Outstanding performance continues – Outlook raised again

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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 prospectuses, 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 Report on expected developments and associated material opportunities and risks in the Combined Management Report of the Siemens Report (siemens.com/siemensreport), and in the Interim Group Management Report of the Half-year Financial Report (provided that it is already available for the current reporting year), which should be read in conjunction with the Combined Management Report. Should one or more of these risks or uncertainties materialize, should decisions, assessments or requirements of regulatory authorities deviate from our expectations, should events of force majeure, such as pandemics, unrest or acts of war, occur or should underlying expectations including future events occur at a later date or not at all 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 the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-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 the applicable financial reporting framework in its Consolidated Financial Statements. Other companies that report or describe similarly titled alternative performance measures may calculate them 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.

Q2 Business highlights
Execution at its best

Accelerating topline

- **Robust demand:** Book-to-bill 1.22, backlog €105bn at record level
- **Exceptional revenue growth:** DI, SI and Mobility all up >20%
- **Competitive strength:** DI Automation revenue up 26%, SI EP up 28%

Excellent execution

- **Successful backlog conversion:** DI & SI operational profitability at all-time-high
- **Strong free cash flow as expected:** €2.7bn for Industrial Business

Sustainable strategy

- **Targeted invest:** Foster growth through stringent Capex & Opex measures
- **SaaS-transition fully on track:** ARR up 14%, Cloud ARR €840m

Confident outlook

- **Guidance raised:** Continue value creating growth in volatile environment
- **Leverage opportunities:** Secular trends and public investment programs

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Q2 Key Financials
Strength across all metrics

Orders
€23.6bn
+15%

Revenue
€19.4bn
+15%

IB Profit margin
14.2%

EPS pre PPA
€2.56
€4.57
incl. SE impairment reversal

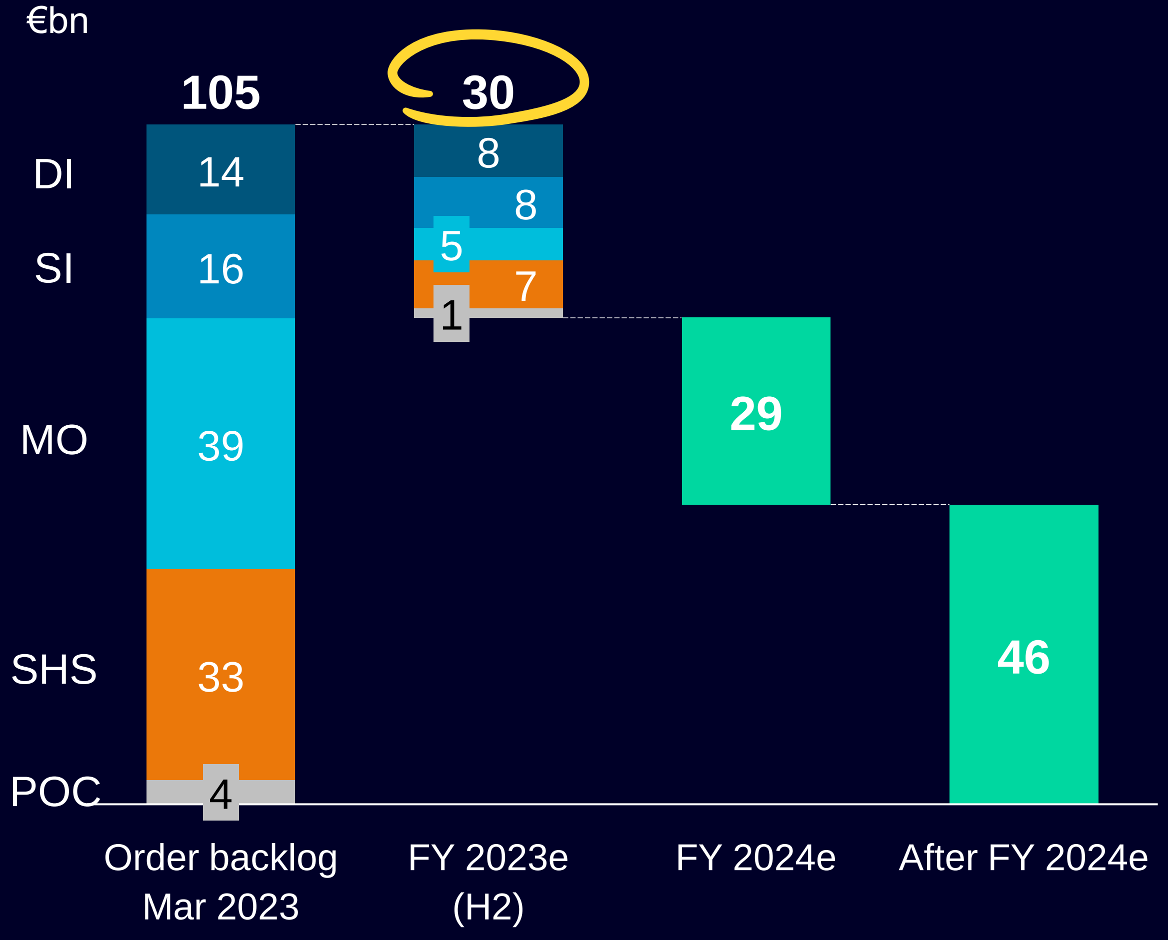
Free Cash Flow (all-in)
€2.3bn

Indust. Net debt/EBITDA
1.0x

Note: Orders and Revenue growth comparable

Further increased order backlog providing clear visibility for H2 and beyond
Stringent execution to leverage easing supply chains

Expected revenue generation from backlog



Proven execution strength

- **Strong commercial activity in systems, solution and service businesses**
- **Normalization of order patterns in product businesses**
- **Further supply chain easing anticipated**
- **Excellent execution capabilities and capacity management**
- **Strong backlog with healthy gross margins**

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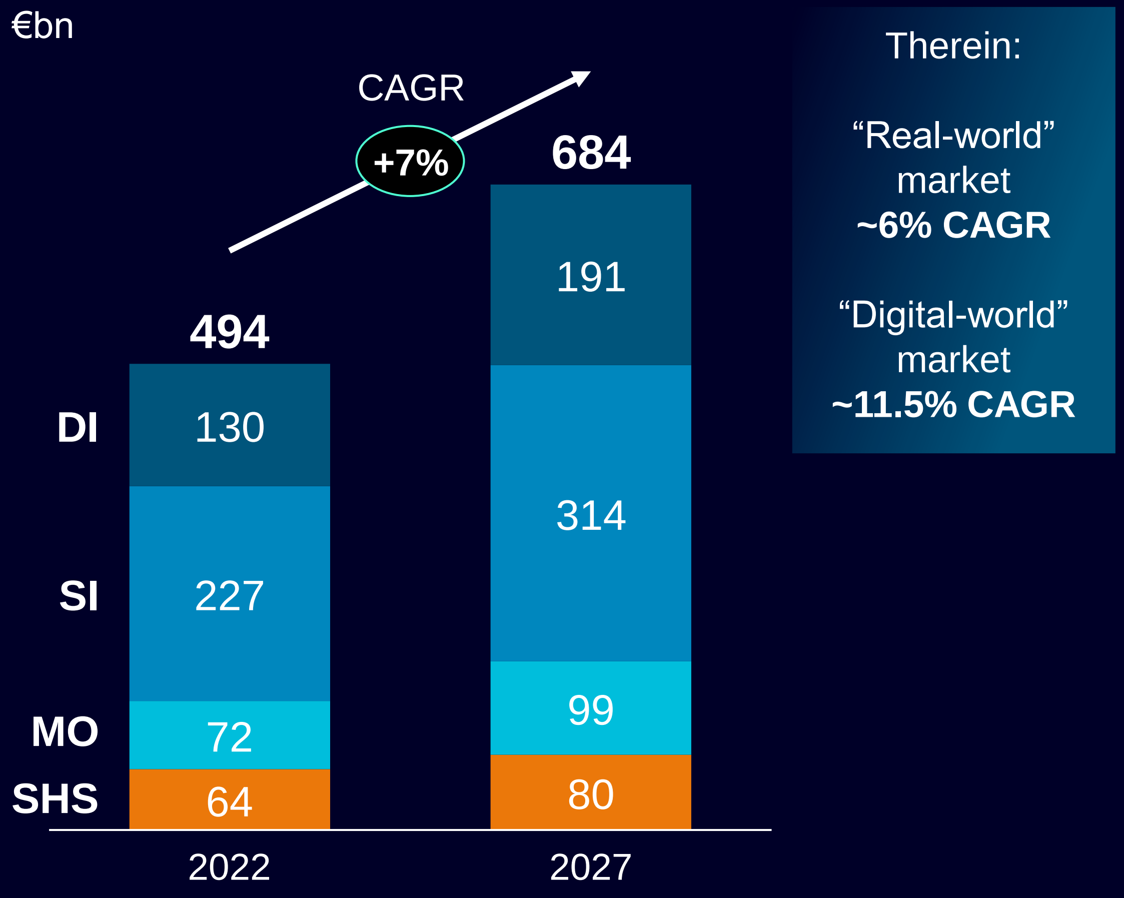
Mid-term attractive Siemens markets with expected annual growth of ~7% until FY 2027
Secular trends and increasing relevance for our customers

