



SIEMENS

Ralf Christian | CEO Low and Medium Voltage Division

The Transformation is well on track

Capital Market Day
London, December 5, 2013

Safe Harbour Statement

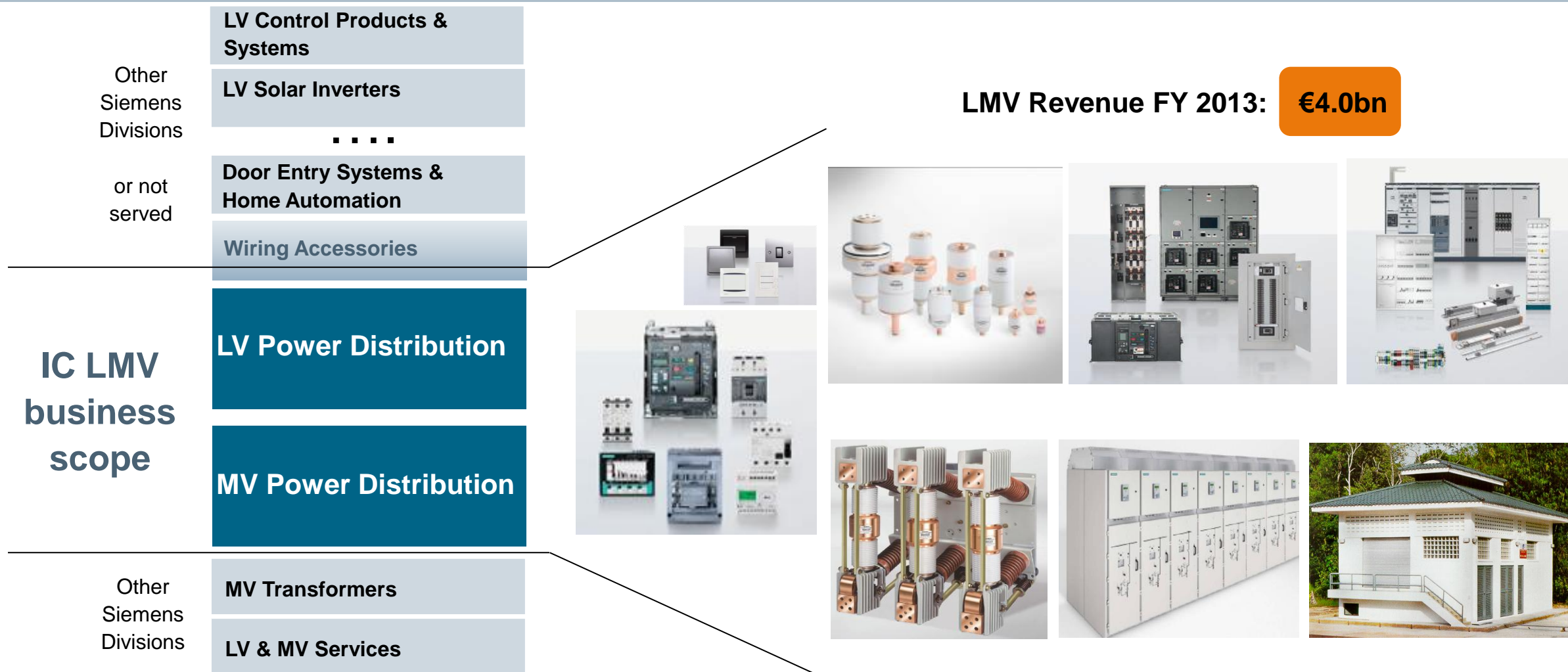
This document contains statements related to our future business and financial performance and future events or developments involving Siemens that may constitute forward-looking statements. These statements may be identified by words such as “expects,” “looks forward to,” “anticipates,” “intends,” “plans,” “believes,” “seeks,” “estimates,” “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, and are, therefore, subject to certain risks and uncertainties. A variety of factors, many of which are beyond Siemens’ control, affect Siemens’ operations, performance, business strategy and results and could cause the actual results, performance or achievements of Siemens to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements or anticipated on the basis of historical trends. These factors include in particular, but are not limited to, the matters described in Item 3: Key information – Risk factors of our most recent annual report on Form 20-F filed with the SEC, in the chapter “Risks” of our most recent annual report prepared in accordance with the German Commercial Code, and in the chapter “Report on risks and opportunities” of our most recent interim report.

