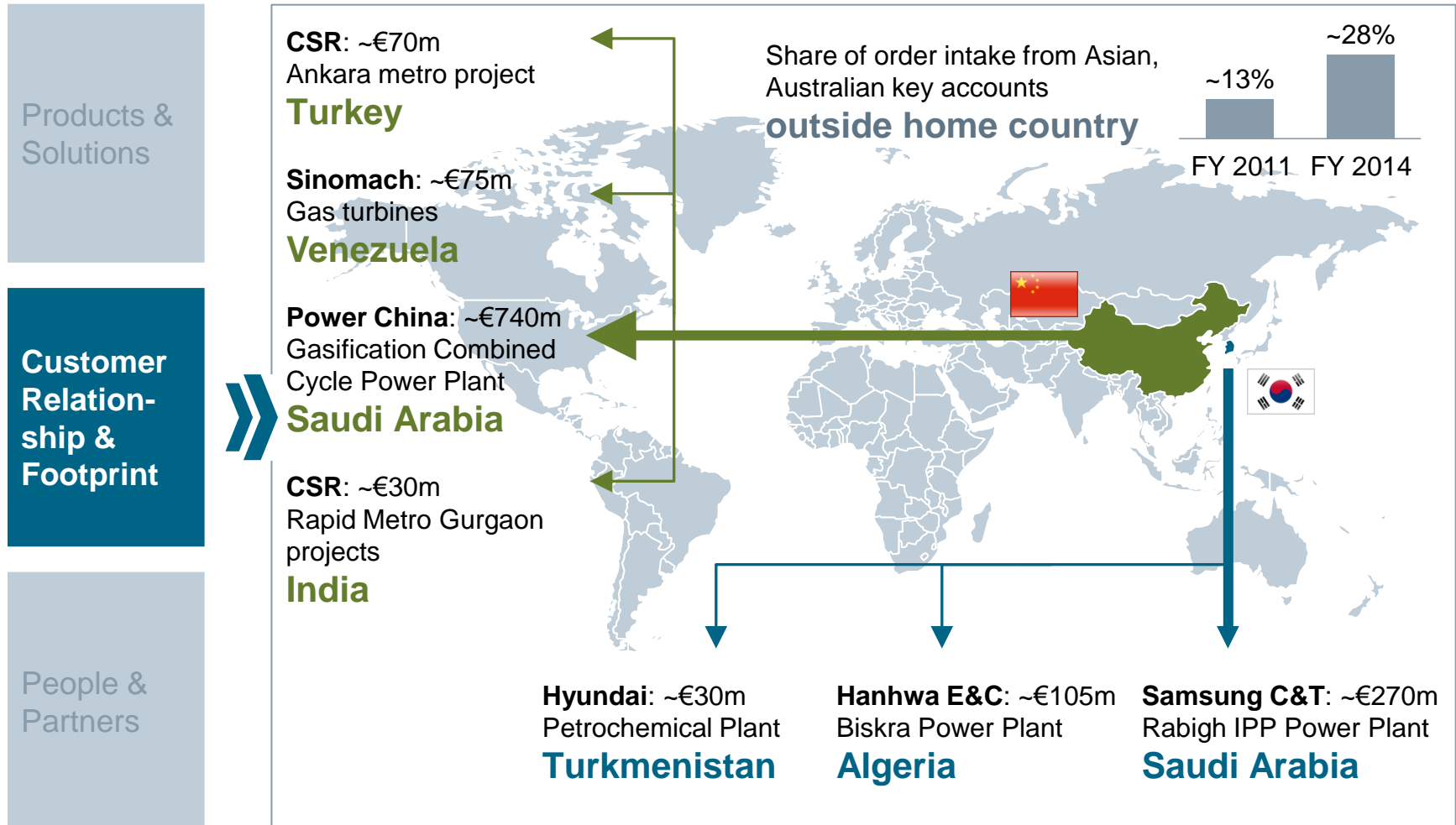
People & Partners

Smart grid solutions for India's cities ~€38m

- Modernization of electricity distribution system in 19 cities
- Turnkey project with locally developed, designed & manufactured products from Goa



Expand globally together with our Asian customers and intensify key account management



We continue to invest along the value chain

Products & Solutions

Customer Relationship & Footprint

People & Partners

Manufacturing



Energy hub Dammam in Saudi Arabia

- Gas turbine manufacturing, Oil & Gas applications
- Technology close to key customers to serve large installed fleet



Manufacturing



Global manufacturing in Cilegon, Indonesia

- Production of energy components & 3-20 MW steam turbines
- €20m invested in past decade, while revenue tripled

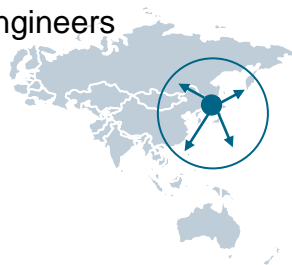


Engineering



Energy Solutions hub in Korea

- Est. in FY 2013 to boost EPC business
- 180 highly qualified engineers after 2 years
- Local design, faster time-to-market



R&D



R&D in China

- 20 R&D hubs today; +4 since FY 2011
- 4,500 R&D and Engineering employees in China
- ~10,000 patents, +10% p.a. since FY 2010
- 18 BUs with entry level product development responsibility

We strategically invest in our people

Example Asia, Australia

Products & Solutions

Customer Relationship & Footprint

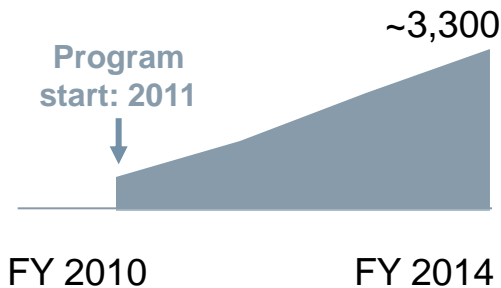
People & Partners

Siemens employees in Asia, Australia

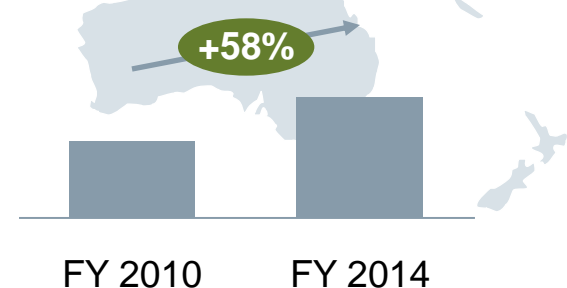


+82% R&D and Engineering
+43% Sales

Core Learning Program graduates in Asia, Australia (cumulative)



Certified project managers in China



Note: Figures include only continued operations – prior years are presented on a comparable basis

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Strong management on the ground, strong local partners

Products &
Solutions

Customer
Relation-
ship &
Footprint

People &
Partners



Asia, Australia

4 CEOs from the region
3 CEOs with average
12 years regional experience

~90% local management

Strong local shareholders and
focused localization
program

Strong manufacturing and
engineering base in
Saudi Arabia

Middle East

More than **80 years**
of presence in the region

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