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.

Financial publications are available for download at: www.siemens.com/ir
Technology to Transform the Everyday
Digitalization is transforming the backbone of our economies: **Industry, infrastructure, mobility, and healthcare.**

This transformation is key to business success and for shaping a sustainable future.

With our technologies, we’re helping our customers to accelerate their own digital transformation, to reinvent their companies and industries, to become more sustainable.

Dr. Roland Busch,
President and CEO of Siemens AG
Siemens’ technologies help decarbonize sectors that today account for nearly three-quarters of global greenhouse gas emissions

Siemens contribution to decarbonization of customers’ and own operations

88 m
metric tons of greenhouse gas reduction achieved by customers through the use of Siemens technology in fiscal 2021

36%
reduction of Scope 1 & 2 emissions since 2019 according to Siemens’ SBTI²-based reduction path

78%
of Siemens’ total energy consumption is green electricity

Global greenhouse gas emissions¹

<table>
<thead>
<tr>
<th>Sector</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>18%</td>
</tr>
<tr>
<td>Buildings</td>
<td>18%</td>
</tr>
<tr>
<td>Industry</td>
<td>29%</td>
</tr>
<tr>
<td>Other</td>
<td>19%</td>
</tr>
</tbody>
</table>

By combining the real and the digital worlds, Siemens empowers customers to master their digital transformation and sustainability challenges.
Siemens Xcelerator will make it easier than ever before for companies to navigate digital transformation – faster and at scale. By combining the real and the digital worlds across operational and information technology, we empower customers and partners to boost productivity, competitiveness and scale up innovations.”

Dr. Roland Busch, President and CEO of Siemens AG
Xcelerator – Siemens is the partner of choice in digital transformation

A comprehensive, curated **portfolio** that includes digital and IoT-enabled offerings from Siemens, and certified partners

A continuously growing, powerful **ecosystem** of partners

An evolving **marketplace** that enables education, exploration, exchange, and transaction within a community of customers, partners and experts
Portfolio design principles

- Interoperable
- Flexible
- Open
- As a service

Applications & Software
Cloud
Edge Computing
Field devices, sensors …
Digital transformation has the potential to drive progress and growth in all countries and to reduce resource consumption in all industries.

**Industry**
- 60% of manufacturing tasks can be automated, improving productivity, quality and safety.

**Infrastructure**
- 80% of lifecycle costs arise from operations. Digital technologies can unlock savings potential of up to 20%.

**Mobility**
- 20% potential increase in transport capacity through digital signaling technology without building additional infrastructure.

**Healthcare**
- 50% of stroke-related costs could be reduced by AI and digital-twin technologies.

We commute in cars designed with Siemens software …

… built in factories running on Siemens automation …

… and charged by a Siemens smart grid.
We work in smart buildings that promote our health and safety … … that use energy with maximum efficiency … … and connect the physical and the digital workplace.
We book our train tickets with Siemens software …

… to travel on trains made by Siemens …

… operated with Siemens infrastructure technology.
We rely on life-saving drugs and treatments ... ...
 as well as accurate medical diagnoses, ...
 ... all of which are made possible by Siemens solutions.
A focused technology company
Our four strategic priorities

Customer impact
We anticipate what our customers need before they even know they need it.

Empowered people
Driving progress by empowering our customers, partners and employees.

Technology with purpose
Innovative technology has been at the core of Siemens for more than 170 years and it will remain at the core of the future we’re building.

Growth mindset
Rather than make yesterday last, we are committed to building tomorrow – by learning and being open to change.
Businesses and Services of Siemens AG

