

Unleashing the Full Potential of Services

The background of the slide is a photograph of an industrial setting. In the foreground, a hand holds a tablet displaying a 3D CAD model of a mechanical part. In the background, two technicians are working on a large industrial machine. One technician is standing and interacting with a control panel, while the other is crouched, working on a component of the machine. The machine has a logo that reads "OptoTech GERMANY".

Dirk Hoke
CEO Customer Services Division

Capital Market Day Siemens Industry
Hanover, April 11, 2013

Safe Harbour Statement

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

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

SIEMENS

Industry Sector

Industry Automation



Drive Technologies



Metals Technologies



Customer Services

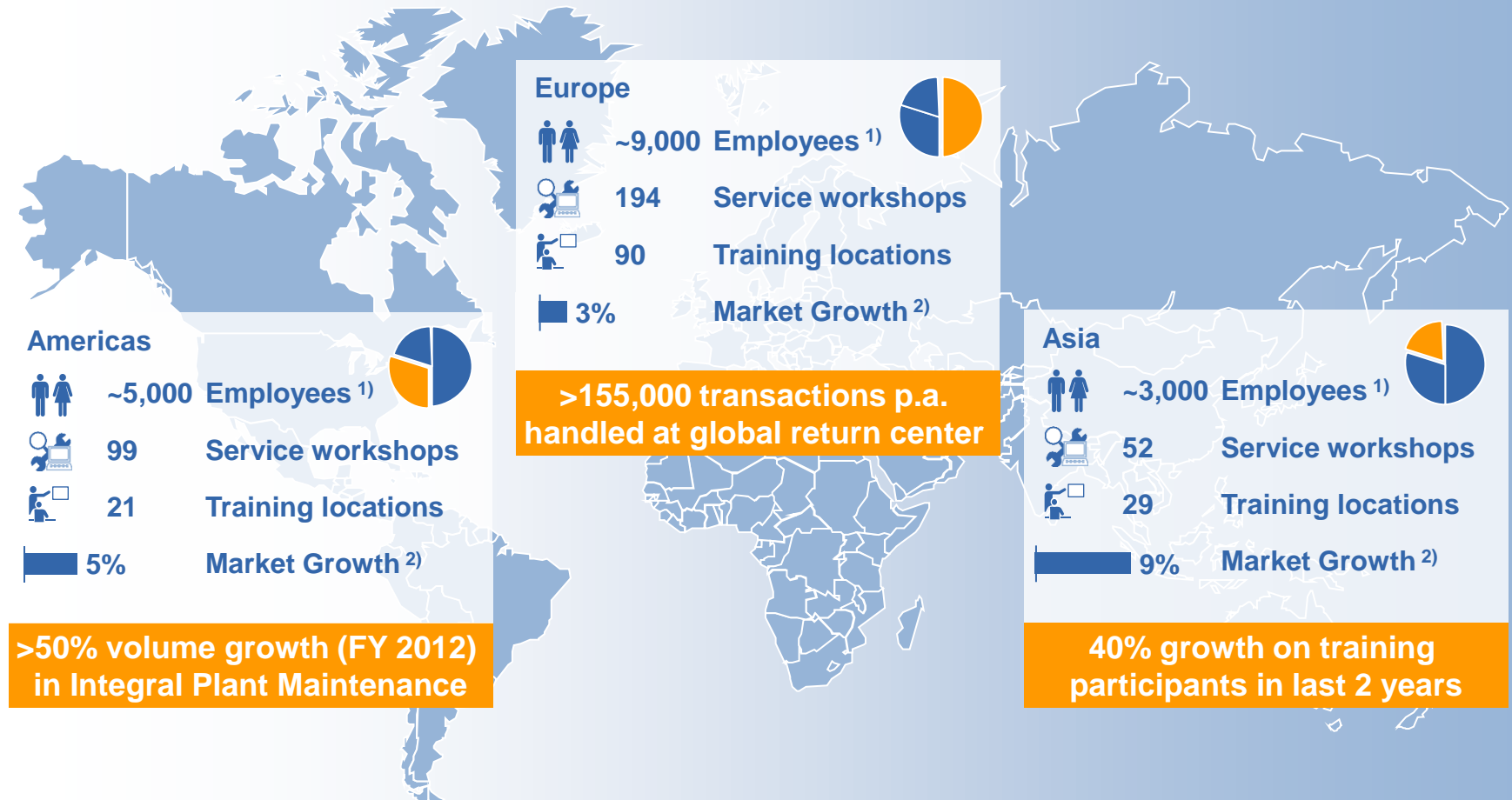


Benefits of the new organization

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

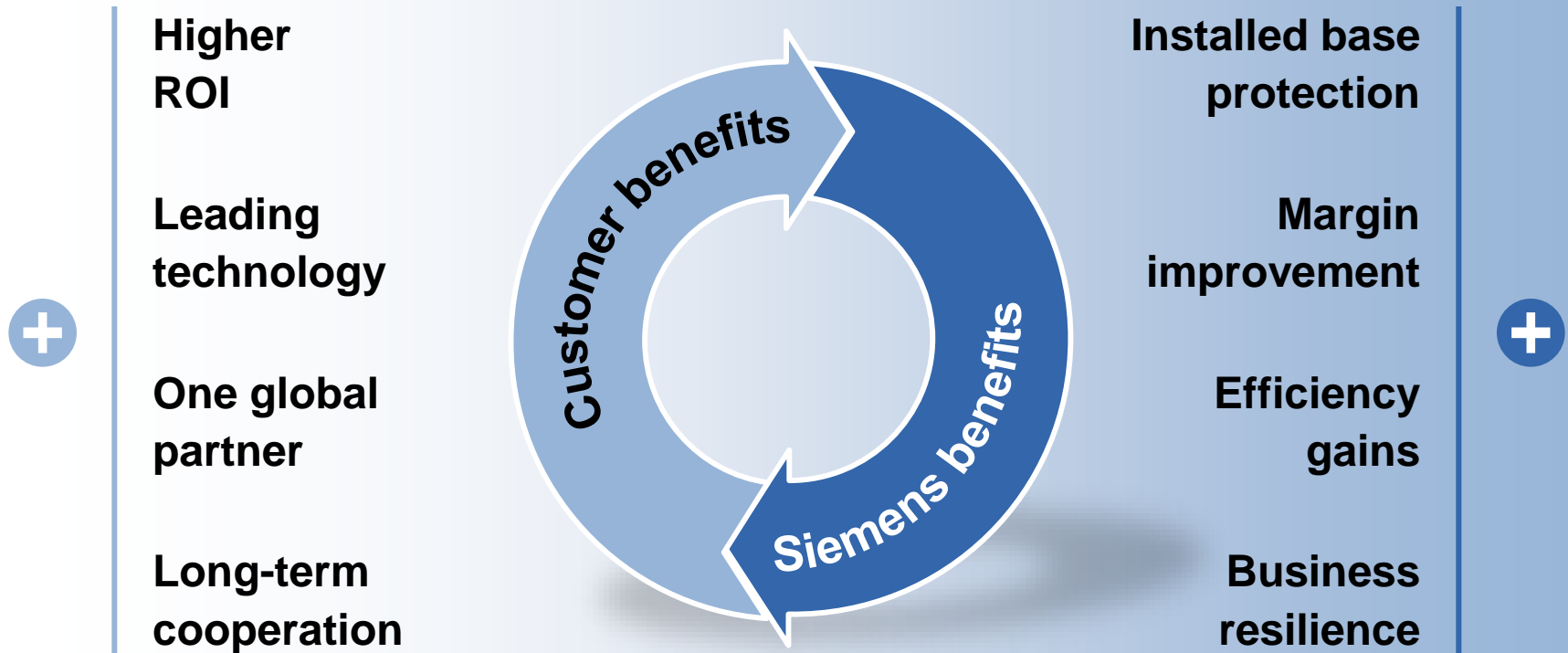
Services – a strong contributor to Sector Industry success

Global network of service experts



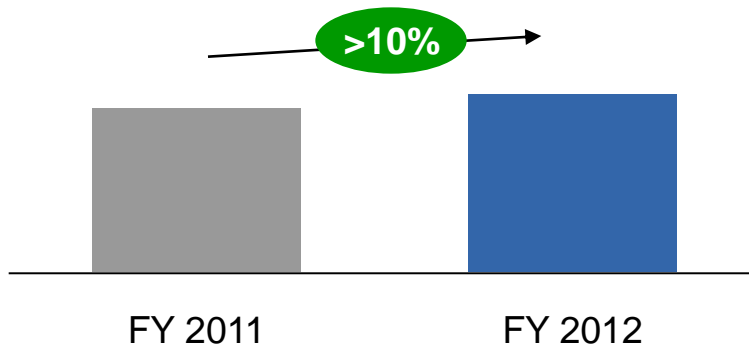
1) As of Dec. 31, 2012 2) Growth 2011-2012 ● % of revenue FY 2012

