

# **Siemens Healthcare Workflow & Solutions Division**

Thomas Miller  
CEO Workflow & Solutions Division


Capital Market Day Siemens Healthcare  
London, September 29, 2009

## Safe Harbour Statement

This document contains forward-looking statements and information – that is, statements related to future, not past, events. 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. 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. For Siemens, particular uncertainties arise, among others, from: changes in general economic and business conditions (including margin developments in major business areas and recessionary trends); the possibility that customers may delay the conversion of booked orders into revenue or that prices will decline as a result of continued adverse market conditions to a greater extent than currently anticipated by Siemens’ management; developments in the financial markets, including fluctuations in interest and exchange rates, commodity and equity prices, debt prices (credit spreads) and financial assets generally; continued volatility and a further deterioration of the capital markets; a worsening in the conditions of the credit business and, in particular, additional uncertainties arising out of the subprime, financial market and liquidity crises; future financial performance of major industries that Siemens serves, including, without limitation, the Sectors Industry, Energy and Healthcare; the challenges of integrating major acquisitions and implementing joint ventures and other significant portfolio measures; the introduction of competing products or technologies by other companies; a lack of acceptance of new products or services by customers targeted by Siemens; changes in business strategy; the outcome of pending investigations and legal proceedings, including corruption investigations to which Siemens is currently subject and actions resulting from the findings of these investigations; the potential impact of such investigations and proceedings on Siemens’ ongoing business including its relationships with governments and other customers; the potential impact of such matters on Siemens’ financial statements; as well as various other factors. More detailed information about certain of the risk factors affecting Siemens is contained throughout this report and in Siemens’ other filings with the SEC, which are available on the Siemens website, [www.siemens.com](http://www.siemens.com), and on the SEC’s website, [www.sec.gov](http://www.sec.gov). Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described in the relevant forward-looking statement as expected, anticipated, intended, planned, believed, sought, estimated or projected. Siemens does not intend or assume any obligation to update or revise these forward-looking statements in light of developments which differ from those anticipated.

New orders; adjusted or organic growth rates of revenue and new orders; the book-to-bill ratio; return on equity, or ROE; return on capital employed, or ROCE; free cash flow; cash conversion rate, or CCR; EBITDA (adjusted); EBIT (adjusted); net debt and adjusted industrial net debt are or may be 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. A definition of these supplemental financial measures, a reconciliation to the most directly comparable IFRS financial measures and information regarding the usefulness and limitations of these supplemental financial measures can be found on Siemens’ Investor Relations website at [www.siemens.com/nonGAAP](http://www.siemens.com/nonGAAP).

**Key data FY 2008:**

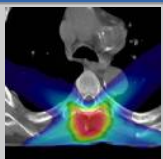
- 
- Revenue: €1.5bn
  - Underlying margin: 9.9%
  - Employees: ~ 7,200
  - R&D: ~ €100m

**Our products are 'closest to the patient'  
and services are 'closest to the customer' for the Sector**

**SIEMENS**

**Innovative solutions  
focused on patient care**

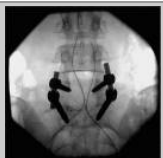
**Radiation  
Oncology**



**Women's  
Health**



**Surgical  
Imaging**



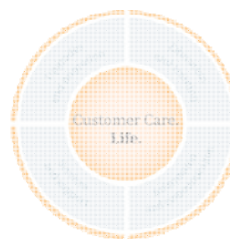
**Urology**



**Audiology**



**Cross-Sector management driving revenue  
to divisions**



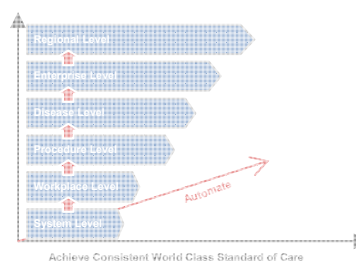
**Customer Services**

Total Lifecycle Solution for  
installed base drives  
revenue to Imaging & IT  
Division



**Customer Relationship  
Management**

Market transparency  
Customer intimacy  
Benchmark sales costs



**Clinical Consulting  
Services**

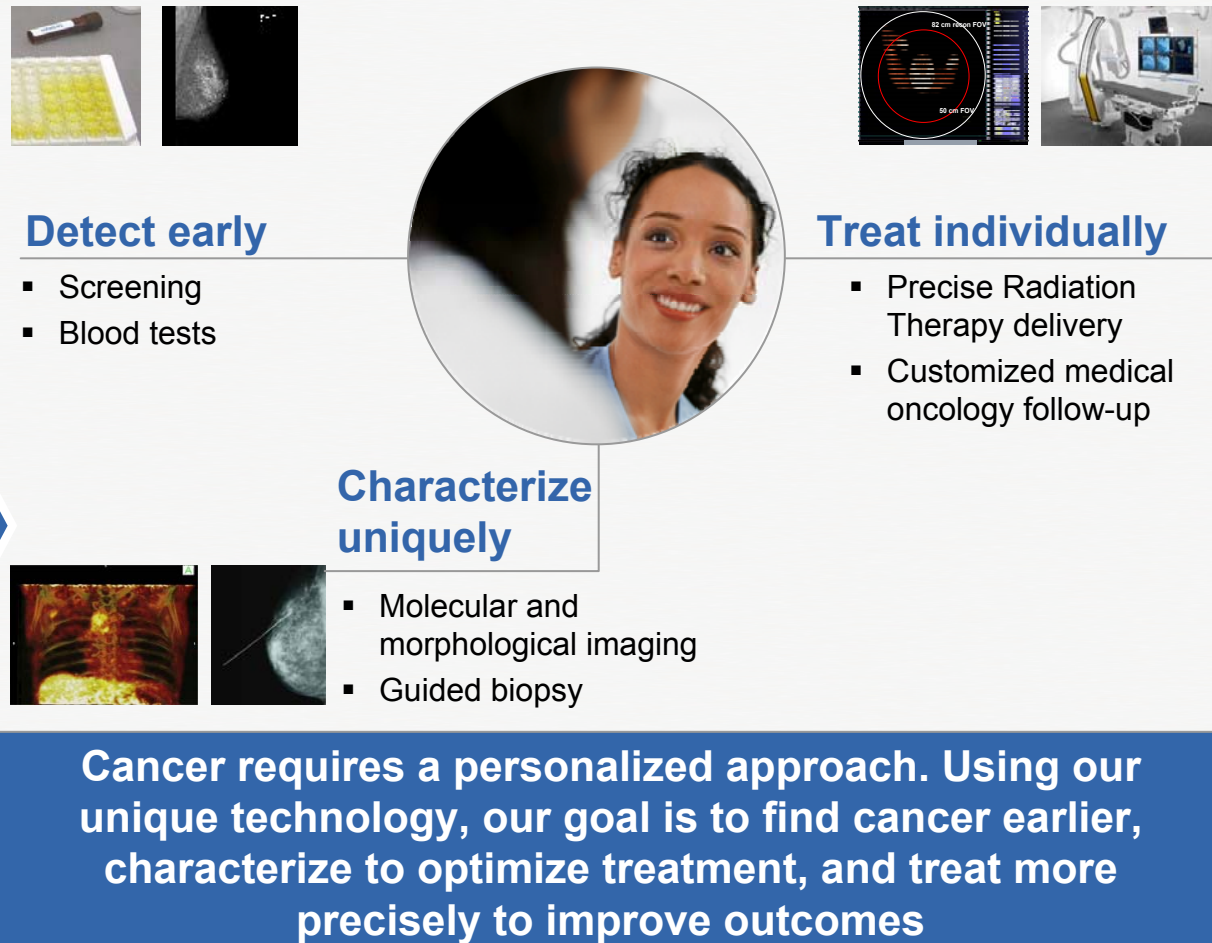
Innovating new  
Standards of Care

© Siemens AG 2009. All rights reserved.