Further information about risks and uncertainties affecting Siemens is included throughout our most recent annual and interim reports, as well as our most recent earnings release, which are available on the Siemens website, www.siemens.com, and throughout our most recent annual report on Form 20-F and in our other filings with the SEC, which are available on the Siemens website, www.siemens.com, and on the SEC’s website, www.sec.gov. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results, performance or achievements of Siemens may vary materially from those described in the relevant forward-looking statement as being expected, anticipated, intended, planned, believed, sought, estimated or projected. Siemens neither intends, nor assumes any obligation, to update or revise these forward-looking statements in light of developments which differ from those anticipated.

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.

Low and Medium Voltage Division

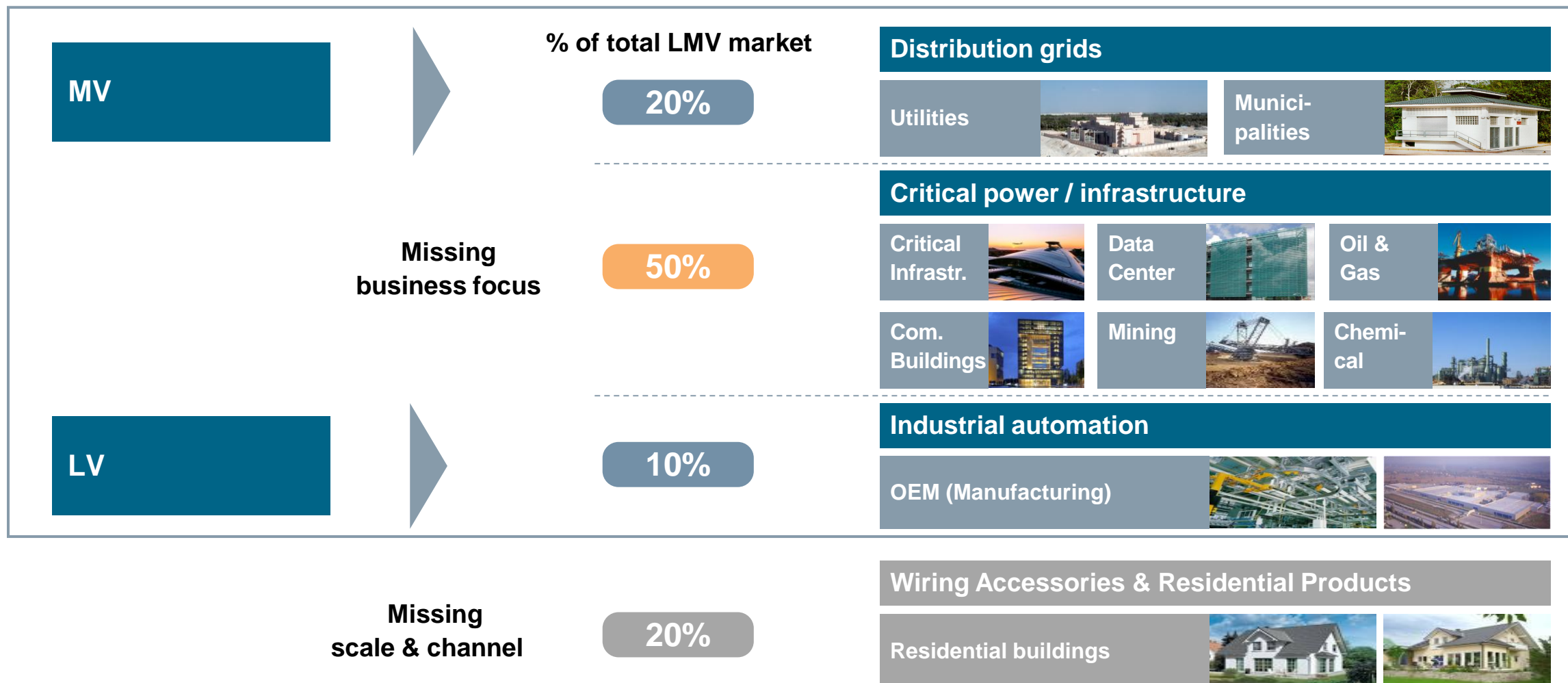
Scope: Low and Medium Voltage (LV and MV) Switchgear for Power Distribution