Adressable market



Source: Siemens internal market model, March 2023

Key driver for sustainable market growth

- <u>**All businesses**</u> benefitting from **favorable secular growth themes**
- **Backlog execution** drives **growth** in **FY 2023** and **FY 2024** in an **inflationary environment**
- **Strong demand for sustainability solutions**
- **Leveraging large stimulus & infrastructure programs** in **U.S., EU** and **China**
- **Industrial digitalization** and **implementation** of **SaaS business models across domains**
- **Increasingly connected infrastructure** providing new **opportunities**

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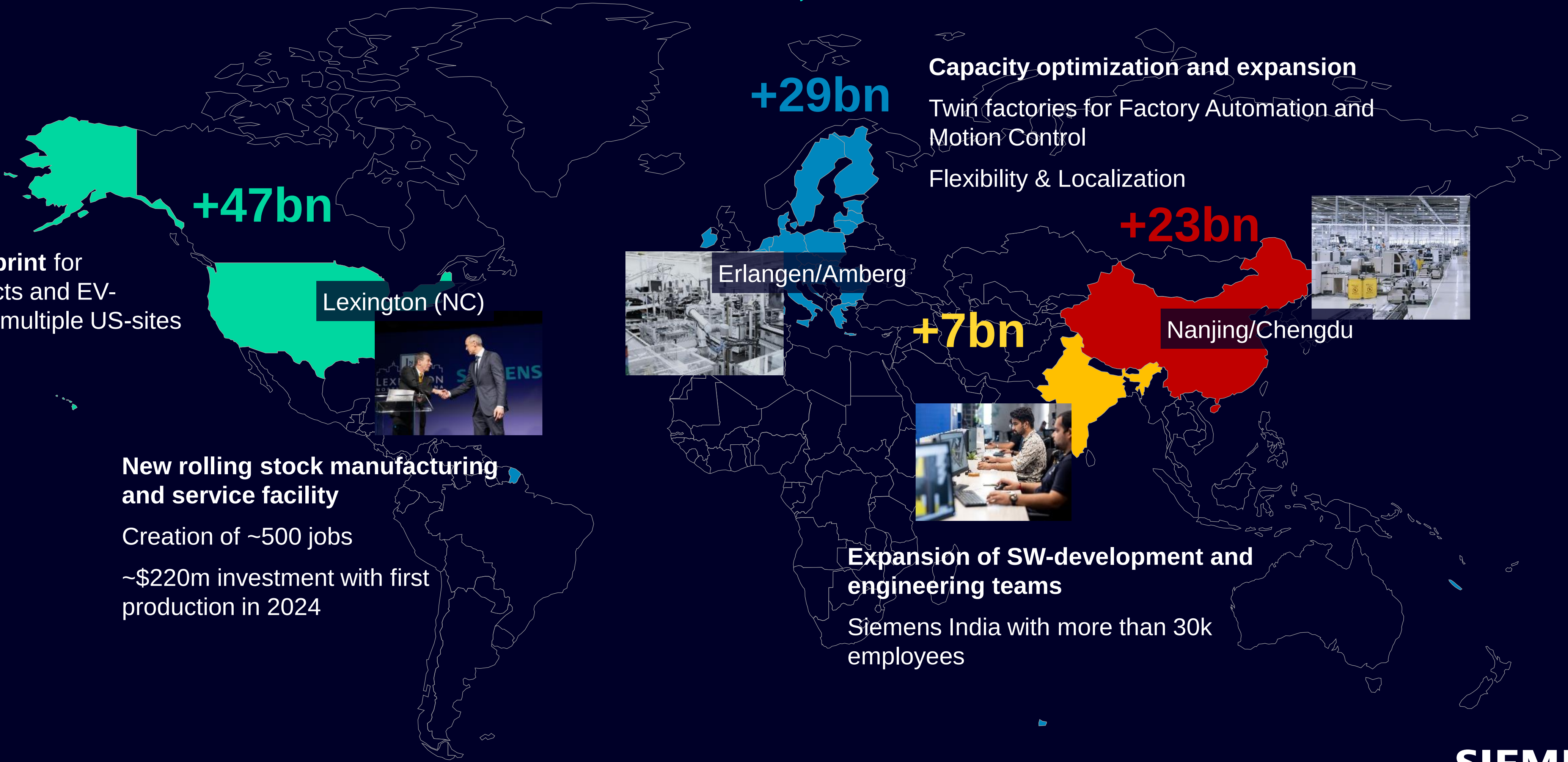
U.S., EU, China and India account for ~60% of market growth contribution until 2027
Targeted investments to leverage global opportunities

Growth contribution to addressable markets for DI, SI and MO at ~€175bn



Expand SI footprint for Electrical Products and EV-charging across multiple US-sites

New rolling stock manufacturing and service facility

Creation of ~500 jobs

~$220m investment with first production in 2024

Capacity optimization and expansion

Twin factories for Factory Automation and Motion Control

Flexibility & Localization

Expansion of SW-development and engineering teams

Siemens India with more than 30k employees

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Hanover Fair – “Accelerate Transformation” with Siemens Xcelerator
Exciting product launches, expanding ecosystem and great customer engagement

Siemens Xcelerator – open digital business platform is expanding
- Launch of **Industrial Operations X** for a more **adaptive production**
- New use cases at **Building X** for **efficient, smart & sustainable buildings**

First virtual SIMATIC controller S7-1500V introduced
- More flexible, **software-based automation**
- **Simplifies collaboration** between **IT** and **OT users**

Expansion of **partnerships in Siemens Xcelerator ecosystem**
- **Microsoft –** Integration of **generative AI** to drive **industrial productivity**
- **IBM –** Accelerating **sustainable product development** and **operations**

FREYR
Clean battery solutions

Scale up battery cell gigafactory production in U.S. and **Norway**
- Leveraging Siemens Xcelerator portfolio for **design** and **operations**
- Maximizing **plant** and **energy efficiency** with Siemens, NVIDIA and AWS

> 5,000 customer leads

High-profile visitors

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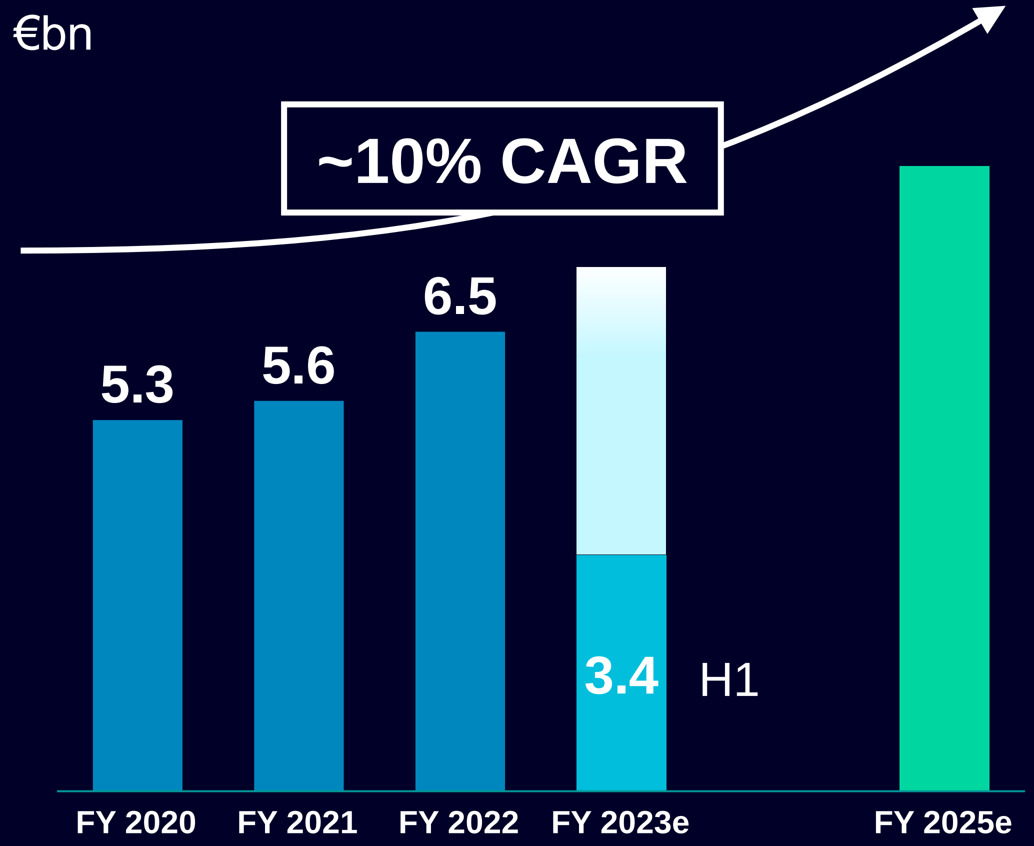
Combining the real and digital worlds
Siemens Digital Business with strong growth trajectory

Revenue Digital Business[1]



Siemens Xcelerator

- Strategic partnerships with e. g. NVIDIA, Bentley, AWS, Microsoft, SAP
- Pilots for Industrial Metaverse & adopting Generative AI

Digital Industries

- SaaS-transition in full swing
- Industrial Operations X to drive customer transformation

Smart Infrastructure

- Grid Software continuously expanding partner ecosystem
- Expansion of Building X functionality, joint customer projects with Brightly

Mobility

- Sqills entering U.S. market through cross-selling
- Railigent X as key differentiator for customer services

1 "Digital Business" means Siemens vertical specific software and IoT services from Smart Infrastructure, Digital Industries, Mobility, Siemens Advanta; unconsolidated values