## Oncology: Focusing on the complete continuum of care

**SIEMENS**

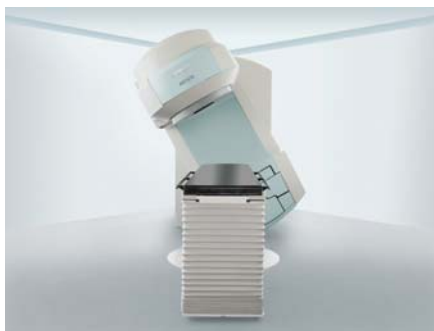
- Cancer will become the leading cause of death globally in 2010
- Cancer rates doubled from 1975 to 2000 and will double again by 2020
- One-third of all cancers could be cured if detected and treated earlier



**The radiation oncology market is not impacted as highly by economic and political changes**

**SIEMENS**

## Portfolio



**ARTISTE**



**160 MLC  
Multileaf Collimator**

### **Improving competitive position with IM-RealART™:**

- Precise tumor conformity spares healthy tissue
- Real time re-planning in ~ 7 minutes
- Reduces time, complications and side effects

## Market trends

- Radiation Therapy Market: > €2.3bn by 2015
- In 2010, U.S. market: €500m  
German market: €137m
- 50% of cancer patients receive radiation therapy
- Siemens holds approximately 25% of the global installed Radiation Therapy market

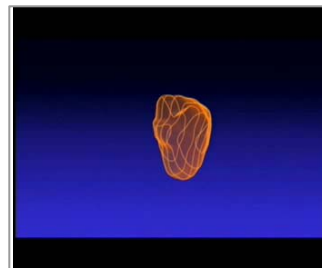
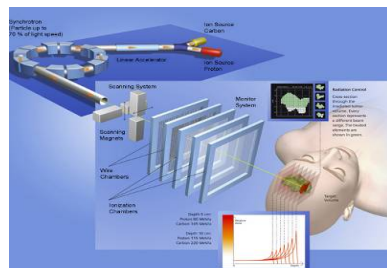
## Opportunities

- Biologically modulated and image-guided Radiation Therapy drives future growth
- Our Radiation Therapy solutions: Flexibility and accuracy for physician; comfort for patient
- Integrated Siemens workflow enables a personalized medicine approach to cancer

© Siemens AG 2009. All rights reserved.

# Taking action in Particle Therapy

## On the frontiers of medicine

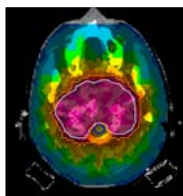


## Challenges

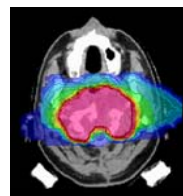
- Encountered significant technical and engineering challenges associated with cutting-edge technology
- Software development challenges leading to project delays
- Collapse of accelerator supplier

## Life saving technology

**IMRT  
(9 beams)**



**Carbon ions  
(2 beams)**



### Precision carbon ion technology

- Highest 'killing dose' to the tumor
- Lowest dose to adjacent healthy tissues

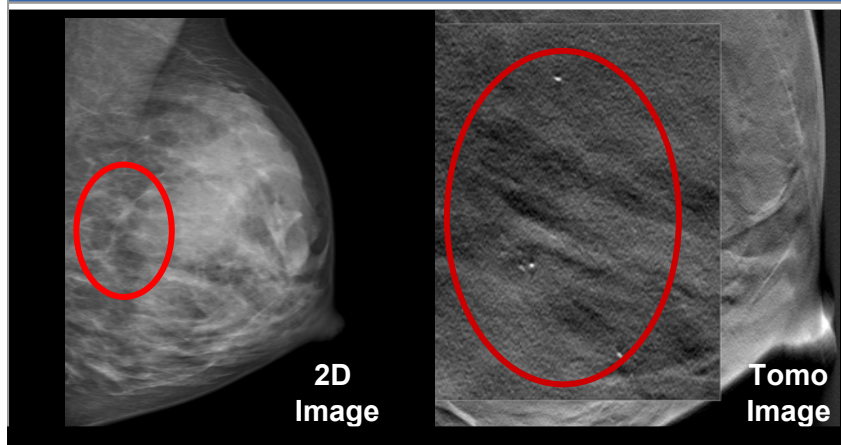
## Taking action

- Stopped acquisition of new projects
- Engaged world experts
- Control of accelerator supplier
- Completed technical project audits
- Treat first patient in Heidelberg this year
- Tight control through completion in 2014

## Women's Health: Investing in innovation in a growing market

**SIEMENS**

### Advanced screening and diagnostics finds disease earlier



### Breadth of portfolio unmatched in industry!

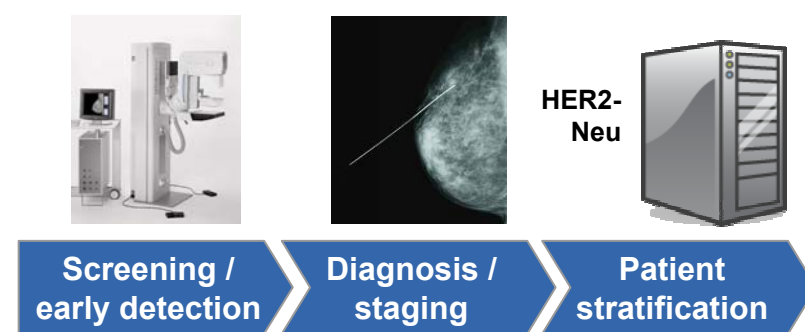
#### Competitive advantages:

- 3-D Breast Tomosynthesis<sup>1)</sup> System – MAMMOMAT Inspiration
- First system integrating all screening and diagnostic functions
- First dedicated breast MR system
- First operator-independent breast ultrasound
- Integrated workflow including serum tests

### Market trends

- Growth: 1.5 million new cases in 2010
- Mortality decreases attributed to screening
- Strongest growth in emerging markets
  - India: >50% of women have advanced cancer at diagnosis
- Share increasing: approaching 9,000 installed systems

### Opportunity: Siemens workflow approach integrates our solutions



1) Not available for sale in U.S.

## Surgical Market: 10% annual procedure growth

### ARCADIS Orbic C-arm



- Comprehensive surgical navigation solutions with 3D intra-operative imaging products
- Proven reduction of readmissions

Spine	7%	Acetabulum	13.2%
Pelvic girdle	9.5%	Pilon	25.5%
Tibial head	11.5%	Ankle joint	30.2%
Distal radius	13.1%	Calcaneus	34.3%

BGU Ludwigshafen: > 2,000 patients over last 5 years

### Market trends

- 10% annual procedure growth driven by aging population and trend for minimally invasive orthopedic surgery
- 1,000,000 knee, hip, shoulder replacements annually
- 6,000,000 spine surgeries
- 2,000,000 for trauma (U.S. only)
- Increasing share: >29,000 installed systems

### Opportunity: Image-guided navigation

- Leveraging synergies with imaging to guide minimally invasive diagnosis and treatment
- Expand potential for outpatient surgeries
- Workflow improvements support greater patient throughput

