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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 stockholders 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: 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.
United service business
Driving growth and high profitability

Industry Sector

- Industry Automation
- Drive Technologies
- Metals Technologies

Customer Services

Benefits of the new organization

- Fragmented service businesses transferred into Customer Services Division
- Dedicated service strategy
- Synergies through standardization & optimization
- Global standards for career & qualification
- Service culture

Services – a strong contributor to Sector Industry success
Global network of service experts

>155,000 transactions p.a. handled at global return center

Europe
- ~9,000 Employees 1)
- 194 Service workshops
- 90 Training locations
- 3% Market Growth 2)

Americas
- ~5,000 Employees 1)
- 99 Service workshops
- 21 Training locations
- 5% Market Growth 2)

Asia
- ~3,000 Employees 1)
- 52 Service workshops
- 29 Training locations
- 9% Market Growth 2)

>50% volume growth (FY 2012) in Integral Plant Maintenance

40% growth on training participants in last 2 years


% of revenue FY 2012

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CEO Customer Services Division
Win-Win for customers and Siemens

Customer benefits:
- Higher ROI
- Leading technology
- One global partner
- Long-term cooperation

Siemens benefits:
- Installed base protection
- Margin improvement
- Efficiency gains
- Business resilience

One global partner for customers and Siemens.
### Strong first year top- and bottom-line performance

#### Service revenue

<table>
<thead>
<tr>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;10%</td>
<td>&gt;10%</td>
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</table>

- Installed Base
- Technology-based offerings
- Global service partner concept

Revenue growth >2x market growth

#### Service profit

<table>
<thead>
<tr>
<th>FY 2011</th>
<th>FY 2012</th>
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<tr>
<td>&lt;15%</td>
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- Regional optimization
- High margin business
- Global standards

Low-margin business already ramped down
Tapping into enormous installed base

Installed base example
Large motors and inverters (units >250kW)

~10 million

Service revenue drivers

- Increased transparency
- Standardized processes
- Global Service Platform
- Increased efficiency of global sales force

1) Excluding Germany
### Case study

2012 outreach to NYC-area installed base

#### Installed base in area affected by hurricane Sandy

![Map showing installed base](image)

#### Case study

Helping customers after the storm

1. Matched FEMA\(^1\) maps and installed base data
2. Defined four key geographies with immediate need of actions
3. Deployed dedicated teams to assess customer requirements

#### Identified 50 customers with need for support

---

\(^1\) Federal Emergency Management Agency
Comprehensive technology-based services extend our opportunities

**Customer objective**

- Optimize total cost of ownership

**Maintain and secure**

- Support
  - Training, tools, processes
- Standard services
  - Online support
  - Spare parts
  - Technical support
  - Field service
- Advanced services
  - Motor management program
  - Energy efficiency
  - Condition monitoring
  - Industrial Security
  - …
- Total plant maintenance
  - Integral plant maintenance
  - Performance based contracting
  - …

**Service scope**

- Company
- Product

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CEO Customer Services Division
Online Support
65,000 customers benefit every day

Activity
- Pre-sales and after-sales support
- 300,000+ documents/items in six languages
- All product documentation, moderated forum, sample solutions, demos etc. available 24/7
- Entry to further services, e.g. Technical Support, Field Services, …

Customer benefits
- 80% solution rate (unassisted)
- Optimal support for product selection and use
- Real value-add through higher-efficiency engineering

Siemens benefits
- Fewer resources needed to handle requests
- Strengthens customers’ trust in new products/configurations
- Customer intimacy

Development of offer and its use by customers

~65,000 visits/day

FAQ: 18,000 sessions/day
Technical Forum: 15,000 sessions/day
Applications&Tools: 3,900 downloads/day
Motor Management Program
Downtimes reduced by up to 83% at Tüpras oil refineries

- Performance in first contract led to additional service and product contracts
- Long-term business partnership

Customer benefits
- Unplanned downtimes reduced significantly
- Proactive services increased
- Authorized and trained service personnel on site
- Reduced repair and maintenance costs

Siemens benefits
- Unplanned downtimes reduced by up to 83% at Tüpras oil refineries
- 1,500 motors at Izmit plant (contract: 2010)
- 2,000 motors at Izmir plant (contract: 2012)
- Reconditioning, repairs, exchange, condition monitoring

Activity

Unplanned downtimes reduced

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<td>1,500 motors at Izmit plant (contract: 2010)</td>
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Customer benefits

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Siemens benefits

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Integral Plant Maintenance
Higher reliability at Codelco's Andina copper mine

Marcos Marquez, Mine Operations Andina

“Changing 14 maintenance contracts to only one provider who is a leader in innovation and technology has allowed us to reach our production targets in 2012 due to fewer interfaces, increased process know-how and further technological development in maintenance engineering.”

Activity

- 5-years contract
- Preventive and corrective maintenance of ore crushers, conveyor belts, grinders, flotation basins, and filter plant; overhaul of technical equipment
- Spare parts management

Customer benefits

- Improvement of plant availability and reliability
- Reduced number of interfaces to only one provider that shares exactly the same production targets
- Production targets were achieved with highest safety standards

Siemens benefits

- Long-term partnership
- Further business potential with biggest producer of copper in the world
- 3 out of the 7 Codelco mines use services by Siemens
## Condition Monitoring
Enabling OEMs to offer sophisticated services

<table>
<thead>
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<th>Activity</th>
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<tbody>
<tr>
<td>Solution for industrial internet activities (hardware, software, implementation)</td>
</tr>
<tr>
<td>Diagnostic services, condition monitoring, preventive and condition-based maintenance</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Customer benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enabled to offer own services</td>
</tr>
<tr>
<td>Fewer downtimes, follow-up costs reduced by ~80%</td>
</tr>
<tr>
<td>Improved service and maintenance processes</td>
</tr>
<tr>
<td>Increased machine productivity &amp; production security</td>
</tr>
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**Ton de Bruine, General Director, Brinks Metaalbewerking B. V.**

"We have great trust in Schwäbische Werkzeugmaschinen's SW-Online-Services and the Siemens technology that backs them up. They're making our processes more reliable and our cost calculations more accurate."

<table>
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<th>Siemens benefits</th>
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<tr>
<td>Customer intimacy</td>
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<tr>
<td>Value creation all along the value chain</td>
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<tr>
<td>Partnership in developing new service business</td>
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Industrial Security Services
Achieving “zero incident” status at Sinopec Qingdao Refinery

Activity
- Removal of trojan horse/virus from the system
- Full implementation of a secure Industrial Control System

Customer benefits
- Continuous state-of-the-art protection
- Implementation in just two weeks during planned downtime of plant
- No incidents or infections since implementation

Siemens benefits
- Largest Industrial Security Services project worldwide
- Trusted partnership
- Blueprint for petrochemical customers
Customer Services Division
Fast growth, strong value generation

- 17,000 employees; 380 locations
- Customer in focus of all our actions
- Largest automation and drives installed base
- Portfolio optimization on track (low-margin business ramped down)
- >10% revenue growth; >15% profit growth

- Integrated service business with a strong global presence
- High customer satisfaction and confidence
- Strong foundation for high growth; Installed base protection
- Focus on technology-based, high-margin service offerings
- Reliable, strong revenue & margin growth; Increasing Sector Industry resilience

Services – a strong contributor to Sector Industry success
Reconciliation and Definitions for Non-GAAP Measures

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New orders and order backlog; adjusted or organic growth rates of revenue and new 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; cash conversion rate, or CCR; 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.

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