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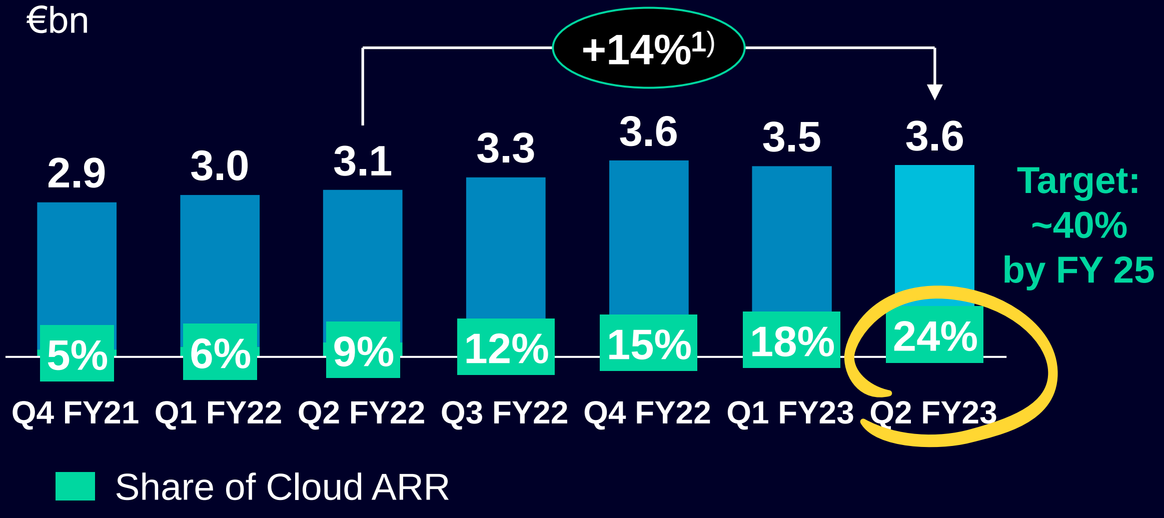
Combining the real and digital worlds
SaaS-transition fully on track, making inroads to SME customers

DI SW – Annual Recurring Revenue (ARR)



Cloud ARR:

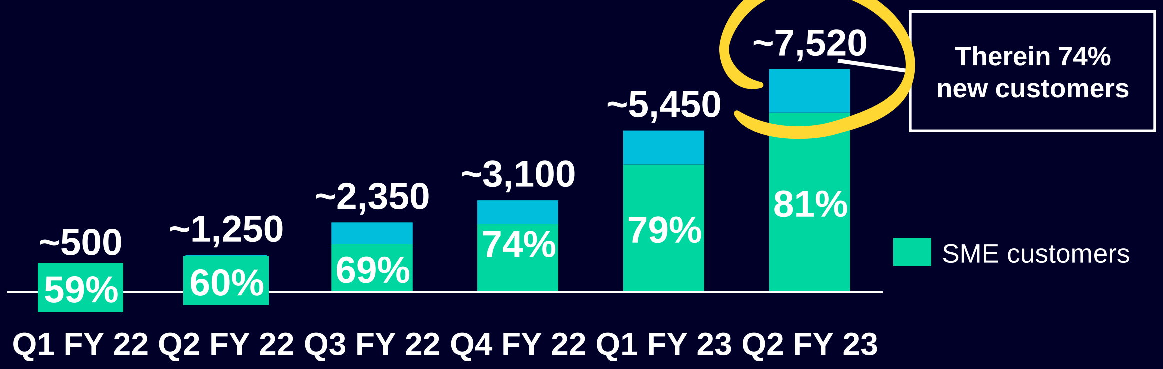
- **Up >3x to €840m y-o-y**

Cloud invest:

- **€142m in H1 FY 23 | FY23: targeted invest ~€300m**

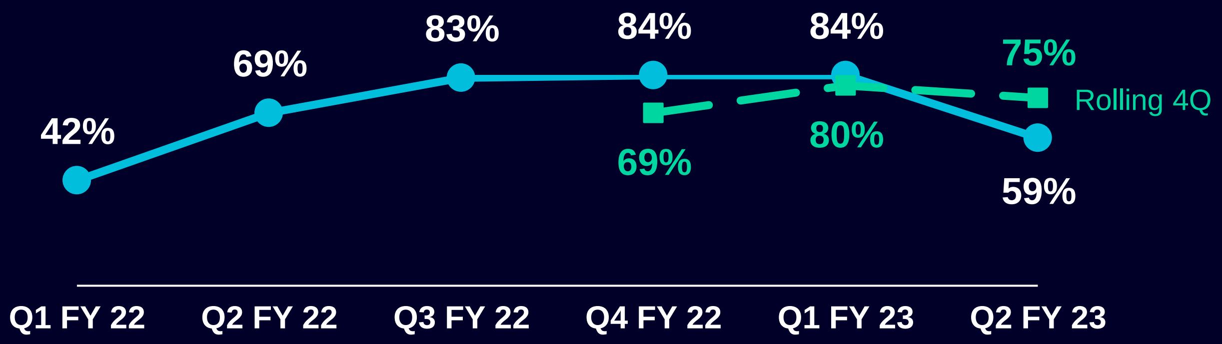
SaaS transition gaining momentum

 # Customers (accumulated):



Customer transformation rate to SaaS:

Share of renewals based on total contract value (TCV)



1 ARR revenue: FX comparable

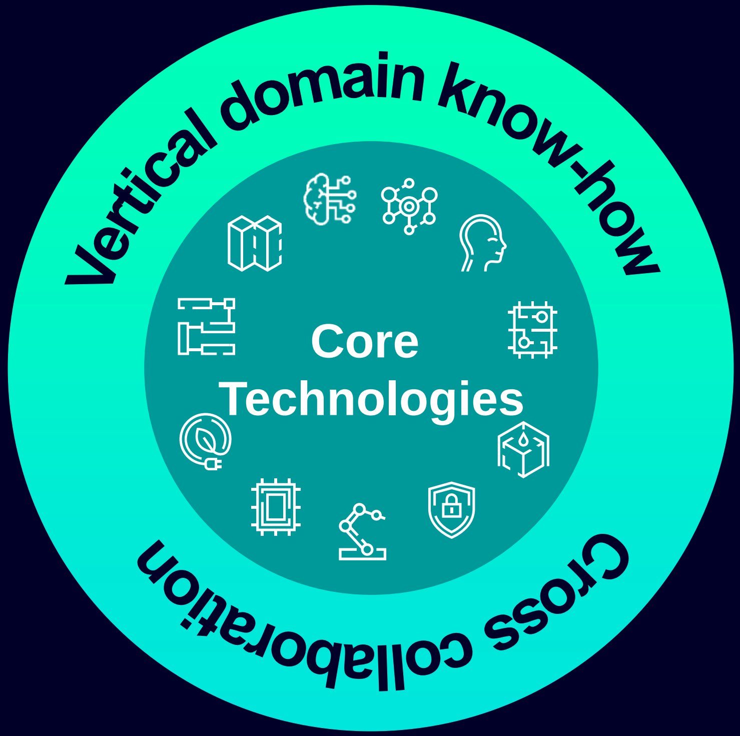
Drive sustainability building on strong domain know-how and core technologies
Collaboration across Siemens for superior customer value

Daimler Truck (Automotive)

Integrated digital engineering platform for **efficient product development** and **lifecycle management** of trucks and buses

Bustanica (Vertical Farming)

Automation, SW and **building technology for** Middle East's biggest vertical farm to ensure **efficient production** & **reduce waste**



Kore Power (Batteries)

Smart gigafactory with fully **digitalized infrastructure** and **automation** for **resilient, efficient** and **connected manufacturing**

Singapore CRL (Public Transport)

CBTC signaling system to provide **greater availability, enhanced driverless operations** & passenger **experience**

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Sustainability business
D – Decarbonization
E – Ethics
G – Governance
R – Resource efficiency
E – Equity
E – Employability
Sustainability in own operations

Achieving sustainability impact is deeply embedded in company culture

Partnerships and ecosystem

Foundation of Cofinity-X

- **Ten partners of the automotive industry**
- **Open marketplace** with secure data exchange
- End-to-end data-chains to **trace material flows**, **carbon footprint** throughout **entire value chain**

Grid management partnership

- **EnergyHub** & **Siemens grid software** join forces for next generation distributed energy resources management
- **Open** and **modular approach** to improve **flexibility**

Innovation leadership

German Innovation Award

- **Air-free brake system**
- Saves **installation space**, **weight** and **compressed air consumption**
- **Shortened start-up times & break distances**
- **Improving maintenance** and **lower cost**

Siemens is Germany's patent champion

- **#6** overall in **European Patent Office's** ranking
- 2022: **1,735 filed patent applications** in **Europe; 2,650 patents worldwide** (FY 22)
- **46,700 granted patents**
- Focus on **digitalization** and **sustainability**