# Audiology: A strong market-leading business

## Differentiated product offering

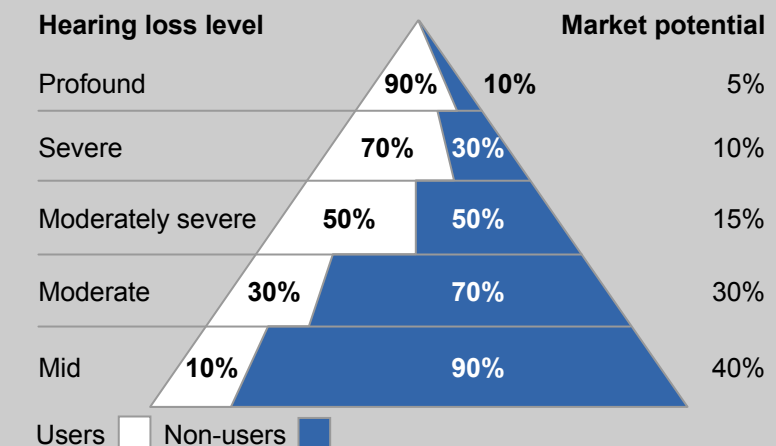


- Global market leader in unit market share, including #1 position in emerging markets of India and China
- Broadest product portfolio in industry
- R&D focused on innovation, cost reduction and customer workflow optimization
- 'Baby-boomers' seek digital technology and aesthetics
- Low-cost manufacturing leader

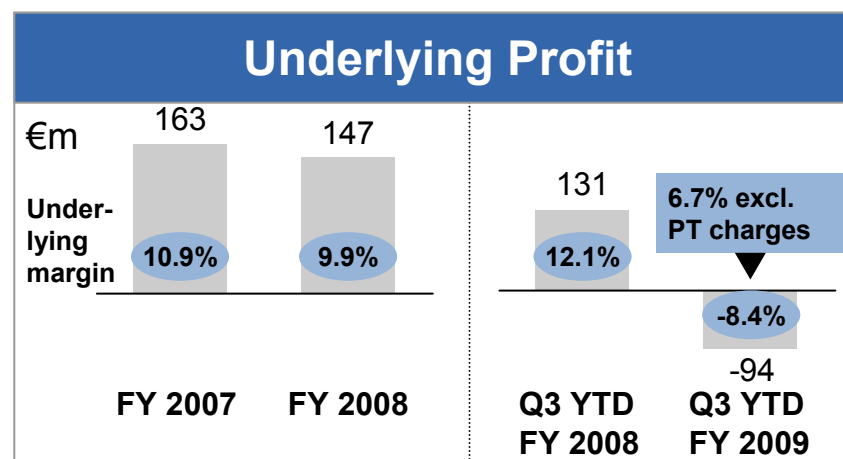
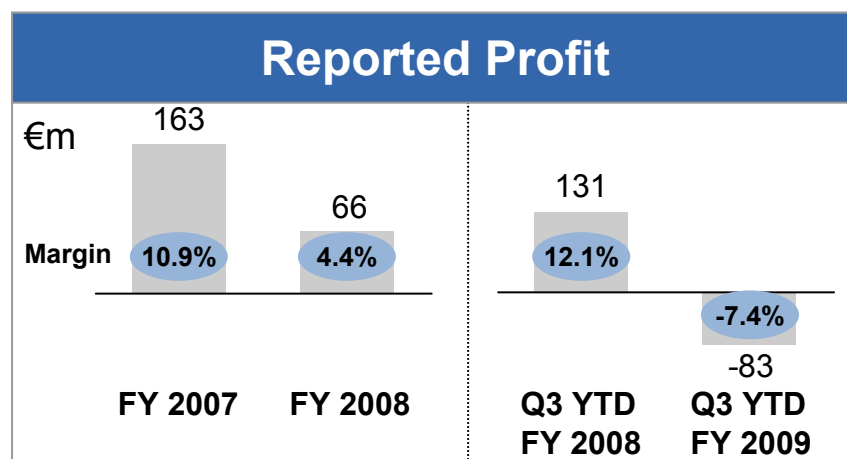
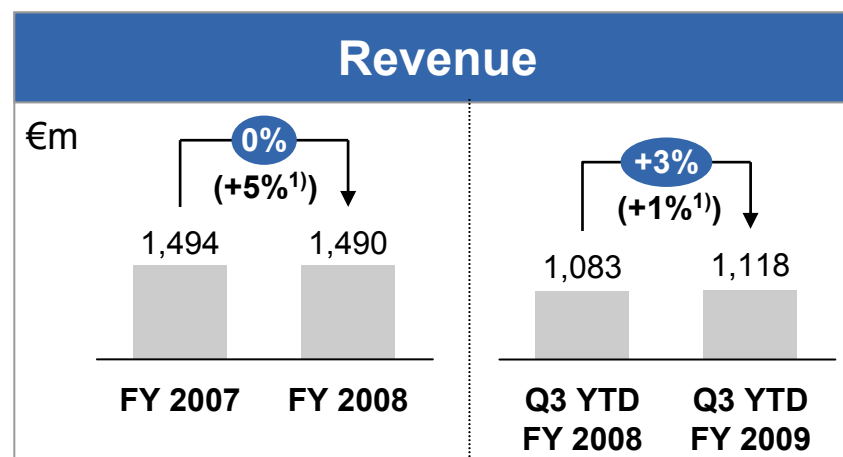
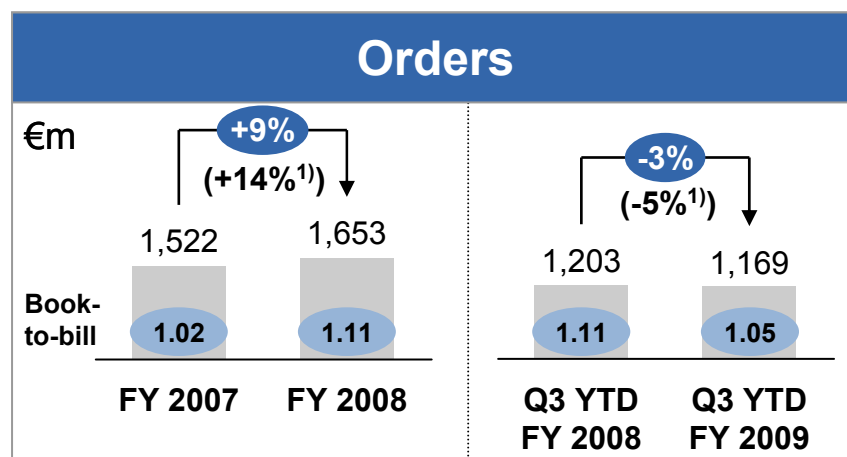
## Untapped market potential

- High volume market with attractive sustainable growth rates
- Significant opportunity due to low market penetration
  - 71 million adults in Europe, 30 million in North America have hearing loss
  - Only 1 in 4 currently owns a hearing aid

### Additional market potential if non-users complied with need







# Workflow & Solutions: Overview of financial performance








1) Year-on-year on a comparable basis, i.e.  
excluding currency translation and portfolio effects

## We have addressed our challenges in FY 2009




### Improving cost position in Audiology

-  Broadest product portfolio in industry
-  Implemented cost control measures (including 6% headcount reduction in manufacturing and sales)
-  Closed and consolidated activities
-  Closely managing working capital → improved OWC turns by +9%



### Improving Division cost and market focus

-  Improved DTC and supplier management
-  Closed business segments, product lines – refocus on emerging markets
-  Successfully managed SG&A costs, on target to reduce SG&A y-o-y by ~ €50m
-  Reduced fixed cost base by 260 bps
-  Tight working capital management → improved OWC turns by +28%