Win-Win for customers and Siemens



Strong first year top- and bottom-line performance

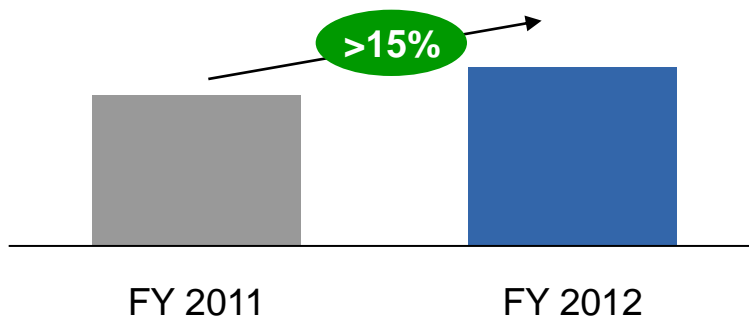
Service revenue



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

Revenue growth
>2x market growth

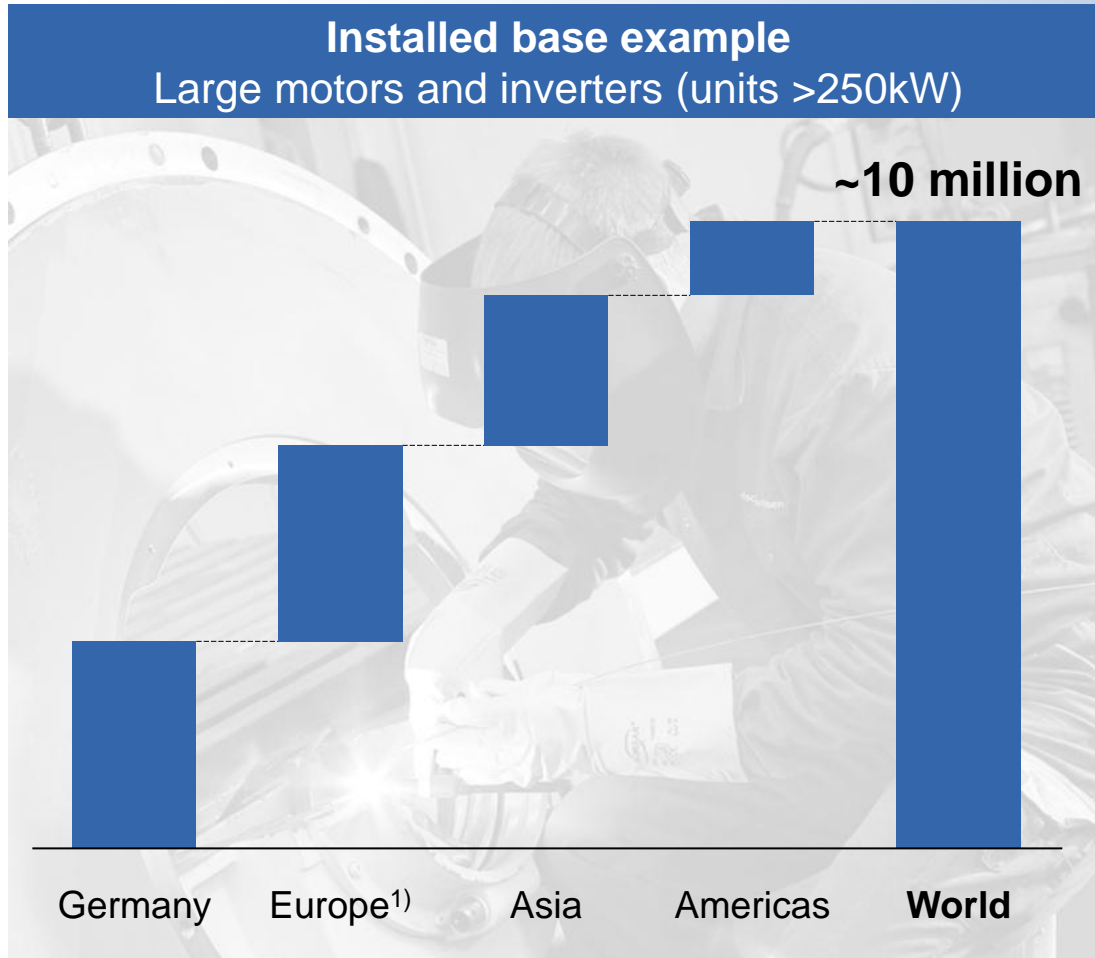
Service profit



- +** Regional optimization
- +** High margin business
- +** Global standards