Low and Medium Voltage Division

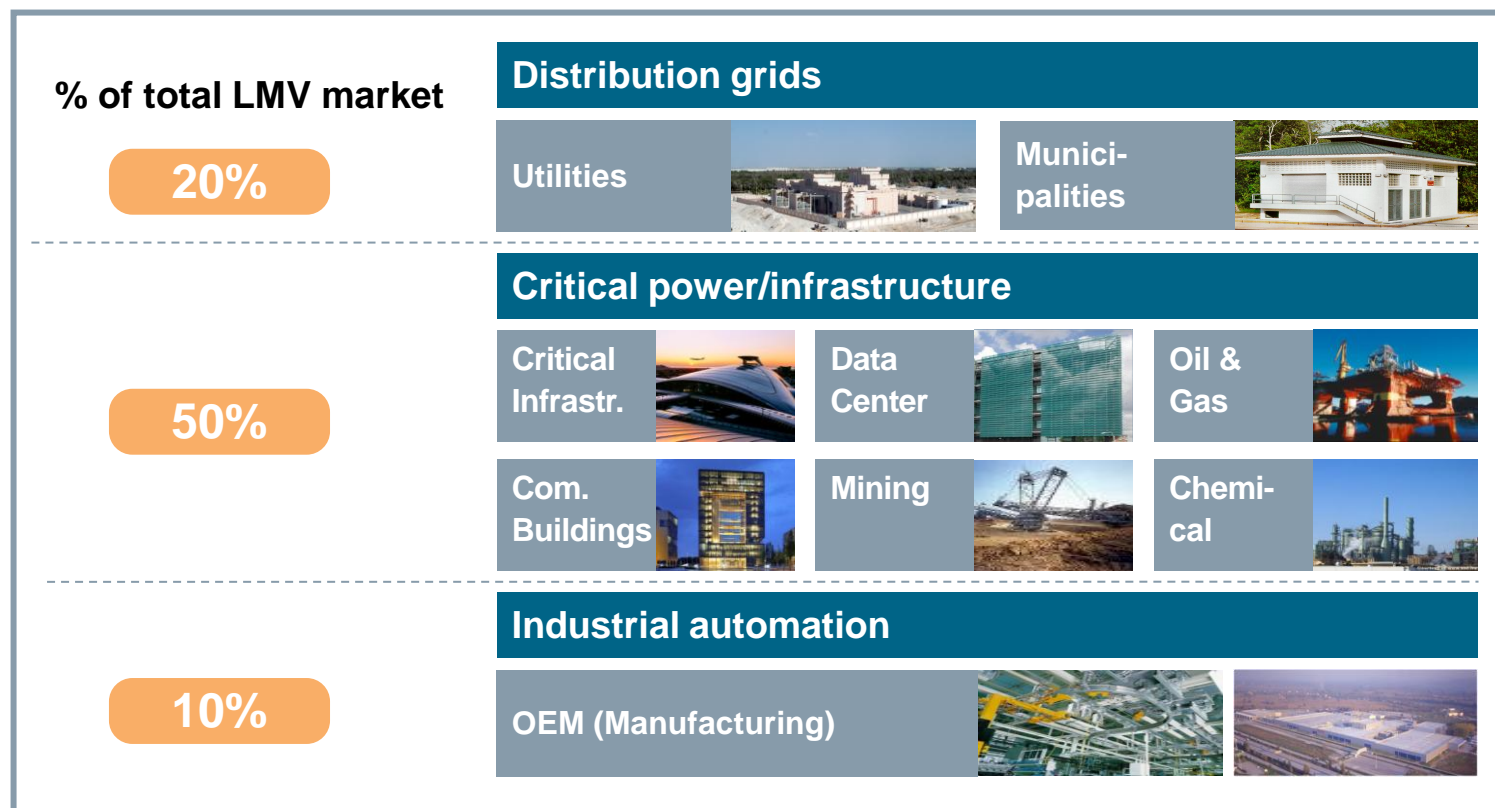
Core market of critical power/infrastructure not served in the past