Industrial Business

- Digital Industries
- Smart Infrastructure
- Mobility
- Siemens Healthineers

Services

- Siemens Financial Services
- Siemens Real Estate
- Global Business Services

1 Publicly listed subsidiary of Siemens; Siemens’ share in Siemens Healthineers: 75%
Management of Siemens businesses

**Digital Industries**
- **Cedrik Neike**
  - CEO
- **Rudolf Basson**
  - CFO

**Smart Infrastructure**
- **Matthias Rebellius**
  - CEO
- **Axel Meier**
  - CFO

**Mobility**
- **Michael Peter**
  - CEO
- **Karl Blaim**
  - CFO

**Siemens Advanta**
- **Aymeric Sarrazin**
  - CEO
- **Gerlinde Sturm**
  - CFO

**Portfolio Companies**
- **Dr. Horst J. Kayser**
  - Chairman
- **Dr. Martin Meyer**
  - Head of Finance

**Siemens Healthineers**
- **Dr. Bernd Montag**
  - CEO
- **Darleen Caron**
  - CHRO
- **Dr. Jochen Schmitz**
  - CFO
- **Elisabeth Staudinger**
  - Board Member
We utilize our Company Core Technologies in all businesses

- Simulation and Digital Twin
- Sustainable Energy and Infrastructure
- User Experience
- Software Systems and Processes
- Connectivity and Edge
- Cybersecurity and Trust
- Data Analytics and AI
- Integrated Circuits and Electronics
- Power Electronics
- Automation
- Additive Manufacturing and Materials
- Sustainable Energy and Infrastructure
- Cybersecurity and Trust
- Data Analytics and AI
- Integrated Circuits and Electronics
Company Core Technologies
Innovation examples

**Industrial 5G**
- Siemens is driving 5G in industry
- First 5G router launched
- Standalone private 5G networks in trial operation
- 5G is prerequisite for IoT

**Industrial Edge**
- Market-leading solutions for industrial edge
- Extending the industrial edge to the field offers customers substantial advantages

**Product PKI**
- Employing digital certificates and signatures for devices and software significantly improves cybersecurity
- More than one million certificates already in use

**SiGREEN**
- SiGREEN enables the trustworthy exchange of actionable product carbon footprints throughout value chains
- Use of verifiable credentials to address transparency, confidentiality, and data control in supply chains
Our core business and our digital business reinforce each other in a virtuous cycle, accelerating high value growth.

Core business
We grow our core business by leveraging our digital capabilities.

Digital business
We grow our digital business by leveraging our core business and domain know-how.
Transforming the everyday to create a better tomorrow
Siemens’ commitment to sustainability
Our DEGREE framework sets clear priorities

**Employability**
Enable our people to stay resilient and relevant in a constantly changing environment

**Equity**
Foster diversity, inclusion, and community development to create a sense of belonging

**Resource efficiency**
Achieve circularity and dematerialization

**Decarbonization**
Support the 1.5°C target in the fight against global warming

**Ethics**
Foster a culture of trust, adhere to ethical standards and handle data with care

**Governance**
Apply state-of-the-art systems for effective and responsible business conduct
Our DEGREE framework sets clear goals

**Decarbonization**
- Net zero operations by 2030 in line with SBTi pathway
- Net zero supply chain by 2050, 20% emissions reduction by 2030

**Ethics**
- Business Conduct Guidelines training for 100% of the workforce every three years

**Governance**
- ESG secured supply chain based on supplier commitment to the Supplier Code of Conduct
- Long-term incentives based on ESG criteria

**Resource efficiency**
- Next-level robust eco-design for 100% of relevant Siemens product families by 2030
- Natural resource decoupling through increased purchase of secondary materials for metals and resins
- Circularity through waste-to-landfill reduction of 50% by 2025 and toward zero landfill waste by 2030

**Equity**
- 30% female share in top management by FY25
- Access to employee share plans: maintain high level and expand globally to 100%
- Global commitment to the New Normal Working Model

**Employability**
- Double digital learning hours by 2025
- Access to employee assistance program: maintain high level and expand globally to 100% by 2025
- 30% improvement in Siemens’ globally aggregated LTIFR by 2025

---

1 Assessed on the basis of a Siemens internal ESG/Sustainability index, incl. Customer Net Promoter Score, CO2 Reduction, Training Hours | 2 Where legally possible and reasonable | 3 LTIFR: Lost time injury frequency rate (of Siemens employees and temp. workers) baseline FY2020
Siemens in figures
As a focused technology company, we empower our customers to transform their industries and markets, helping them to transform the everyday.