low-margin
business already
ramped down

Tapping into enormous installed base



Service revenue drivers

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

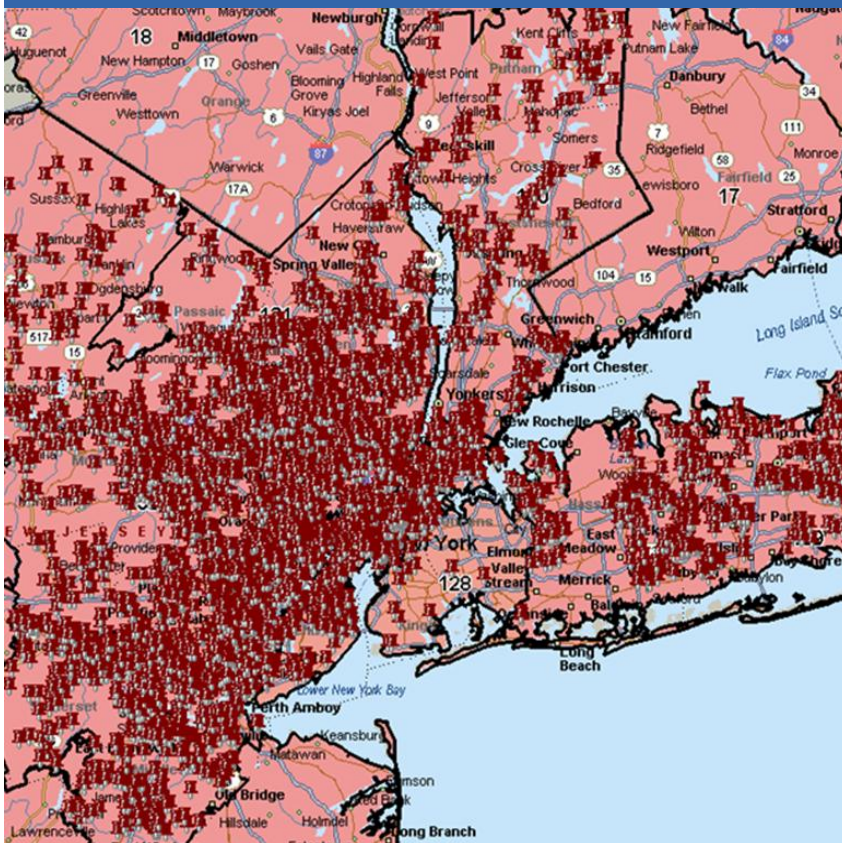
¹⁾ Excluding Germany

Case study

2012 outreach to NYC-area installed base

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Installed base in area affected by hurricane Sandy