Old structure until FY 2011



Low and Medium Voltage Division

Combining LV and MV to capture unserved markets



Residential

20%

Residential buildings



Focus

IC LMV

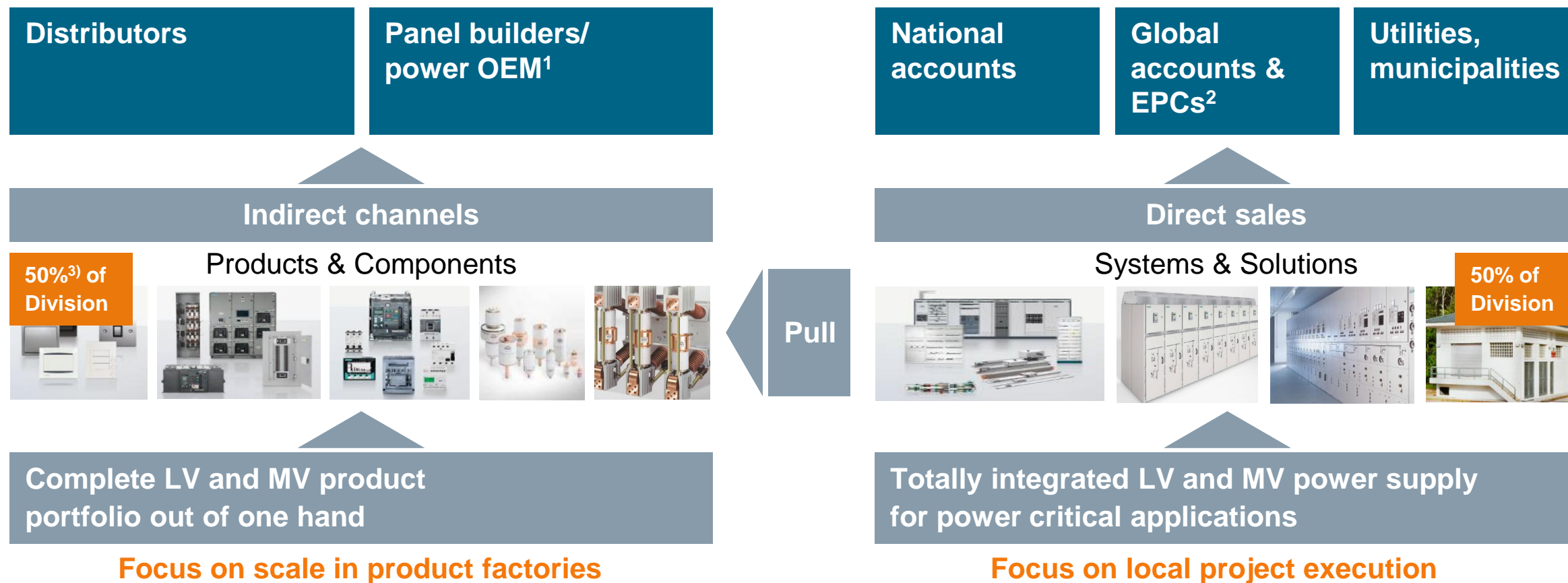
Focus on electrical power distribution

Products
&
Components

Systems
&
Solutions

Fix

New IC LMV setup: Clear focus on Products & Components and Systems & Solutions in two distinct Business Units



1) Original Equipment Manufacturer

2) Engineering Procurement Construction companies

3) Thereof 90% low voltage

Successful transformation driven by key action fields

Power Devices and Components

Improve



Healthy LV/MV component business with double digit profit margin¹⁾:

- Continue invest into portfolio and DTC²

LV Systems

Transform



LV system business with single digit profit margin:

- Merge with experienced MV system and solution business to realize synergies in purchasing, SCM³ and R&D
- Focus on power critical verticals

Residential and Retail

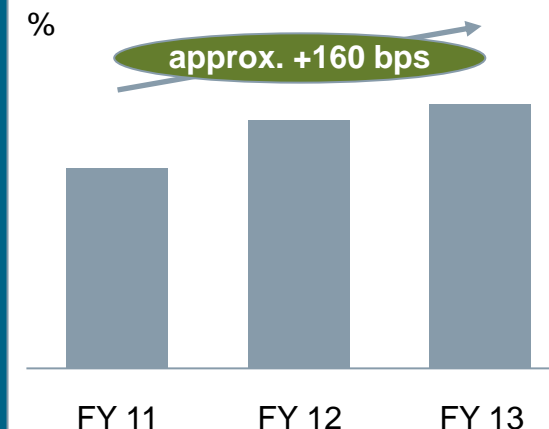
Fix



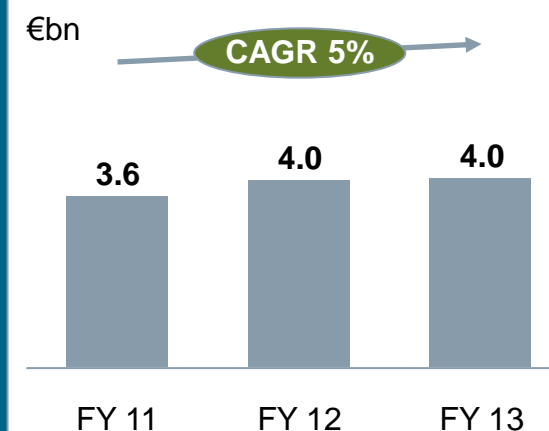
Sub-critical business with limited regional presence:

- Consolidation and partnerships

Underlying Profit Margin



Revenue

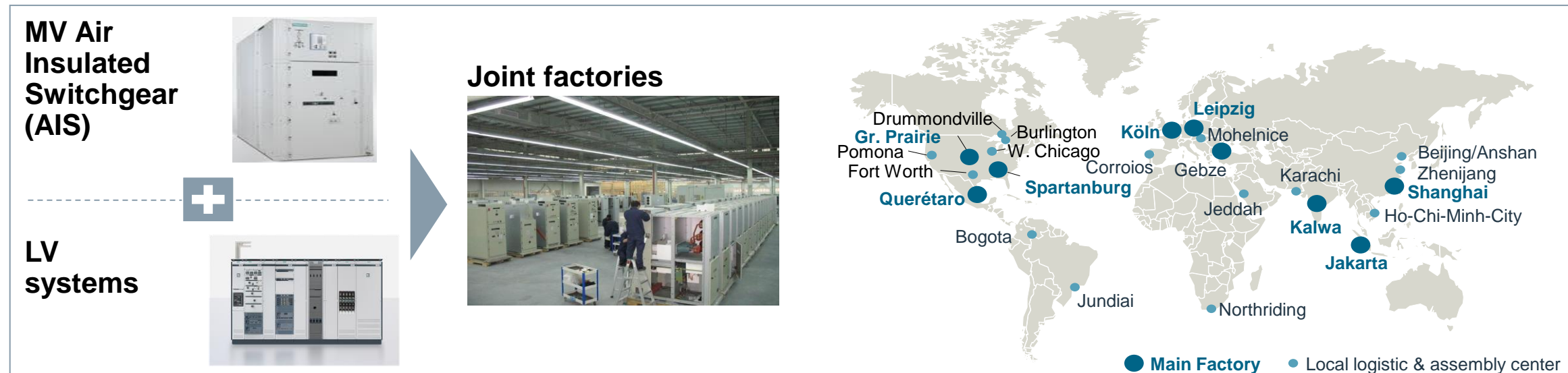


1) EBITDA 2) Design - To - Cost 3) Supply Chain Management

Transform

Driving profit through supply chain synergies within LMV

Global consolidation of LV and MV AIS system factories completed by end of FY 2014



Planned productivity¹⁾ gains FY 2012 to FY 2014: > €300m

Transformation investment FY 2012 and FY 2013: €46m

Headcount reduction FY 2013 and FY 2014: 900

Factories closed since FY 2011: 6

1) Base productivity and transformation program

Transform

From commodity switchboards to high end compact switchboards and partners

Change of switchboard mix

Drive switchboard business through partners

- Develop former LV partners for MV and vice versa
- Complete LV and MV portfolio out of one hand

High
margin

Drive own business with high end compact switchboards

- Focus on power critical verticals
- Differentiation through Totally Integrated Power (TIP)

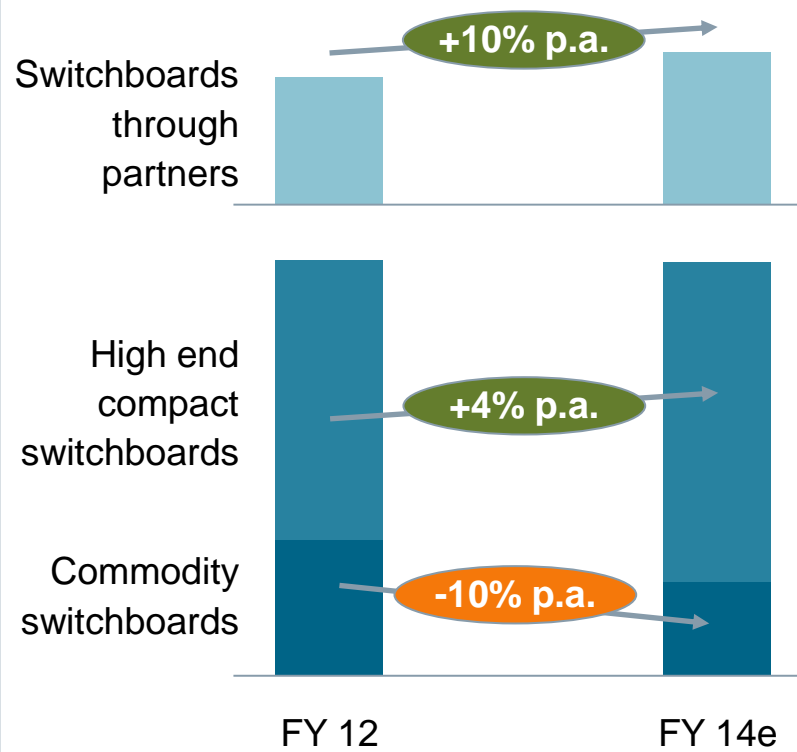
High
margin

Ramp down own low margin commodity switchboards

- Shift business towards partners, keep product volumes
- Country specific programs in place