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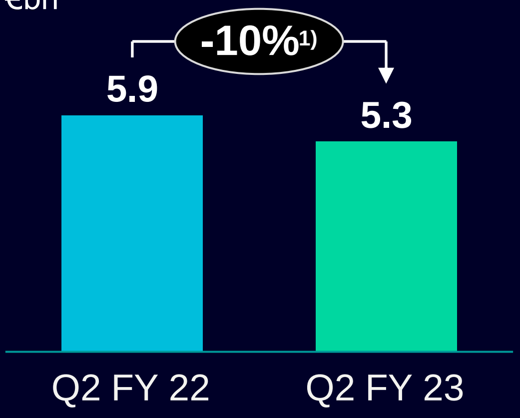
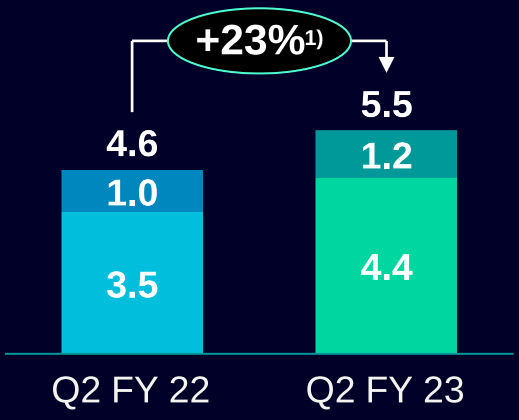
Digital Industries (DI)
Very dynamic backlog execution with outstanding profitability and cash

Orders
€bn



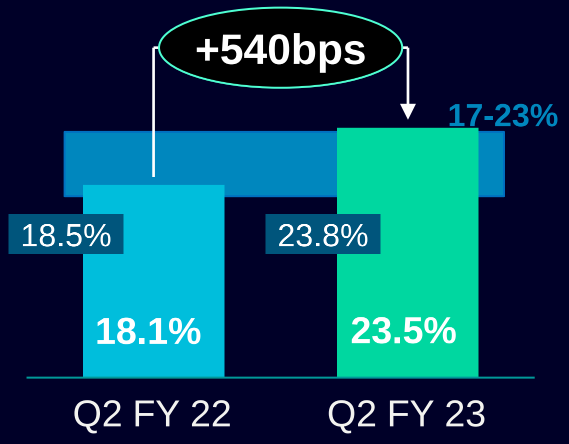
- Normalization of Automation demand on high level as expected
- SW up mid-twenties benefitting from larger contract wins
- Book-to-bill at 0.95
- Strong backlog of €14bn

Revenue



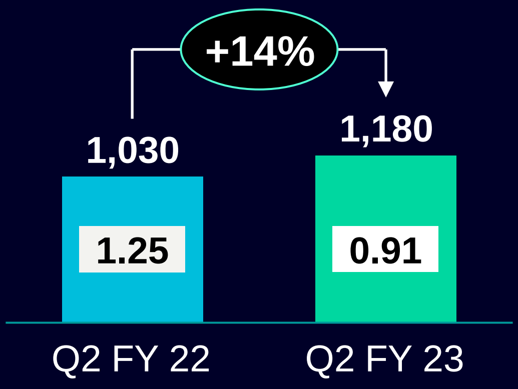
- Discrete Automation up 25%, broad-based
- Process Automation up 26%
- PLM Software up low teens, EDA clearly up

Profit Margin



- Very favorable product mix on easing supply chains
- Excellent capacity utilization
- Positive effects from economic equation
- SaaS transition well on track

Free Cash Flow
€m



- Material improvement as expected on strong profitability
- OWC still on high level to safeguard revenue growth

1 Comparable, excl. FX and portfolio

x.x x.x therein Software

x.x% Profit margin excl. severance

x.x Cash Conversion Rate

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Digital Industries (DI)

Continued growth in all vertical end markets, supported by backlog execution

Vertical end markets	Revenue exposure	Market trend[1] Q1 FY 23	Market trend[1] Q2 FY 23
Automotive	20%	↗	↗
Machine Building	15%	↗	↗
Pharma & Chemicals	10%	↗	↗
Food & Beverage	10%	↗	↗
Electronics & Semiconductors	10%	↗	↗
Aerospace & Defense	5%	↗	↗

1 Y-o-Y industry revenue development based on industry production data from statistical office sources (e.g. NBoS, US Fed, Eurostat)

Normalization of demand as expected

Easing supply constraints and increasing factory output fueling broad-based revenue growth

Q2 FY 23 – Key regions Automation

	Orders	Revenue	
China	-31% (+27%)	+9% (+25%)	Topline with tough comps & some Covid aftermath; orders normalizing; Clear revenue growth on high level
Germany	-21% (+37%)	+37%	Orders normalizing on tough comps; Outstanding revenue growth on strong backlog conversion
Italy	-21% (+37%)	+35%	Orders down on strong PYQ; Revenue strength broad-based
U.S.	-5% (+14%)	+18%	Orders normalizing; Process & Discrete revenue up double-digit

Q2 FY 23 – Software

	Orders	Revenue	
Global		+11%	Growth supported by all segments ARR up 14%, SaaS transition fully on track

Note: Growth rates Comparable, excl. FX and portfolio

+x% Comparable growth rates Q2 FY 22

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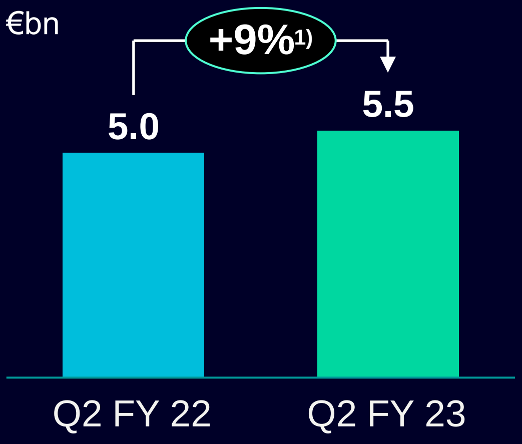
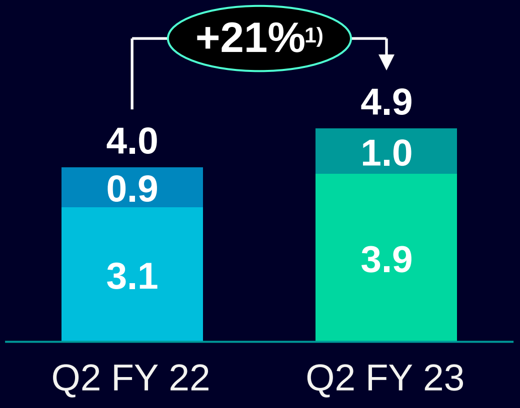
Smart Infrastructure (SI)
Excellent topline delivers major boost for record profitability, strong cash conversion

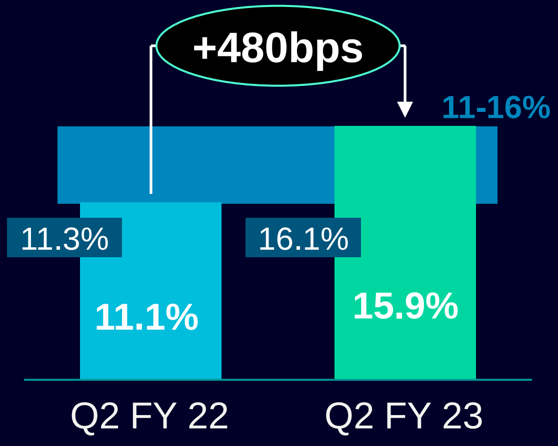
Orders



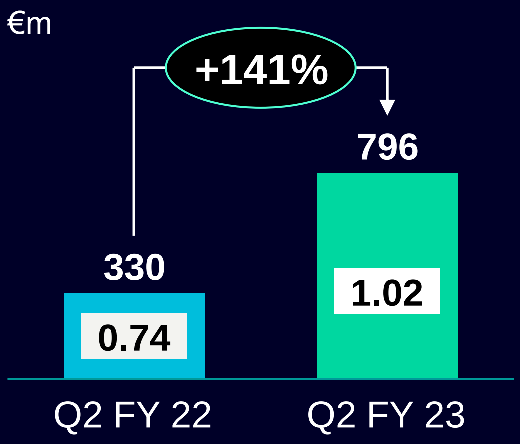
Revenue



Profit Margin



Free Cash Flow



- Book-to-bill at 1.13
- Electrification up 34%, Electrical Products up 6%, Buildings down -4%
- Large orders from data center, semis & power dist. customers
- Record backlog ~€16bn

- Electrical Products and Electrification with excellent 28% growth each
- Buildings up 12% on broad based strength
- Service business up 15%

- Accelerated revenue growth and economies of scale
- Positive effects from economic equation
- Cost reductions from competitiveness program

- Strong rebound from Q1, excellent profit conversion into cash
- Stabilized operating working capital levels, inventories start to unwind

1 Comparable, excl. FX and portfolio

x.x x.x therein Service

x.x% Profit margin excl. severance

x.x Cash Conversion Rate

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Smart Infrastructure (SI)

Continued growth in all vertical end markets supported by backlog execution

All verticals grow in real terms

Vertical end markets	Revenue exposure	Market trend[1] Q1 FY 23	Market trend[1] Q2 FY 23
Commercial Buildings	20%	↗	↗
Public Sector / Education	10%	↗	↗
Power Distribution	5%	↗	↗
Electrical and Electronics	5%	↗	↗
Data Center	5%	↗	↗
Healthcare	5%	↗	↗

1 Y-o-Y vertical market development, majority of distributor revenue outside of Commercial Buildings

Smart Infrastructure (SI)