Case study

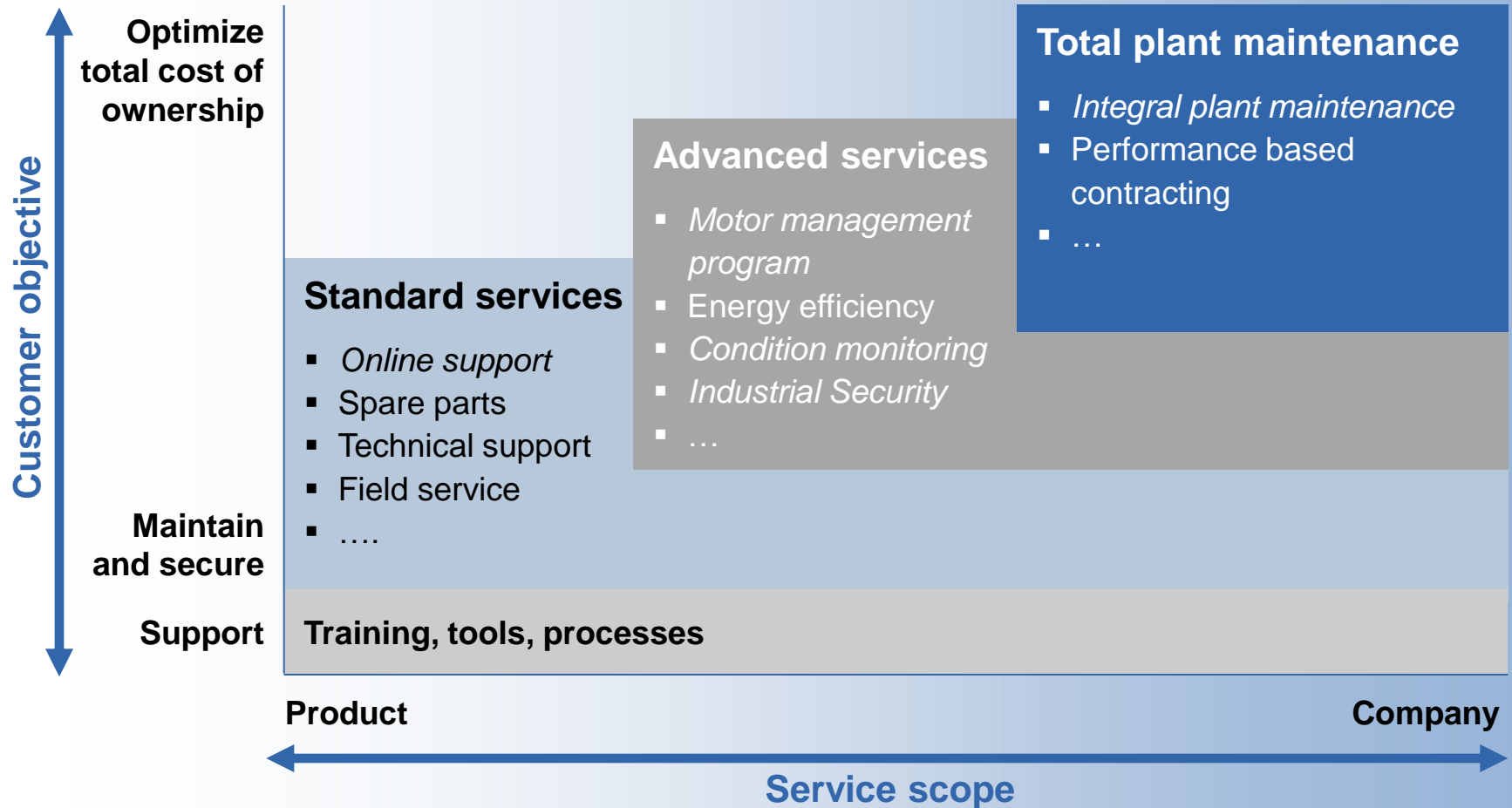
Helping customers after the storm

- 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



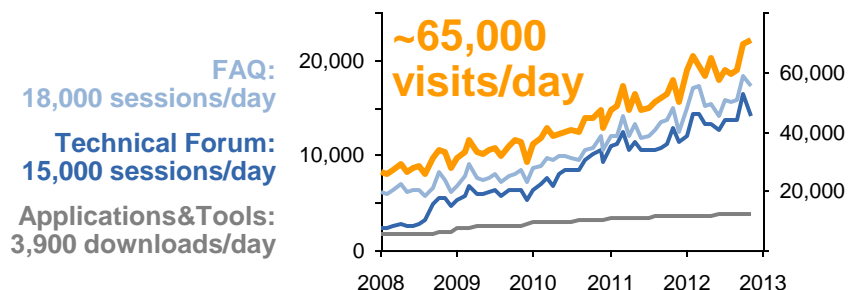
Online Support

65,000 customers benefit every day

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Development of offer and its use by customers



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

Motor Management Program

Downtimes reduced by up to 83% at Tüpraş oil refineries

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Activity

- 1,500 motors at Izmit plant (contract: 2010)
- 2,000 motors at Izmir plant (contract: 2012)
- Reconditioning, repairs, exchange, condition monitoring

Customer benefits

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

Unplanned downtimes reduced

Izmit

-83%

Izmir

-67%

Siemens benefits

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

Integral Plant Maintenance

Higher reliability at Codelco's Andina copper mine

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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

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."

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

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Activity

- Solution for industrial internet activities (hardware, software, implementation)
- Diagnostic services, condition monitoring, preventive and condition-based maintenance

Customer benefits

- Enabled to offer own services
- Fewer downtimes, follow-up costs reduced by ~80%
- Improved service and maintenance processes
- Increased machine productivity & production security

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."

Siemens benefits

- Customer intimacy
- Value creation all along the value chain
- Partnership in developing new service business

Industrial Security Services

Achieving “zero incident” status at Sinopec Qingdao Refinery

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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

SIEMENS



Services – a strong contributor to Sector Industry success

Reconciliation and Definitions for Non-GAAP Measures



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