### Responding to Particle Therapy challenges

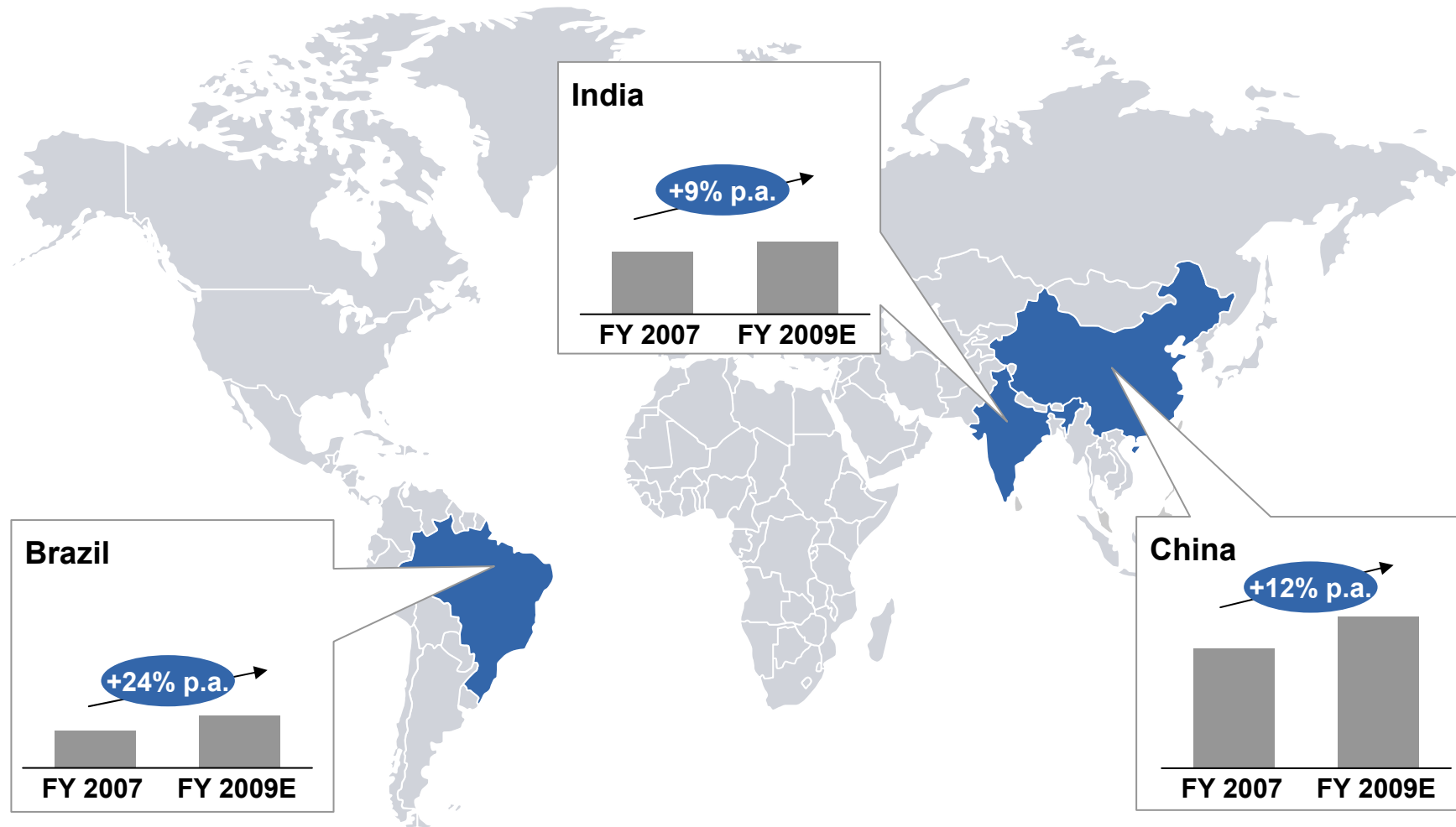
-  Installed new management team
-  Performed risk analysis and controlling risks
-  Review projects continuously

### Leveraging strengths in Oncology

-  Developed and executing aggressive market strategy
-  Introducing new adaptive radiology solution to better compete in market

## Focusing our resources to grow in emerging markets

### Workflow & Solutions revenue growth<sup>1)</sup> in emerging markets



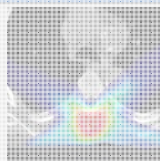
1) Year-on-year on a comparable basis, i.e. excluding currency translation and portfolio effects

**Our products are 'closest to the patient'  
and services are 'closest to the customer' for the Sector**

**SIEMENS**

**Innovative solutions  
focused on patient care**

**Radiation  
Oncology**



**Women's  
Health**



**Surgical  
Imaging**



**Urology**



**Audiology**



**Cross-Sector management driving revenue  
to divisions**



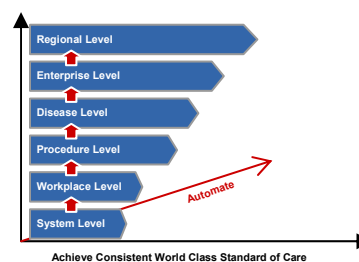
**Customer Services**

**Total Lifecycle Solution for  
installed base drives  
revenue to Imaging & IT  
Division**



**Customer Relationship  
Management**

**Market transparency  
Customer intimacy  
Benchmark sales costs**



**Clinical Consulting  
Services**

**Innovating new  
Standards of Care**

© Siemens AG 2009. All rights reserved.

## Customer Services: A recession-resistant business

**SIEMENS**

### Services across the global Imaging & IT installed customer base

Powered by Siemens remote service

#### Customized service agreements

- Siemens Performance Plans
- Siemens Shared Services

#### Enhanced Productivity Services

- Siemens Guardian Program™
- Siemens Utilization Management
- Siemens Virus Protection

#### Managed services

- syngo Network Management
- Siemens Integrated Service Management™

- Grew at **2x speed of market** in FY 2008
- **#2 position**; quickly **approaching #1**
- Steadily **continuous margin increase**
- Customer Service Engineer (CSE) focused sales efforts drive incremental revenue
- Enhanced Productivity Services – over 5,000 sold to date
- Captive market for new services at margins above target



© Siemens AG 2009. All rights reserved.

# New Standards of Care (SoC) driving new markets

## Healthcare trends

- **Increased government scrutiny** of, control over healthcare costs
  - **Pay for performance:** Reimbursement tied to outcomes not individual services
- ▼
- **Reduce care variability:** Enforce standards, reduce system-wide cost of delivery
  - **Increase individualization:** Consider patient variability, reduce individual cost of care

Cardiology

Neurology

Oncology

## Established Standard of Care Team

- Develop new medical practice standards to improve outcomes & lower costs
- Expand disease-specialty specific sales

## Creating new markets

**Today**

Coronary CT in the Emergency Department

Drive demand for Siemens CT systems



**Mid-term**

Stroke intervention

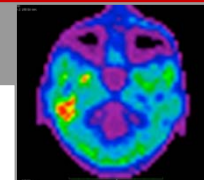
Drive demand for Siemens MR and Angiography systems