Order momentum broad based

Revenue growth fueled by strength in Americas and Europe

Q2 FY 23 – Key regions	Orders	Revenue	
U.S.	+8%	+29%	Major orders data center & semis; Electrification & Electrical Products (EP) drive revenue
Germany	-1%	+21%	Orders affected from preponed booking of service agreements as indicated in Q1; Revenue driver Electrification & EP
China	+11%	+8%	Recovery after change in Covid-policy; topline growth driven by EP
EMEA excl. Germany & Middle East	+13%	+21%	Electrification key driver for orders; Revenue strongly up across all businesses

Q2 FY 23 – Service		
Global	+15%	Double-digit growth across all regions

Note: Growth rates Comparable, excl. FX and portfolio

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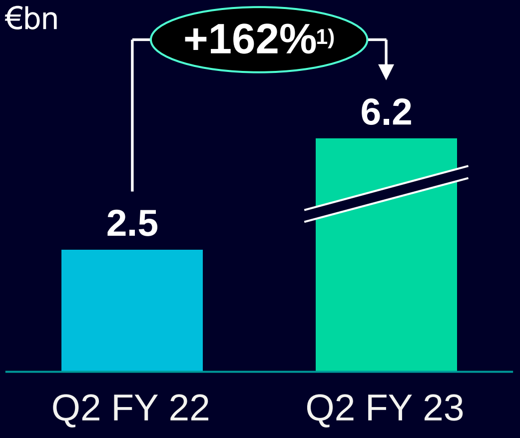
Mobility (MO)
All-time-high order intake and strong revenue growth

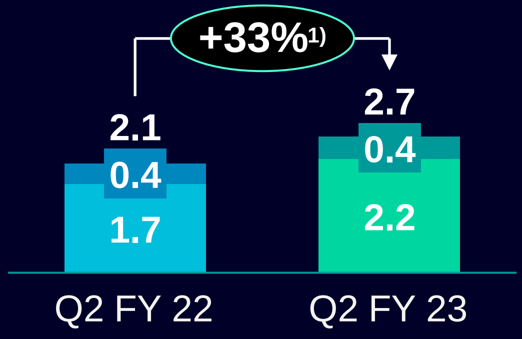
Orders

€bn



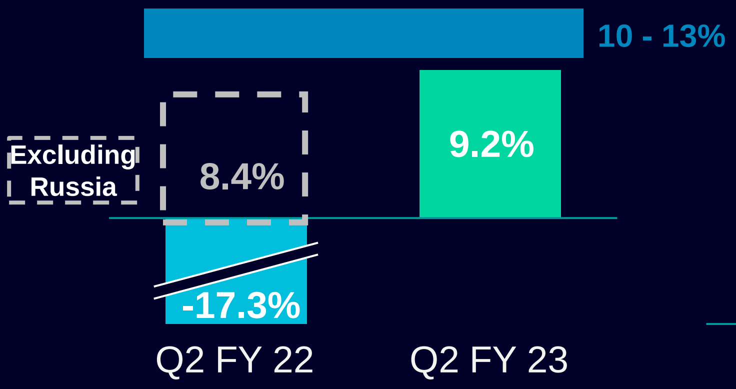
- Book-to-bill at 2.32
- Several major order wins in Rolling Stock & Rail Infrastructure, e.g.
  India locomotives (€2.9bn)
  Singapore signaling (€0.3bn)
- Healthy backlog at €39bn, therein ~€10.5bn service

Revenue



- Double-digit growth in all businesses
- Russia impact ~13ppts y-o-y
- Rolling Stock with major contribution from large projects
- Service up 12%

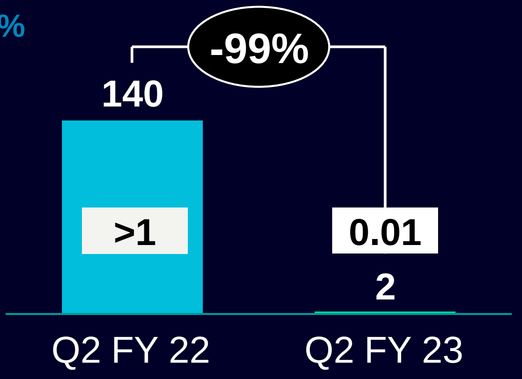
Profit Margin



- Benefiting from trailing effects of €78m related to Russia, largely offset by incentive accruals and by a less favorable business mix
- Profit margin excl. severance at 9.6%

Free Cash Flow

€m



- Low level of project downpayments, shift of customer payments
- Clear catch-up in H2 expected

1 Comparable, excl. FX and portfolio

x.x x.x therein Service

x.x Cash Conversion Rate

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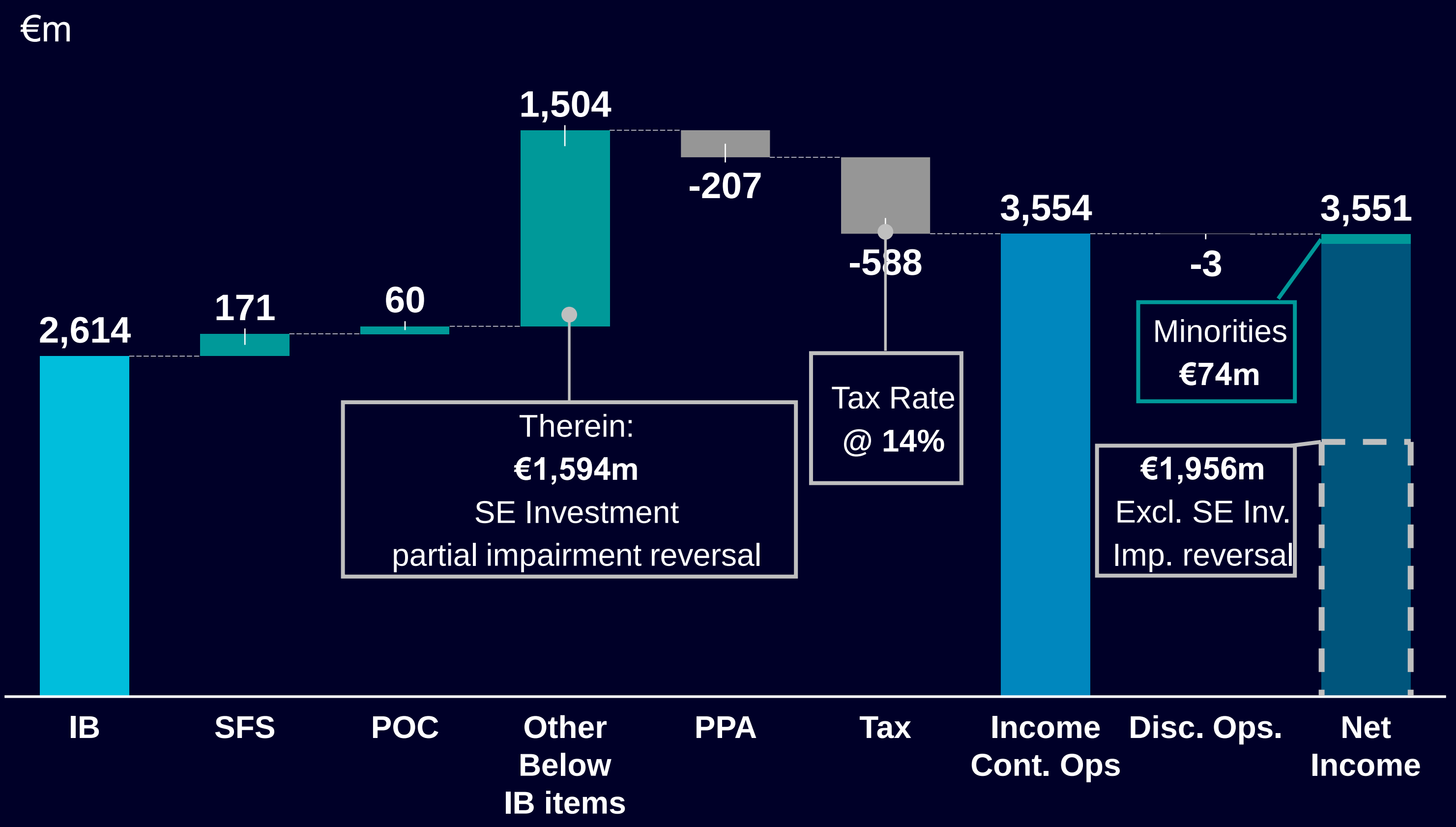
Below Industrial Business
Strong operational performance and positive effects from SE Investment drive net income

Q2 FY 23

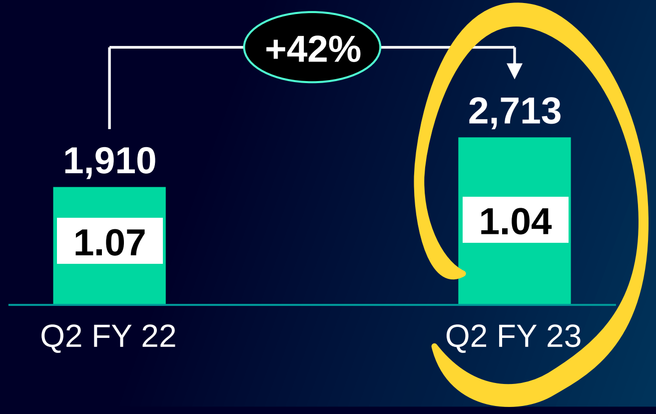


- **SFS:** Driven by strong equity business performance
- **Portfolio Companies:** Further operational improvement, Innomotics carve-out on track
- **Other Below IB items:** SE investment driven by partial impairment reversal
- **Net Income:** Reflecting strong operational performance and SE Investment effects

Note: Other Below IB items contains SE Investment; SRE; Innovation; Governance; Pensions; Financing, Elimination, Other
Detailed split see page 28

Free cash flow
Material catch-up in Q2 as committed

Free cash flow Industrial Business
€m



Free cash flow all in
€m

x.x Cash Conversion Rate

Stringent working capital management

- **Strong profit development**
- **Stable operating working capital level; Continuous selected growth-related inventory build-up, strong collection**

Extraordinary effects below IB

- **Excluding non-cash partial impairment reversal for Siemens Energy Investment: CCR at 1.2 in Q2**

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Outlook FY 2023 raised

Siemens Group

Book-to-bill	>1
Revenue growth (Comparable)	9 – 11% [7 – 10 %]
EPS pre PPA[1)]	€9.60 – €9.90 [€8.90 – €9.40]

This outlook excludes burdens from legal and regulatory matters and material impairments as well as reversals of material impairments.