Low
margin

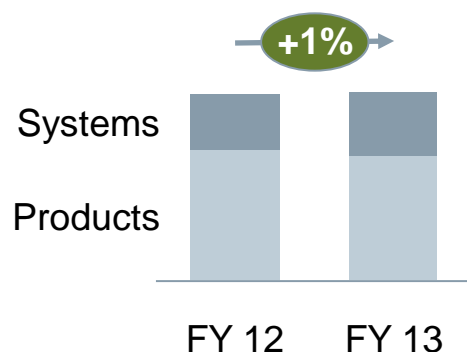
Number of switchboards sold



Innovation

Innovative technologies develop new markets and increase competitiveness

Stable R&D – investment with focus on products



- > 1,100 R&D headcounts
- 5 R&D hubs in Americas, Europe and Asia
- > 1,400 granted patents and models
- Leading position in standardization bodies

Intelligent substations for cable networks



Distribution Grid Automation

Converter-connected battery storage solutions



Storage & Microgrids

Developing new markets

Driving critical power

- Italy: **Enhancing grid stability** at in-feed from photovoltaic
- Germany: **Enabling black-start-capability** for an industrial power plant (autonomy in case of supply grid outage)

New global switchgear platforms



Global Product Platforms

Global Circuit Breaker Portfolio

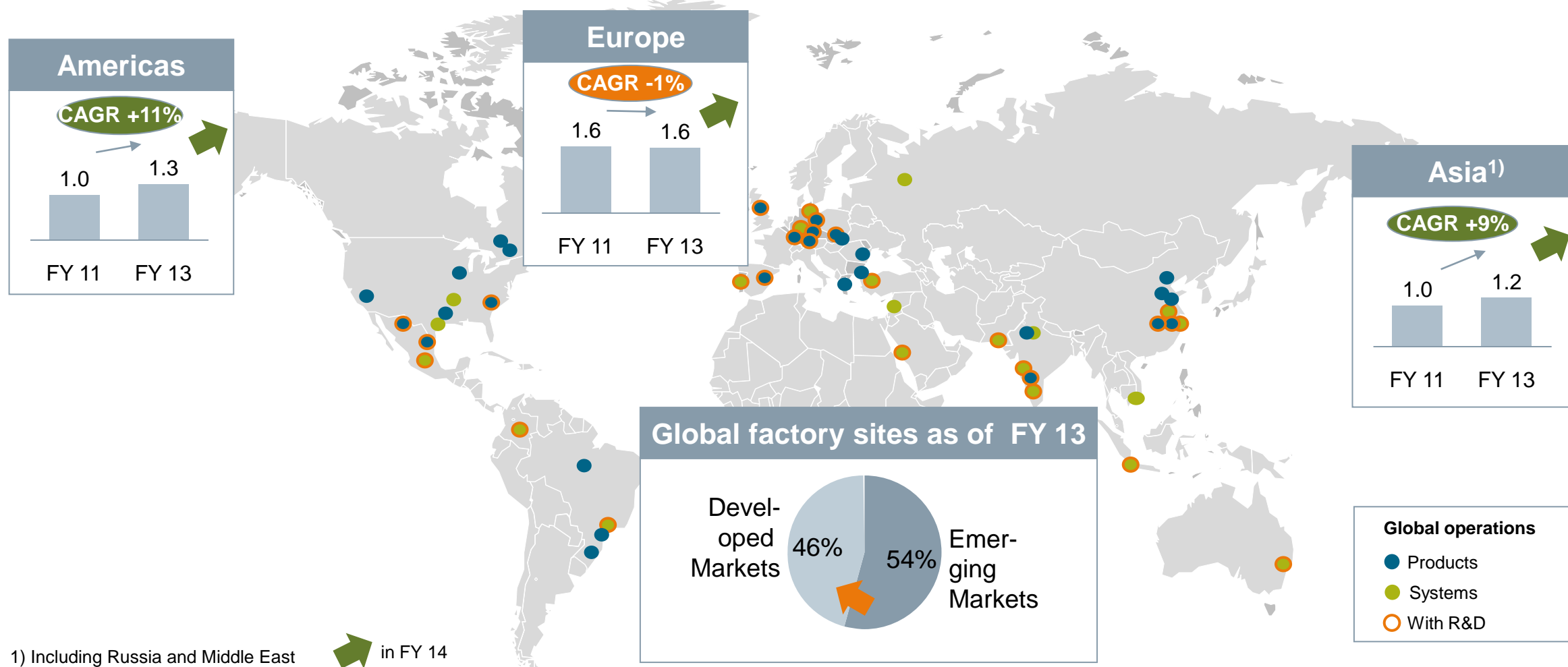


Increasing competitiveness

Strong global presence

Further strengthening footprint in emerging markets

Revenues by region in €bn



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Note: Revenue according to company location; includes intersegment business