**Long-term**

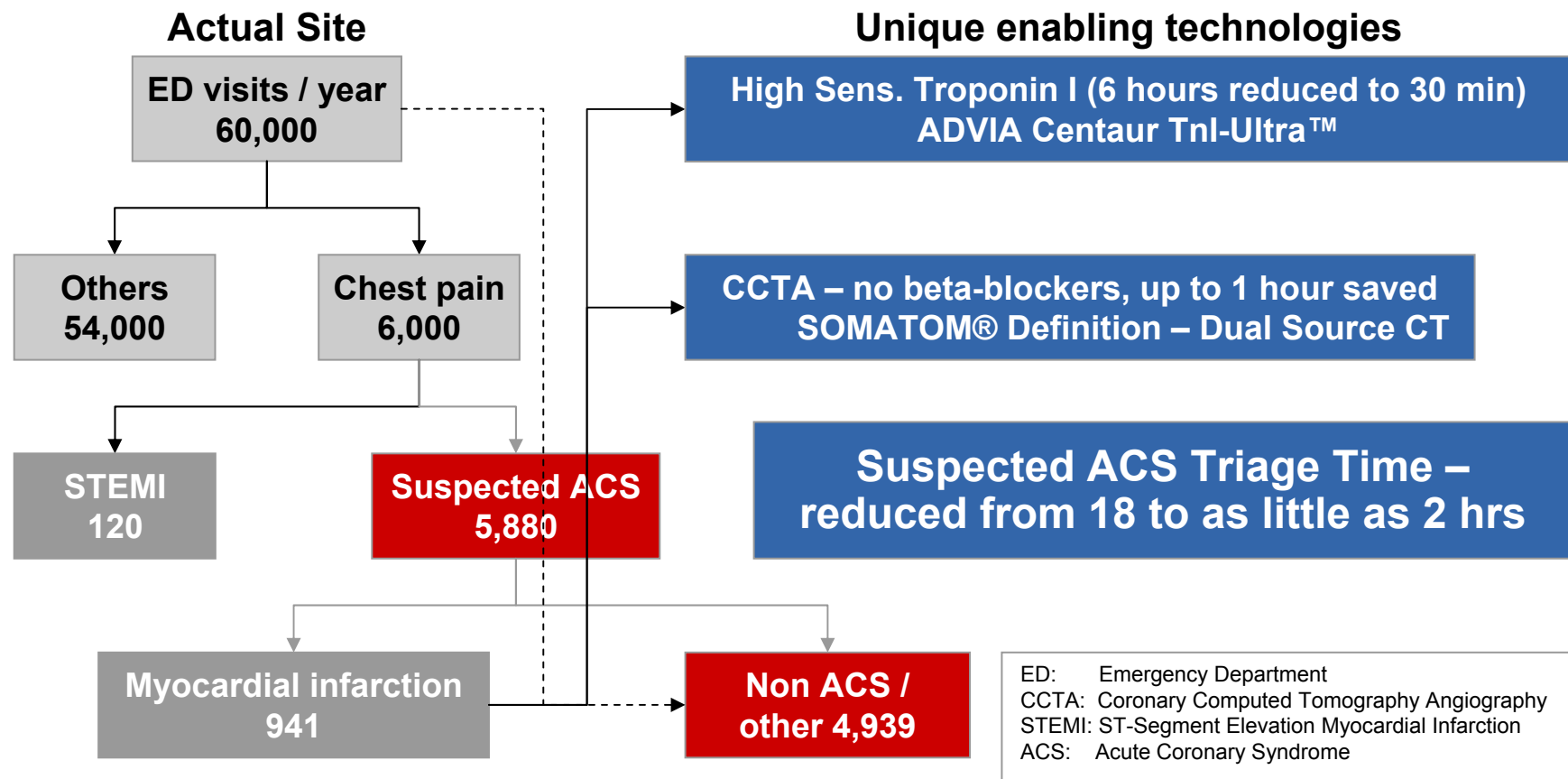
Molecular Imaging to guide Radiation Therapy

Drive demand for Siemens MI systems and probes



In FY 2008, we presented our first project:

Innovate a new Standard of Care for Acute Coronary Syndrome;  
Create new markets by combining unique Siemens technologies



© Siemens AG 2009. All rights reserved.

# We anticipated and supported trend in diagnosis of potential Acute Coronary Syndrome; driving new business

**SIEMENS**

**Today**

**1**

## Develop automated best practice Standards of Care supported by clinical evidence

Study: CCTA may reduce length of stay and costs for low-risk patients with chest pain

Low Risk Patients with Chest Pain in the Emergency Department: Negative 64MDCT Coronary Angiography May Reduce Length of Stay and Hospital Charges, AJR

Study: CCTA for rapid discharge of low-risk patients with potential ACS syndromes

Coronary Computed Tomographic Angiography for Rapid Discharge of Low-Risk Patients with Potential Acute Coronary Syndromes, AnnEM

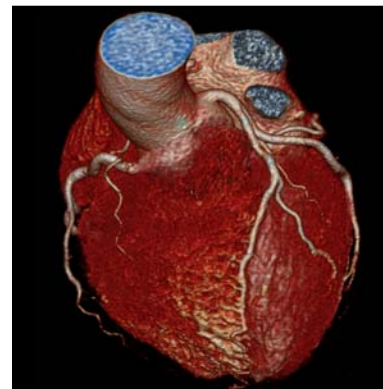
Study: Sensitive assay for troponin improves early diagnosis, risk stratification, regardless of time of chest pain onset

Sensitive Troponin I Assay in Early Diagnosis of Acute Myocardial Infarction, NEJM

**2**

## Drive incremental business for Siemens

- We are driving a new care standard
- Based upon unique products
- With a focused sales effort



© Siemens AG 2009. All rights reserved.

# We anticipated and supported trend in diagnosis of potential Acute Coronary Syndrome; driving new business

**SIEMENS**

**Today**

**1**

**Develop automated best practice Standards of Care supported by clinical evidence**

## From

- Patients with chest pain admitted to the hospital for stress testing, telemetry monitoring
- Time to diagnosis: >24 hours
- Average cost (U.S.): >US\$4,000

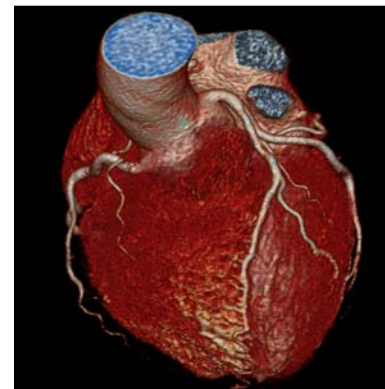
## To

- Patients with chest pain assessed in ED with Coronary Computed Tomography Angiography and with high sensitivity Troponin test
- Time to diagnosis: <8 hours
- Average cost (U.S.): <US\$1,500

**2**

**Drive incremental business for Siemens**

- We are driving a new care standard
- Based upon unique products
- With a focused sales effort



© Siemens AG 2009. All rights reserved.

## We anticipated and supported trend in diagnosis of potential Acute Coronary Syndrome; driving new business

**SIEMENS**

**Today**

**1**

**Develop automated best practice  
Standards of Care supported  
by clinical evidence**

### **From**

- Patients with chest pain admitted to the hospital for stress testing, telemetry monitoring
- Time to diagnosis: >24 hours
- Average cost (U.S.): >US\$4,000

### **To**

- Patients with chest pain assessed in ED with Coronary Computed Tomography Angiography and with high sensitivity Troponin test
- Time to diagnosis: <8 hours
- Average cost (U.S.): <US\$1,500

**2**

**Drive incremental  
business for Siemens**

### **Result:**

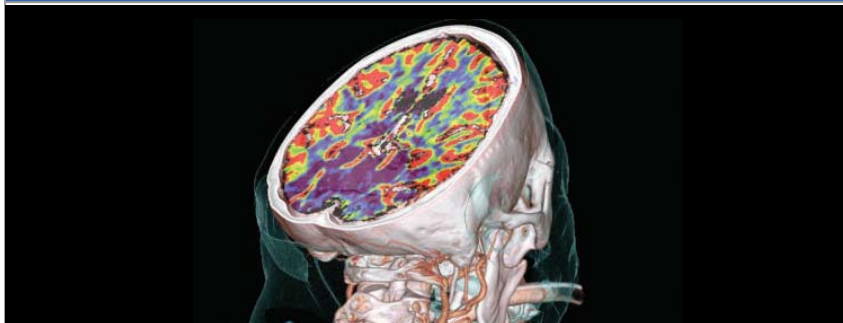
**We have helped  
create a new market for CT  
with the result that we have  
orders for over  
100 CT systems for  
Emergency Departments!**

© Siemens AG 2009. All rights reserved.