Siemens Businesses

	Comparable revenue growth	Profit margin
Digital Industries	17 – 20% [12 – 15%]	22.5 – 23.5% [20 – 22%]
Smart Infrastructure	14 – 16% [9 – 12%]	14.5 – 15.5% [13.5 – 14.5%]
Mobility	10 – 12% [6 – 9%]	8 – 10%

1 Excluding €2.01 per share resulting from partial reversal of the previous impairment on Siemens' stake in Siemens Energy AG

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Questions and Answers

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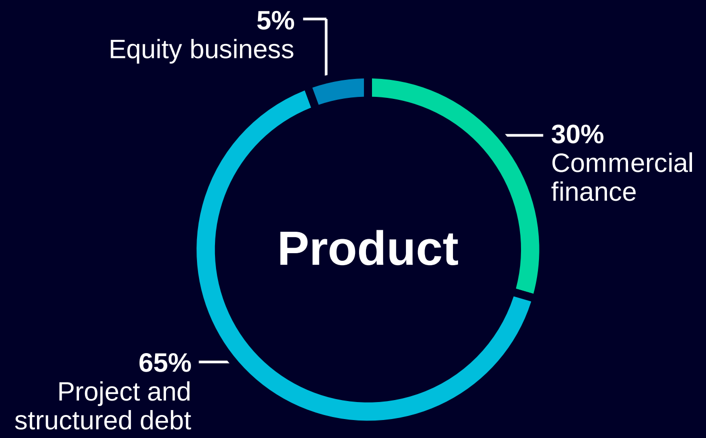
Appendix

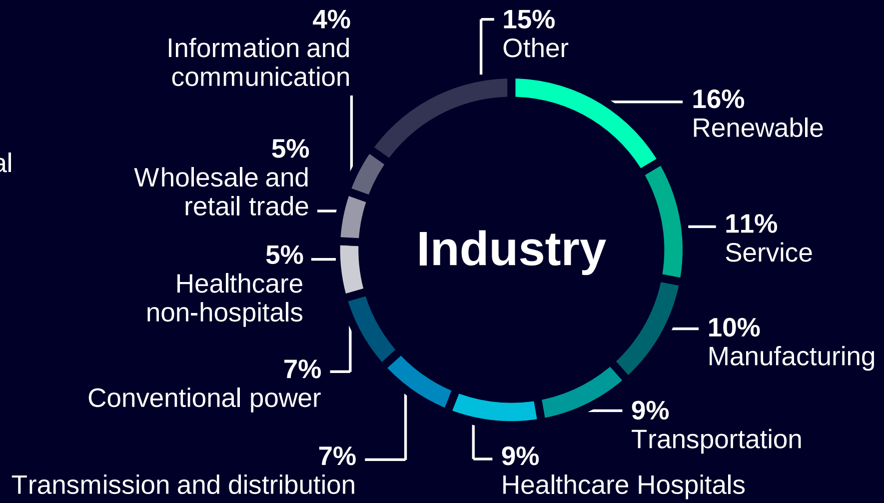
Financial Services:
Solid H1 FY23 performance despite volatile credit environment

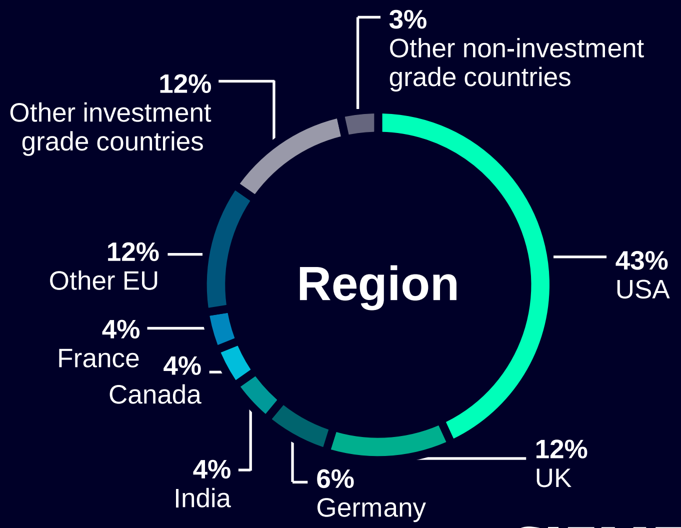
Key figures

	SFS total Q2 FY23	SFS total H1 FY22	SFS total H1 FY23	Therein: Debt Business Q2 FY23	Debt Business H1 FY22	Debt Business H1 FY23	Equity Business Q2 FY23	Equity Business H1 FY22	Equity Business H1 FY23
Return on Equity (after tax)		19.8%	17.3%		15.2%	12.5%		51.1%	42.9%
Earnings before taxes (€m)	171	335	303	100	242	203	71	93	102
Total assets (€bn)	31.3	31.4	31.3	29.2	29.4	29.2	1.8	1.7	1.8

Portfolio composition by product, industry and region (Q2 FY23)







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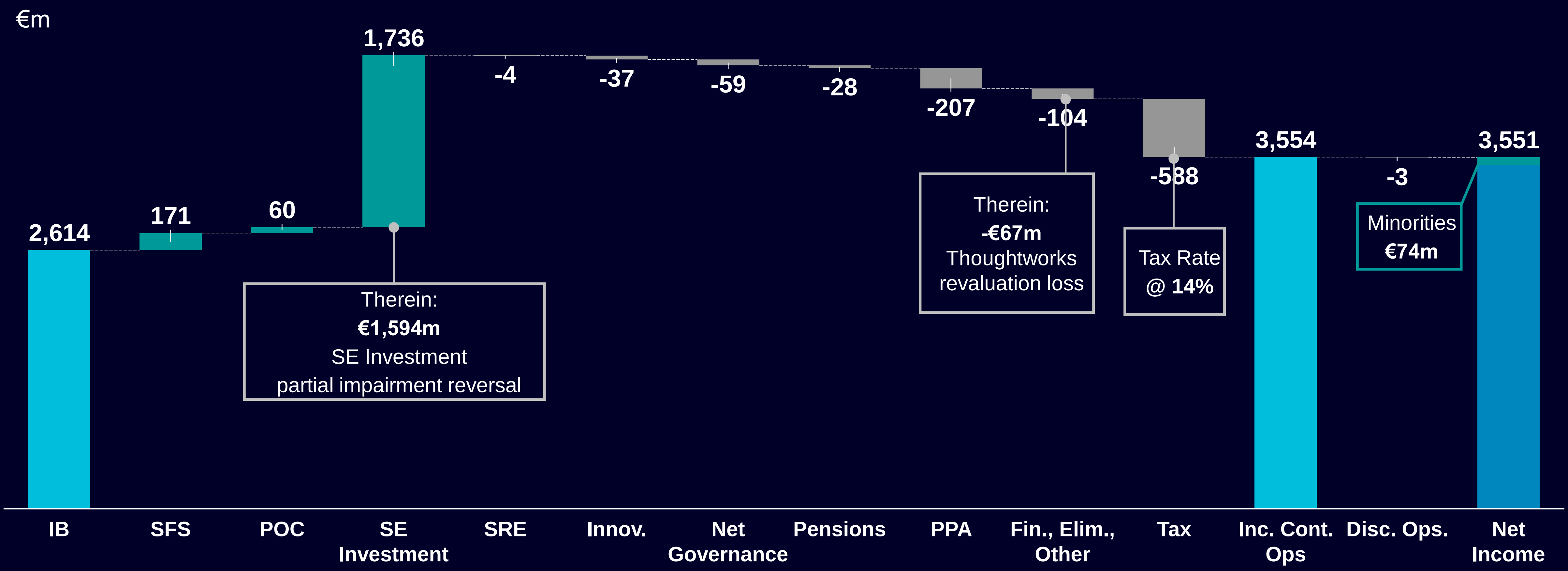
Below Industrial Business

Strong operational performance and positive effects from SE Investment drive net income