Clear differentiation through integrated LV-MV offering

Totally Integrated Power (TIP)

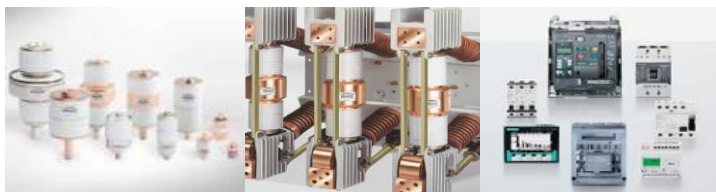
OEM and panel-builders

TIP: Joint approach
for LV-MV license partners
Products:
SIVACON S4/S8, NXAirS

Example:
China



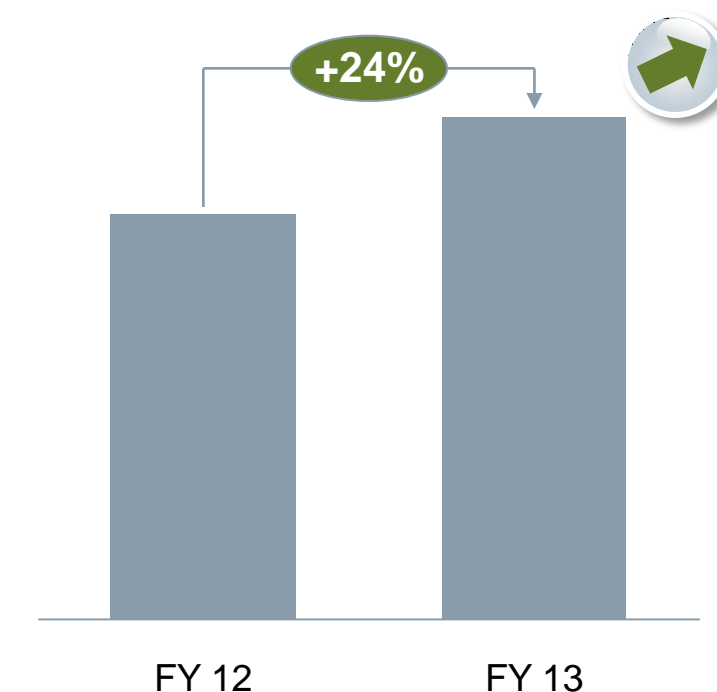
Complete LV and MV product portfolio out of one hand



- One frame contract
- One sales force

Example China

Orders



Sales productivity: +35%

Power critical applications in infrastructure and industry

Example:
Factory of large
international
car-maker in
Tianjin



Totally integrated LV and MV Power Supply



- Power distribution optimized across LV and MV providing the most cost effective and energy efficient solution
- Integrated planning and commissioning
- One stop shop for customer

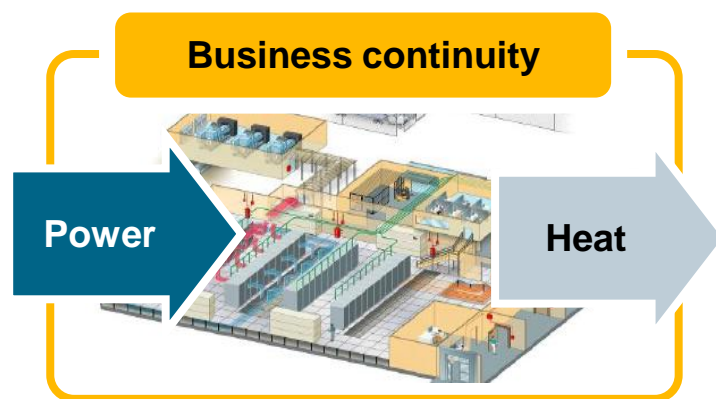


Data Centers

A special focus of BT & LMV

Strong foundation

- Complete solution portfolio (across power supply, HVAC¹, Fire Safety & Security)
- Advanced integration capabilities



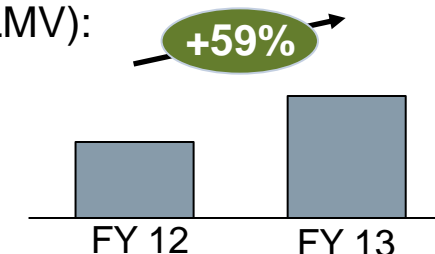
Emphasis on Data Centers

- Reliable power supply
- Totally Integrated Power (TIP)
 - Complete LV/MV portfolio
 - Tool based support for planners
 - Power distribution optimized across LV and MV providing the most cost effective and energy efficient solution
- 3 joint (BT & LMV) Data Center specific CoCs²⁾ in US, EU, Asia

LMV is the Sector's provider of Data Center power solutions

Achievements

Direct Data Center Orders (BT & LMV):



Customer example

Reduction up to 30% of the overall facilities' power consumption and 70% of cooling power!