## Stroke: New Standard of Care will drive both biomarker and modality sales

**SIEMENS**

### Expanding the therapeutic window in stroke



#### From ...

- Standard of Care of symptom to rtPA time 3 hr. window
- Best practice symptom to needle (IV admin) time is 107 min.

#### To...

- Expand time window to 4.5 hrs
- Stratify patients to reduce symptom to treatment time by 30-50%
- Discover patient subset who benefit from intra-arterial therapy (vs. intravenous)

#### Mid-term

#### Driving ...

- Increase demand for advanced imaging diagnosis
  - CT now routine – we drive further adoption with best practice consulting
  - MR will become the modality for ultimate characterization of patients who benefit therefore...
- Increasing demand for interventional Angiography systems

#### Driving ...

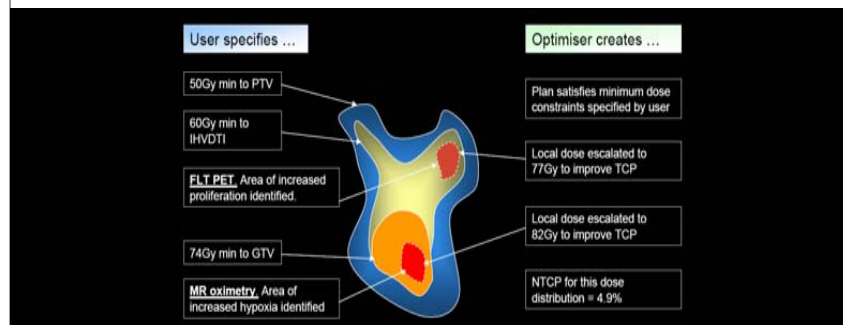
- With 3 million new stroke cases in developed markets and an estimated 1.7 million stroke interventions
  - Market potential for 800 total (150 currently) dedicated imaging/interventional stroke centers
  - Potential of €250m in new systems revenue

© Siemens AG 2009. All rights reserved.

## Oncology:

Integrated workflow in Radiation Therapy will drive add-on sales

### Biology modulated radiation therapy



From ...

- Same dose for entire tumor and imprecise targeting
- Treatment failures:
  - Missed margins
  - Resistant cells
  - Dose tolerance

To...

- Biologically relevant dose prescription
- Better margin definition
- CT, MR, PET, and new biomarkers (e.g. hypoxia markers)

Long-term

### Driving PET-CT market ...

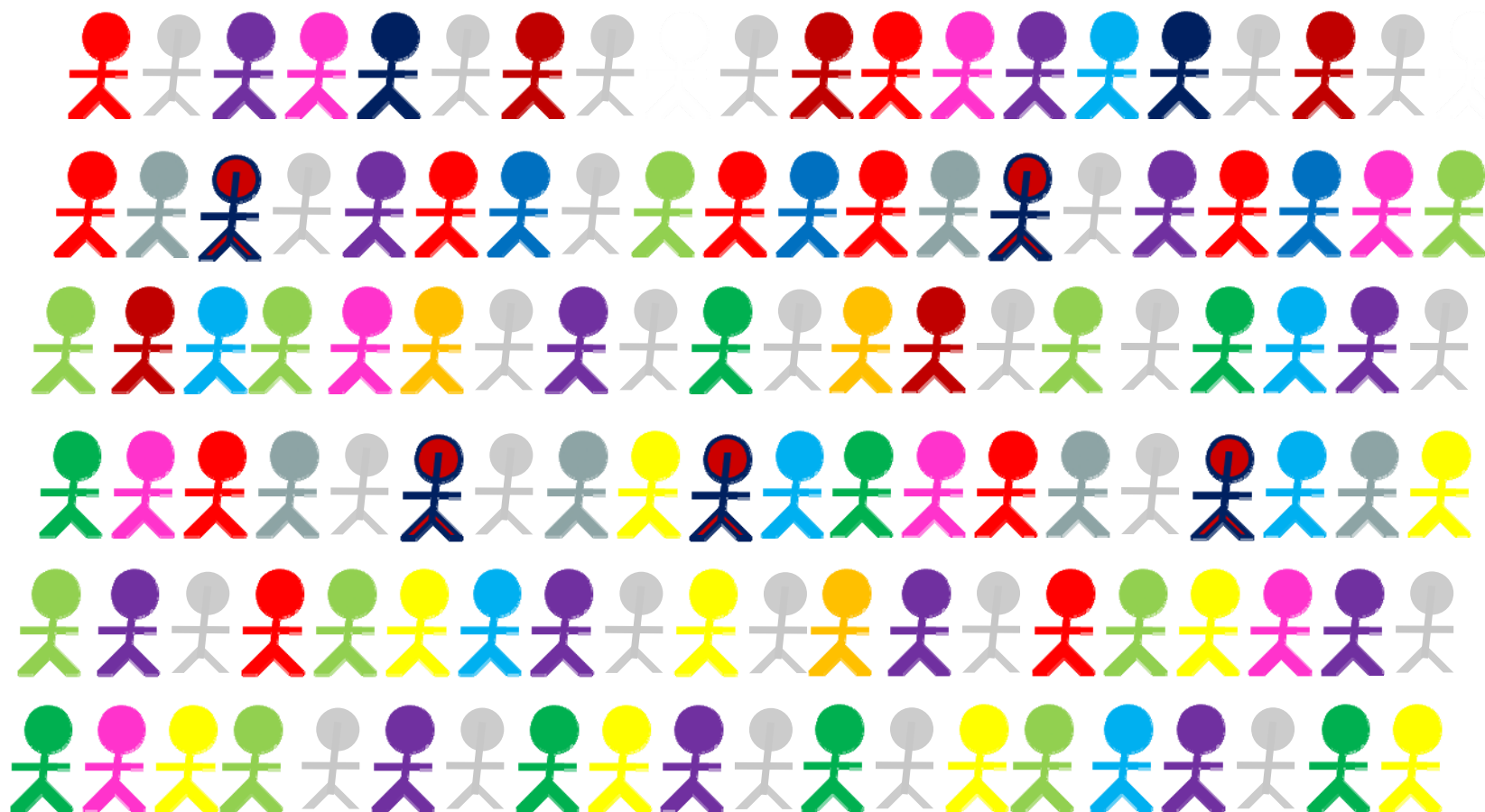
- Today, CT is used for every Radiation Therapy patient and is available in every Radiation Therapy treatment center
- Future: establish CT/PET as a necessary adjunct
- Potential market for PET-CT for Radiation Therapy**, assuming a 33% adoption rate in only Europe and U.S.: **900 scanners**

### Driving new molecular imaging agents

- Goal:** PET biomarker business as integral to radiation therapy
- Potential Market of 2M radiotracer doses/year**

Goal is to leverage our portfolio creating  
*Individualized Standards of Care*

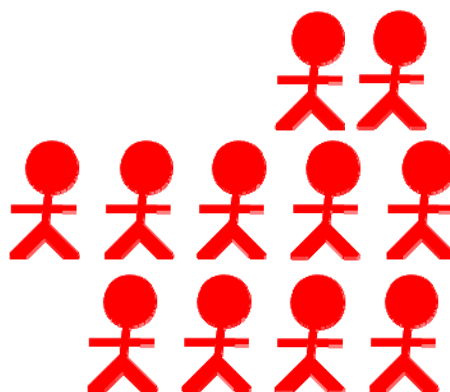
**SIEMENS**



© Siemens AG 2009. All rights reserved.