Q2 FY 23



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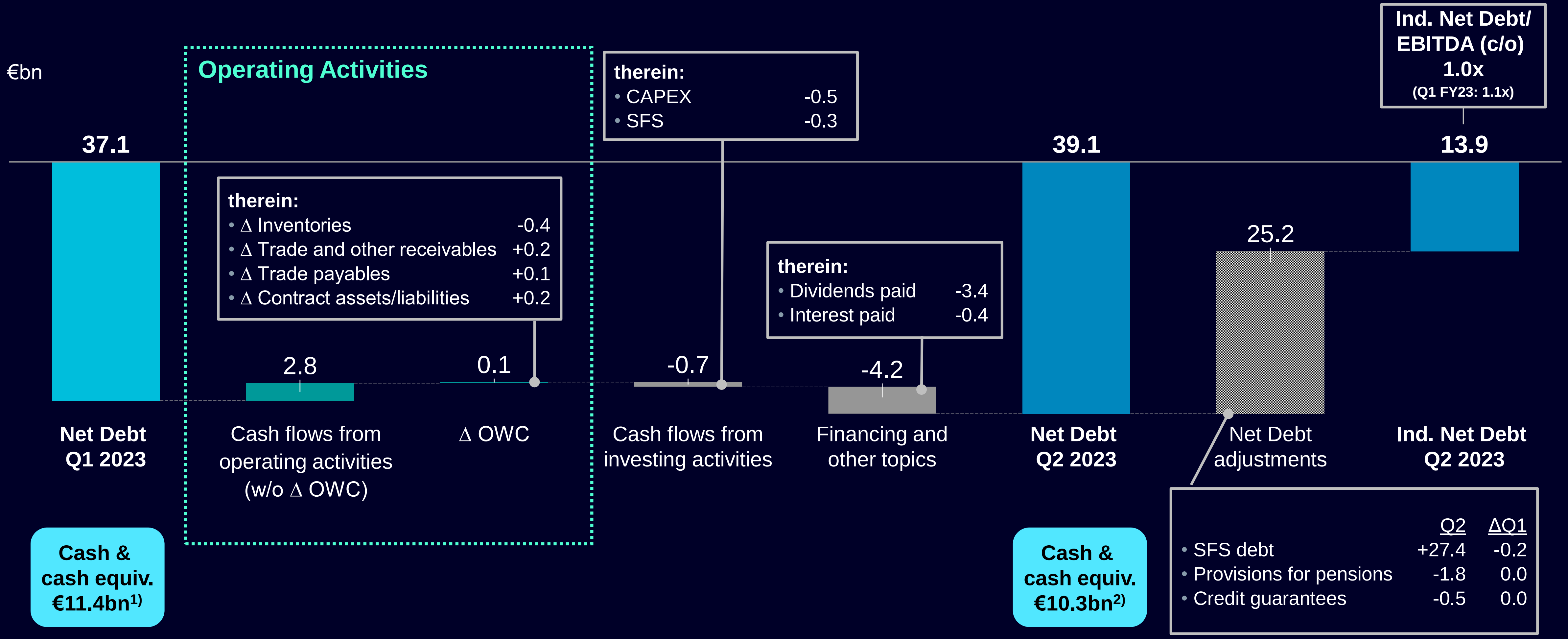
Net debt bridge
Capital structure remains rock solid



1 Sum Cash & cash equivalents of €11.4bn incl. current interest bearing debt securities of €1.2bn
2 Sum Cash & cash equivalents of €10.3bn incl. current interest bearing debt securities of €1.1bn

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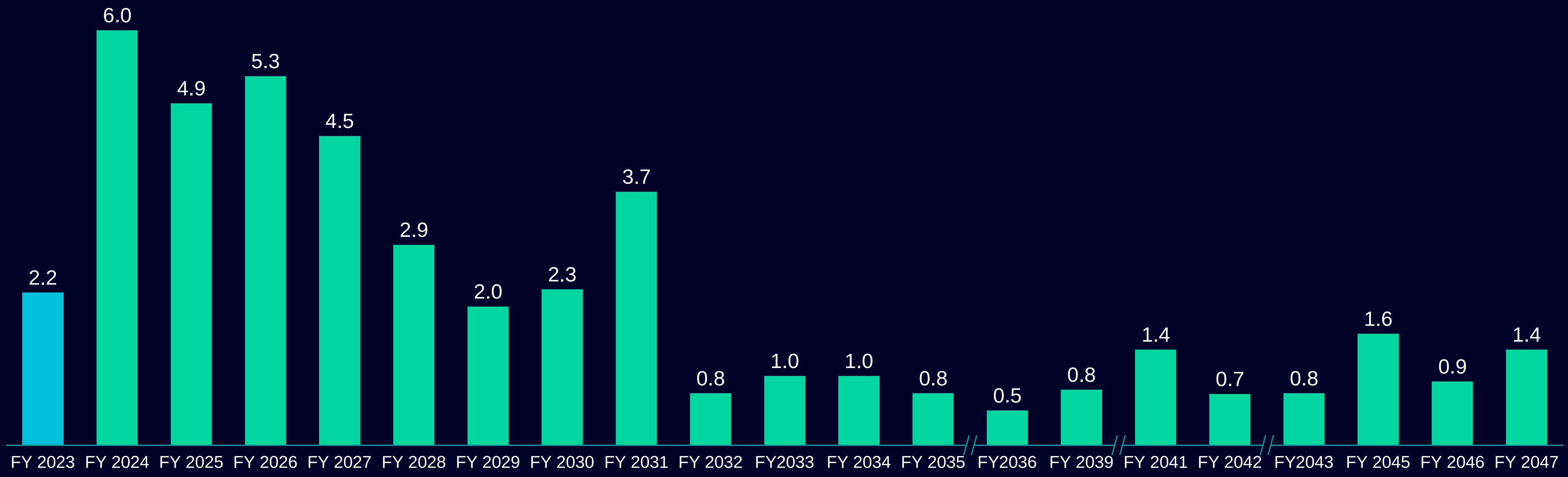
Siemens with sound refinancing profile
€2.5bn transaction in February securing long-term funding at attractive rates

Total loan and bond debt of €45.3bn[1)]

Loan and bond maturity profile as of March 31, 2023

in EUR bn



1 Nominal Amount

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Provisions for pensions remain stable on historic low

in €bn[1]	FY 2020	FY 2021	Q1 FY 2022	Q2 FY 2022	Q3 FY 2022	Q4 FY 2022	Q1 FY 2023	Q2 FY 2023
Defined benefit obligation (DBO)[2]	-35.8	-35.5	-35.7	-32.7	-28.5	-27.8	-27.2	-27.3
Fair value of plan assets[2]	30.0	33.5	34.0	31.2	27.4	25.9	25.7	25.9
Provisions for pensions and similar obligations	-6.4	-2.8	-2.9	-2.2	-1.9	-2.3	-1.8	-1.8
Discount rate	1.1%	1.3%	1.2%	2.0%	3.2%	3.9%	3.9%	3.8%
Interest income	0.3	0.3	0.1	0.1	0.1	0.1	0.2	0.2
Actual return on plan assets	0.4	2.5	0.3	-1.8	-3.6	-1.7	0.4	0.7

1 All figures are reported on a continuing basis (w/o LHfS)
2 Fair value of plan assets including effects from asset ceiling (Q2 2023: -€0.6bn); Difference between DBO and fair value of plan assets additionally resulted in net defined benefit assets (Q2 2023: €0.4bn); DBO including other post-employment benefit plans (OPEB) of -€0.3bn

Profit Bridge from SHS disclosure to SAG disclosure
Different profit definitions at SHS and SAG to be considered in models

€m	Q2 FY 23		1H FY 23	
SHS EBIT (adjusted)	**681**	**12.7%**	**1,328**	**12.7%**
PPA (SHS logic)[1]	-101		-208	
Transaction, Integration, Retention, carve-out cost	-8		-16	
Gains and losses from divestments	0		0	
Severance	-55		-66	
Other portfolio-related measures	-329		-329	
SHS EBIT (as reported)	**189**	**3.5%**	**709**	**6.8%**
PPA (SAG logic)[2]	+96		+199	
Consolidation / Accounting Differences	+4		+16	
SAG Profit (as reported)	**288**	**5.4%**	**924**	**8.9%**
Severance	+55		**+66**	
SAG Profit (excl. severance)	**343**	**6.4%**	**990**	**9.5%**

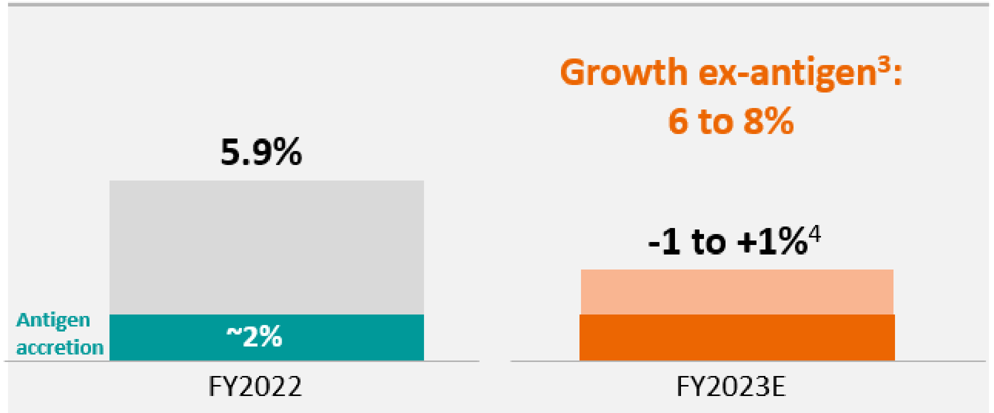
1 PPA on intangible assets as well as other effects from IFRS 3 PPA adjustments
2 PPA on intangible assets