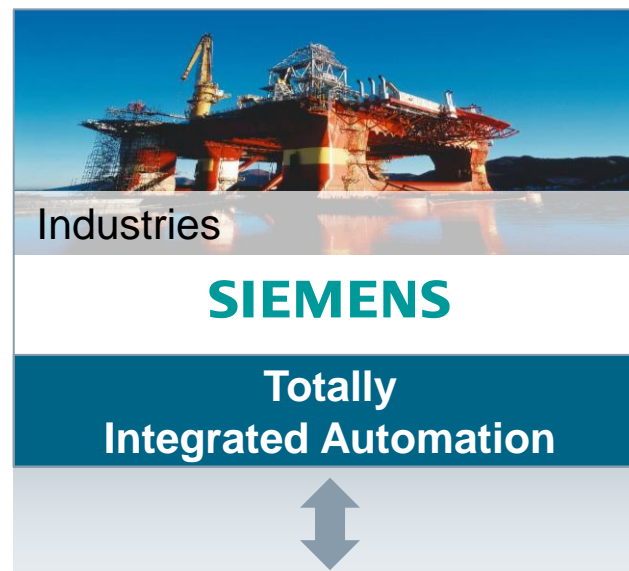
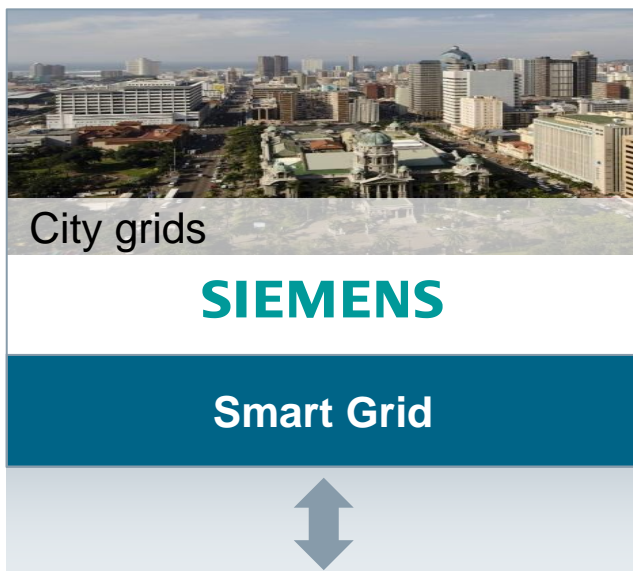
BT and LMV quickly catching up in market position

1) HVAC = Heating, Ventilation, Air Conditioning

2) CoC = Center of Competence

LMV realizes synergies within IC and Siemens

LMV serves the power level for all Siemens markets with a common portfolio



Totally Integrated Power

IC LMV

- 1 Complete and aligned LV and MV product portfolio
- 2 Integrated intelligent power platform



Clear path to reach Profit Margin of peers and continue growth



The transformation is well on track



Profit improvement driven by synergies from new IC LMV setup



Critical power is our business: Outperforming a growth market

Reconciliation and definitions for non-GAAP measures

This document includes supplemental financial measures that are or may be non-GAAP financial measures.

Orders and order backlog; adjusted or organic growth rates of revenue and orders; book-to-bill ratio; Total Sectors profit; return on equity (after tax), or ROE (after tax); return on capital employed (adjusted), or ROCE (adjusted); Free cash flow, or FCF; adjusted EBITDA; adjusted EBIT; adjusted EBITDA margins, earnings effects from purchase price allocation, or PPA effects; net debt and adjusted industrial net debt are or may be such non-GAAP financial measures. These supplemental financial measures should not be viewed in isolation as alternatives to measures of Siemens' financial condition, results of operations or cash flows 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.

Definitions of these supplemental financial measures, a discussion of the most directly comparable IFRS financial measures, information regarding the usefulness of Siemens' supplemental financial measures, the limitations associated with these measures and reconciliations to the most comparable IFRS financial measures are available on Siemens' Investor Relations website at www.siemens.com/nonGAAP. For additional information, see supplemental financial measures and the related discussion in Siemens' most recent annual report on Form 20-F, which can be found on our Investor Relations website or via the EDGAR system on the website of the United States Securities and Exchange Commission.