**Goal is to leverage our portfolio creating**  
***Individualized Standards of Care***

**SIEMENS**



**Precise characterization of disease  
leads to the most effective care...  
...and will continue to drive Sector financial returns!**

# Reconciliation and Definitions for Non-GAAP Measures (I)



To supplement Siemens' Consolidated Financial Statements presented in accordance with International Financial Reporting Standards, or IFRS, Siemens presents the following supplemental financial measures:

- New orders;
- Adjusted or organic growth rates of Revenue and new orders;
- Book-to-bill ratio;
- Return on equity, or ROE;
- Return on capital employed, or ROCE;
- Free cash flow and cash conversion rate, or CCR;
- EBITDA (adjusted) and EBIT (adjusted);
- Net debt; and
- Adjusted industrial net debt.

These supplemental financial measures are or may be "non-GAAP financial measures," as defined in the rules of the U.S. Securities and Exchange Commission (SEC). They exclude or include amounts that are included or excluded, as applicable, in the calculation of the most directly comparable financial measures calculated in accordance with IFRS, and their usefulness is therefore subject to limitations, which are described below under "Limitations Associated with Siemens' Supplemental Financial Measures." Accordingly, they should not be viewed in isolation as alternatives to the most directly comparable financial measures calculated in accordance with IFRS, as identified in the following discussion, and they should be considered in conjunction with Siemens' Consolidated Financial Statements presented in accordance with IFRS and the Notes thereto. Siemens' most recent Consolidated Financial Statements at any given time (the "Annual Financial Statements") can be found in the most recent Annual Report of Siemens (the "Annual Report"), which can be accessed at [www.siemens.com/annual-report](http://www.siemens.com/annual-report). Siemens' most recent interim Consolidated Financial Statements (the "Interim Financial Statements") at any given time can be found at [www.siemens.com/investors](http://www.siemens.com/investors) under the heading "Publications" – "Financial Publications" – "Financial Statements" or in the most recent Quarterly Report of Siemens (the "Quarterly Reports"), which can be accessed at [www.siemens.com/quarterly-reports](http://www.siemens.com/quarterly-reports).

In addition, in considering these supplemental financial measures, investors should bear in mind that other companies that report similarly titled financial measures may calculate them differently. Accordingly, investors should exercise appropriate caution in comparing these supplemental financial measures to similarly titled financial measures reported by other companies.

## **Definitions, most directly comparable IFRS financial measures and usefulness of Siemens' supplemental financial measures**

Siemens' supplemental financial measures are designed to measure growth, capital efficiency, cash generation and optimization of Siemens' capital structure and therefore are used to formulate targets for Siemens. The following discussion provides definitions of these supplemental financial measures, the most directly comparable IFRS financial measures and information regarding the usefulness of these supplemental financial measures.

### **New orders**

Under its policy for the recognition of new orders, Siemens generally recognizes a new order when it enters into a contract that it considers "effective and binding" based on its review of a number of criteria. In general, if a contract is considered effective and binding, Siemens recognizes the total contract value as an order. The value of a contract is defined as the agreed price or fee of the irrevocable portion of the contract. New orders is not required or defined by IFRS.

# Reconciliation and Definitions for Non-GAAP Measures (II)



---

## Adjusted or organic growth rates of Revenue and new orders

In its financial reports, Siemens presents, on a worldwide basis and for each Sector and Cross-Sector Business, the percentage change from period to period in Revenue and new orders as adjusted for currency translation effects and portfolio effects, i.e., the effects of acquisitions and dispositions. The adjusted percentage changes are called adjusted or organic rates of growth. The IFRS financial measure most directly comparable to adjusted or organic growth rate of Revenue is the unadjusted growth rate calculated based on the actual Revenue figures presented in the Consolidated Income Statement. There is no comparable IFRS financial measure for the adjusted or organic growth rate of new orders because, as discussed above, new orders is itself not an IFRS financial measure. Siemens believes that the presentation of an adjusted or organic growth rate of Revenue and new orders provides useful information to investors because a meaningful analysis of trends in Revenue and new orders from one period to the next requires an understanding of the developments in the operational business net of the impact of currency translation and portfolio effects. Siemens management considers adjusted or organic rates of growth in its management of Siemens' business. For this reason, Siemens believes that investors' ability to assess Siemens' overall performance may be improved by disclosure of this information.

---

## Book-to-bill ratio

The book-to-bill ratio measures the relationship between orders received and the amount of products and services shipped and billed. A book-to-bill ratio of above 1 indicates that more orders were received than billed, indicating stronger demand, whereas a book-to-bill ratio of below 1 points to weaker demand. The book-to-bill ratio is not required or defined by IFRS.

---

## Return on equity, or ROE

In line with common practice in the financial services industry, Siemens Financial Services (SFS) uses return on equity, or ROE, as one of its key profitability measures. Siemens defines ROE as annualized Income before income taxes of SFS divided by the average allocated equity for SFS. The allocated equity for SFS is determined and influenced by the size and quality of its portfolio of commercial finance assets (primarily leases) and equity investments. This allocation is designed to cover the risks of the underlying business and is in line with common credit risk management standards in banking. The actual risk portfolio of the SFS portfolio is evaluated and controlled monthly and is reflected in the quarterly (commercial finance) and annual (equity investments) adjustments of allocated equity.

Return on equity is reported only for the SFS segment. Siemens believes that the presentation of ROE and average allocated equity provides useful information to investors because management uses ROE as a supplement to Siemens' Consolidated Financial Statements in evaluating the business performance of SFS, and therefore the measure assists investors in assessing Siemens' overall performance.

---

## Return on Capital Employed, or ROCE

Return on capital employed, or ROCE, is Siemens' measure of capital efficiency. Siemens uses this financial performance ratio in order to assess its income generation from the point of view of its shareholders and creditors, who provide Siemens with equity and debt. The different methods of calculation are detailed below. Siemens believes that the presentation of ROCE and the various non GAAP financial measures involved in its calculation provides useful information to investors because ROCE can be used to determine whether capital invested in the Company and the Sectors yields competitive returns. In addition, achievement of predetermined targets relating to ROCE is one of the factors Siemens takes into account in determining the amount of performance-based or variable compensation received by its management.

---

## ROCE at the Siemens group level

Siemens defines group ROCE as Net income (before interest) divided by average capital employed, or CE.

Net income (before interest), the numerator in the ROCE calculation, is defined as Net income excluding Other interest income (expense), net and taxes thereon. Taxes on Other interest (expense), net are calculated in a simplified form by applying the current tax rate, which can be derived from the Consolidated Statements of Income, to Other interest income (expense), net.

Capital employed, or CE, the denominator in the ROCE calculation, is defined as Total equity plus Long-term debt plus Short-term debt and current maturities of long-term debt minus Cash and cash equivalents. Each of the components of capital employed appears on the face of the Consolidated Balance Sheet.

# Reconciliation and Definitions for Non-GAAP Measures (III)



---

## **ROCE at the Siemens group level, on a continuing operations basis**

Siemens also presents group ROCE on a continuing operations basis. For this purpose, the numerator is Income from continuing operations and the denominator is CE, less Assets classified as held for disposal presented as discontinued operations net of Liabilities associated with assets held for disposal presented as discontinued operations.