Outlook FY 2023 as presented by Siemens Healthineers on May 10, 2023

Outlook FY2023 confirmed

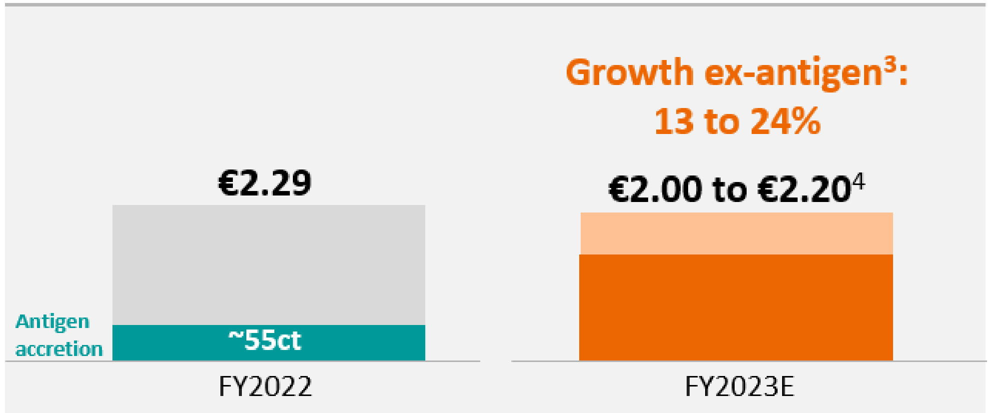
SIEMENS Healthineers

Comparable revenue growth[1, 2]



- **Imaging** growth at 7 to 9%
- **Diagnostics**[4] declining -26 to -23% incl. antigen; core growth -2 to +1%
  (before: -21 to -19% incl. antigen; core growth 3 to 5%)
- **Varian** growth at 9 to 12%
- **Advanced Therapies** growth at 6 to 9%

Adj. basic earnings per share[2]



- **Imaging** margin at 21 to 22.5%
- **Diagnostics**[4] margin at -4 to 0% all-in; core margin -3 to +1%
  (before: 0 to 3% all-in; core margin 2 to 4%)
- **Varian** margin at 16 to 18%
- **Advanced Therapies** margin at 13 to 15%
- **Financial income, net** at €-150 to €-170m
- **Tax rate** at 26 to 28%

1 Year-over-year on a comparable basis, excluding currency translation and portfolio effects as well as effects in line with revaluation of contract liabilities from IFRS 3 purchase price allocations |
2 The outlook is based on current foreign exchange rate assumptions, on the current portfolio, and on further assumptions, see Quarterly Statement Q2 FY2023 |
3 Y-o-y growth excluding antigen contribution | 4 FY2023 assumes €100m revenue of antigen contribution, and €100 to €150m of Diagnostics transformation related one-time costs within adj. EBIT/EPS (total of €150 to €200m costs); core excludes antigen contribution and transformation related one-time costs

Q2 FY2023

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Siemens Financial Framework
Targets over 3 – 5 year cycle

Siemens

5–7%	**Revenue** comparable growth	
High single-digit growth	**Earnings** EPS pre PPA	
15–20%	**Capital efficiency** ROCE[1]	
up to 1.5x	**Capital structure** Industrial net debt/EBITDA	
1 – comp. revenue growth rate	**Cash** Cash conversion rate (all in)[2]	
Progressive dividend policy	**Dividend**	

Businesses

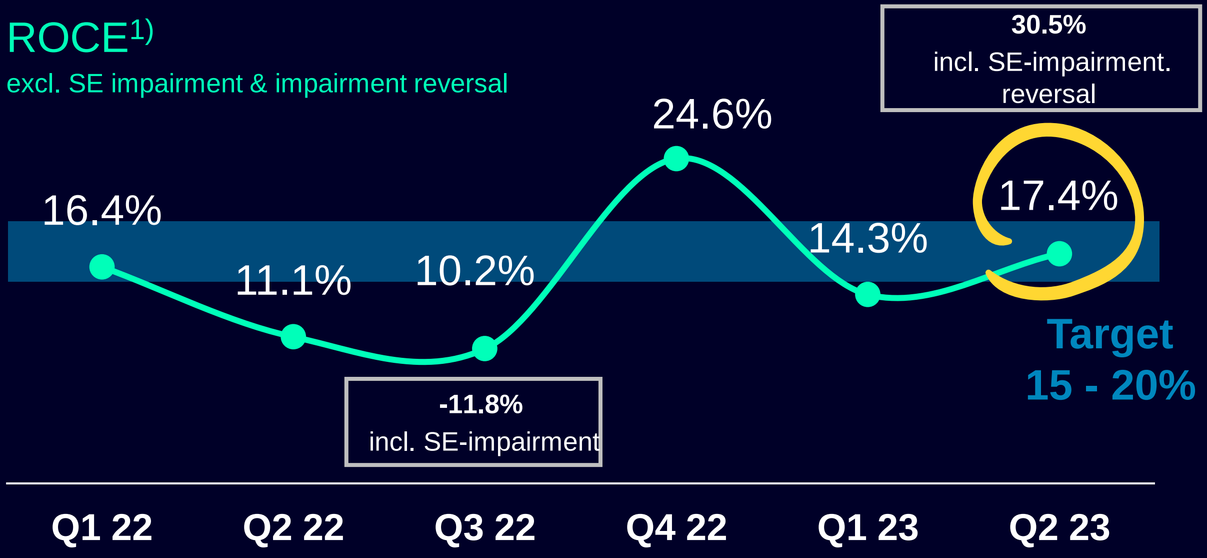
	Digital Industries	Smart Infrastructure	Mobility	Siemens Healthineers	Financial Services
Profit margin range[3]	17–23%	11–16%	10–13%	17–21%	RoE[4] 15–20%
Cash conversion rate	1 – comp. revenue growth rate				
Resilience KPI	ARR	Service	Service		

1 Excluding defined acquisition-related effects for Varian **2** Cash conversion rate: FCF/Net income **3** “Profit” represents EBITA adjusted for amortization of intangible assets not acquired in business combinations; margin range for Siemens Healthineers reflects Siemens’ expectation **4** Return on Equity after tax

ROCE and capital structure
Excellent operational performance reflected in financial strength

Capital efficiency

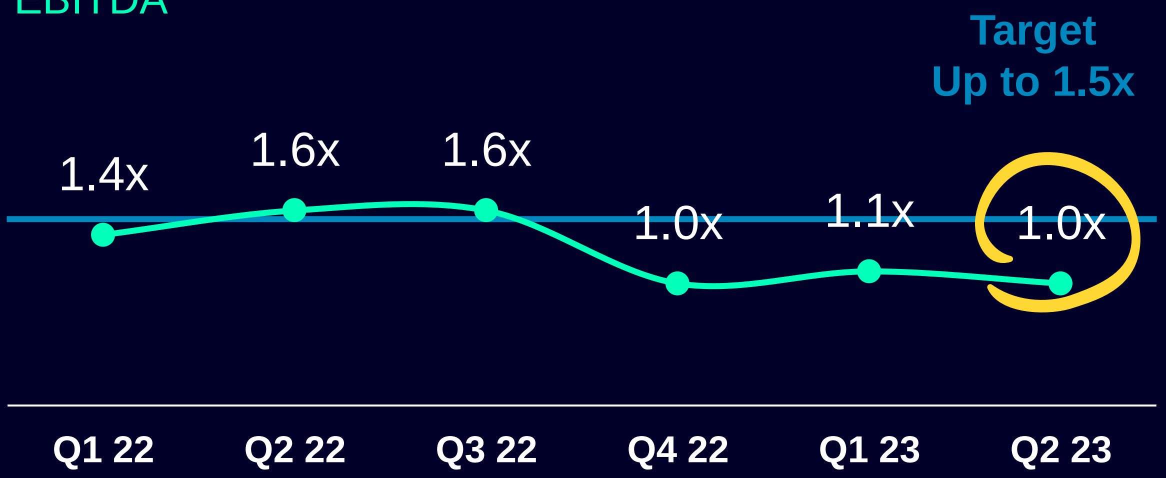
ROCE[1)]
excl. SE impairment & impairment reversal



- **Increased net income** on **strong operational performance**
- **Continued focus** on profitable growth and effective working capital management

Capital structure

Industrial net debt/
EBITDA



- **Excellent** position, **strong investment grade rating (A+ / A1)**
- **Pension deficit** remains on historic low of €1.8bn

1 excluding defined acquisition-related effects for Varian

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Below Industrial Business

€m	H1 FY 23	Expectation for FY 2023
Profit Industrial Business	**5,300**	
SFS	303	Above FY 2022 level, RoE within target range 15 – 20%
POC	228	~€0.3bn incl. value creation from CV divestment; continued execution of full potential plans
SE Investment	1,550	PPA-effects of ~-€0.1bn, at equity participation dependent on SE performance
SRE	-7	Dependent on disposal gains
Innovation	-80	~-€0.2bn
Governance	-137	~-€0.5bn, further improvement
Pensions	-53	On FY 2022 level
PPA	-461	~-€0.9bn
Financing, Elim., Other	-278	~-€0.4bn to -0.5bn
Tax	-1,167	Tax Rate: 23 - 27%, w/o impact from potential tax reforms
Income C/O	**5,198**	
Discontinued Operations	-11	Immaterial impact
Net Income	**5,186**	

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