---

## **ROCE at the Sector level**

For the Sectors, ROCE is defined as Profit divided by average Assets. Profit for each Sector is defined as earnings before financing interest, certain pension costs and income taxes; certain items not considered performance-indicative by management may be excluded. Assets for each Sector are defined as Total assets less intragroup financing receivables and investments, less income tax assets, less non-interest-bearing liabilities/provisions other than tax liabilities.

---

## **Free cash flow and cash conversion rate**

Siemens defines free cash flow as Net cash provided by (used in) operating activities less Additions to intangible assets and property, plant and equipment. The IFRS financial measure most directly comparable to free cash flow is Net cash provided by (used in) operating activities.

Siemens believes that the presentation of free cash flow provides useful information to investors because it is a cash measure that is not impacted by cash flows related to portfolio activities and thus is less volatile than the total of Net cash provided by (used in) operating activities and Net cash provided by (used in) investing activities. For this reason, free cash flow is reported on a regular basis to Siemens' management, who uses it to assess and manage cash generation among the various reportable segments of Siemens and for the worldwide Siemens group. Achievement of predetermined targets relating to free cash flow generation is one of the factors Siemens takes into account in determining the amount of performance-based or variable compensation received by its management, both at the level of the worldwide Siemens group and at the level of individual reportable segments.

Cash conversion rate, or CCR, is defined as free cash flow divided by net income. Siemens believes that the presentation of the CCR provides useful information to investors because it is an operational performance measure that shows how much of its income Siemens converts to free cash flow. CCR is reported on a regular basis to Siemens' management.

---

## **EBITDA (adjusted) and EBIT (adjusted)**

Siemens defines EBITDA (adjusted) as EBIT (adjusted) before amortization (which in turn is defined as Amortization and impairments of intangible assets other than goodwill) and Depreciation and impairment of property, plant and equipment and goodwill. Siemens defines EBIT (adjusted) as Income from continuing operations before income taxes less Financial income (expense), net and Income (loss) from investments accounted for using the equity method, net. Each of the components of EBIT (adjusted) appears on the face of the Consolidated Financial Statements, and each of the additional components of EBITDA (adjusted) appears in the Consolidated Financial Statements or the MD&A thereto, which may be found in the relevant annual or quarterly report filed with the SEC. The IFRS financial measure most directly comparable to EBIT (adjusted) and EBITDA (adjusted) is Income from continuing operations before income taxes.

Siemens believes that the presentation of EBITDA (adjusted) and EBIT (adjusted) as a cash earnings measure provides useful information to investors. Therefore EBITDA (adjusted) and EBIT (adjusted) are also broadly used by analysts, rating agencies and investors to assess the performance of a company.

---

## **Net debt**

Siemens defines net debt as total debt less total liquidity. Total debt is defined as Short-term debt plus current maturities of long-term debt plus Long-term debt. Total liquidity is defined as Cash and cash equivalents plus current Available-for-sale financial assets. Each of these components appears in the Consolidated Balance Sheet. The IFRS financial measure most directly comparable to net debt is total debt as reported in the Notes to the Annual Financial Statements.

Siemens believes that the presentation of net debt provides useful information to investors because its management reviews net debt regularly as part of its management of Siemens' overall liquidity, financial flexibility, capital structure and leverage. Furthermore, certain debt rating agencies, creditors and credit analysts monitor Siemens' net debt as part of their assessments of Siemens' business.

---

# Reconciliation and Definitions for Non-GAAP Measures (IV)



## Adjusted industrial net debt

Siemens defines adjusted industrial net debt as net debt less (1) SFS debt excluding SFS internally purchased receivables; less (2) 50% of the nominal amount of our hybrid bond; plus (3) the funded status of pension benefits; plus (4) the funded status of other post-employment benefits; and plus (5) credit guarantees. Further information concerning adjusted industrial net debt can be found in the Annual Report under the heading "Management's discussion and analysis – Liquidity and capital resources – Capital structure." Siemens believes that the presentation of our capital structure measure as the ratio of "adjusted industrial net debt" to "EBITDA (adjusted)" provides useful information to investors because management uses it to manage its debt-equity ratio with the goal of ensuring both unrestricted access to debt financing instruments in the capital markets and its ability to meet scheduled debt service obligations.

## Limitations Associated with Siemens' Supplemental Financial Measures

The supplemental financial measures reported by Siemens may be subject to limitations as analytical tools. In particular:

- With respect to adjusted or organic growth rates of Revenue and new orders: These measures are not adjusted for other effects, such as increases or decreases in prices or quantity/volume.
- With respect to book-to-bill ratio: The use of this measure is inherently limited by the fact that it is a ratio and thus does not provide information as to the absolute number of orders received by Siemens or the absolute amount of products and services shipped and billed by it.
- With respect to return on equity, or ROE: This measure is not adjusted for special items, such as the disposition of equity investments (allocated to SFS) or impairments, and therefore it has been volatile over prior year periods. In addition, the use of this measure is inherently limited by the fact that it is a ratio and thus does not provide information as to the absolute amount of Siemens' income.
- With respect to return on capital employed, or ROCE: The use of this measure is inherently limited by the fact that it is a ratio and thus does not provide information as to the absolute amount of Siemens' income.
- With respect to free cash flow and cash conversion rate: Free cash flow is not a measure of cash generated by operations that is available exclusively for discretionary expenditures. This is, because in addition to capital expenditures needed to maintain or grow its business, Siemens requires cash for a wide variety of non-discretionary expenditures, such as interest and principal payments on outstanding debt, dividend payments or other operating expenses. In addition, the use of cash conversion rate is inherently limited by the fact that it is a ratio and thus does not provide information about the amount of Siemens' free cash flow.
- With respect to EBITDA (adjusted) and EBIT (adjusted): EBITDA (adjusted) excludes non-cash items such as depreciation, amortization and impairment, it does not reflect the expense associated with, and accordingly the full economic effect of, the loss in value of Siemens' assets over time. Similarly, neither EBITDA (adjusted) nor EBIT (adjusted) reflect the impact of financial income and taxes, which are significant cash expenses that may reduce the amount of cash available for distribution to shareholders or reinvestment in the business.
- With respect to net debt: Siemens typically uses a considerable portion of its cash, cash equivalents and available-for-sale financial assets at any given time for purposes other than debt reduction. Therefore, the fact that these items are excluded from net debt does not mean that they are used exclusively for debt repayment.
- With respect to the ratio adjusted industrial net debt to EBITDA (adjusted): The use of this measure is inherently limited by the fact that it is a ratio.

## Compensation for Limitations Associated with Siemens' Supplemental Financial Measure

Siemens provides a quantitative reconciliation of each supplemental financial measure to the most directly comparable IFRS financial measure on the Investor Relations website at [www.siemens.com/nongAAP](http://www.siemens.com/nongAAP), in the Notes to Consolidated Financial Statements or in the Annual Reports and Quarterly Reports under the heading "Management's discussion and analysis," and Siemens encourages investors to review those reconciliations carefully.

**Siemens investor relations contact data**

---

Mariel von Drathen	+49-89-636-33780
--------------------	------------------

---

Munich Office	+49-89-636-32474
---------------	------------------

---

US Office	+1-408-464-2004
-----------	-----------------

---

---

Internet:	<a href="http://www.siemens.com/investorrelations">http://www.siemens.com/investorrelations</a>
-----------	---

---

Email:	<a href="mailto:investorrelations@siemens.com">investorrelations@siemens.com</a>
--------	--

---

Fax:	+49-89-636-32830
------	------------------

---