303,000 employees

€62.3 bn in revenue

€6.7 bn in net income

15.0% adjusted EBITA margin for the Industrial Businesses

1 As of September 30, 2021 | 2 In fiscal 2021 | 3 Continuing and discontinued operations
## Fiscal 2021 figures in detail
(Slide 1 of 2)

(Continuing operations; in millions of € except where otherwise stated)

<table>
<thead>
<tr>
<th>Volume</th>
<th>Fiscal 2021</th>
<th>Fiscal 2020</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>71,374</td>
<td>58,030</td>
<td>21%</td>
</tr>
<tr>
<td>Revenue</td>
<td>62,265</td>
<td>55,254</td>
<td>11%</td>
</tr>
</tbody>
</table>

### Profitability and capital efficiency

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2021</th>
<th>Fiscal 2020</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income⁵⁴</td>
<td>6,697</td>
<td>4,200</td>
<td>59%</td>
</tr>
<tr>
<td>Return on capital employed (ROCE)⁴⁵</td>
<td>13.1%</td>
<td>7.8%</td>
<td></td>
</tr>
</tbody>
</table>

### Liquidity

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2021</th>
<th>Fiscal 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Cash Flow¹²</td>
<td>8,237</td>
<td>6,404</td>
</tr>
</tbody>
</table>

### Employees

<table>
<thead>
<tr>
<th></th>
<th>Sept. 30, 2021²</th>
<th>Sept. 30, 2020²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>303</td>
<td>293</td>
</tr>
<tr>
<td>Germany</td>
<td>86</td>
<td>90</td>
</tr>
<tr>
<td>Outside Germany</td>
<td>217</td>
<td>203</td>
</tr>
</tbody>
</table>

---

¹ Excluding currency translation and portfolio effects  
² Continuing and discontinued operations
Fiscal 2021 figures in detail
(Slide 2 of 2)

Revenue by industrial business\(^1\)

- **26%**
  - Smart Infrastructure

- **31%**
  - Siemens Healthineers

- **28%**
  - Digital Industries

- **16%**
  - Mobility

Revenue by region\(^1\)

- **24%**
  - Asia, Australia

- **32%**
  - Europe, CIS\(^2\), Africa, Middle East (excluding Germany)

- **26%**
  - Americas

- **18%**
  - Germany

---

\(^1\) All figures rounded | \(^2\) Commonwealth of Independent States
## Third quarter of fiscal 2022
(Slide 1 of 2)

### Volume

<table>
<thead>
<tr>
<th></th>
<th>Q3 2022</th>
<th>Q3 2021</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>22,006</td>
<td>20,486</td>
<td>1%</td>
</tr>
<tr>
<td>Revenue</td>
<td>17,867</td>
<td>16,085</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Profitability and capital efficiency

<table>
<thead>
<tr>
<th></th>
<th>Q3 2022</th>
<th>Q3 2021</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income (loss)²</td>
<td>(1,531)</td>
<td>1,480</td>
<td>n/a</td>
</tr>
<tr>
<td>Return on capital employed (ROCE)²</td>
<td>(11.8)%</td>
<td>14.0%</td>
<td></td>
</tr>
</tbody>
</table>

### Liquidity

<table>
<thead>
<tr>
<th></th>
<th>Q3 2022</th>
<th>Q3 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free cash flow²</td>
<td>2,287</td>
<td>2,274</td>
</tr>
</tbody>
</table>

### Employees

<table>
<thead>
<tr>
<th></th>
<th>Dec. 31, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>305</td>
</tr>
<tr>
<td>Germany</td>
<td>86</td>
</tr>
<tr>
<td>Outside Germany</td>
<td>219</td>
</tr>
</tbody>
</table>

1 Continuously adjusted for currency translation and portfolio effects  
2 Continuing and discontinued operations
### Results of operations

**Industrial Business**

<table>
<thead>
<tr>
<th>(in millions of €)</th>
<th>Digital Industries</th>
<th>Smart Infrastructure</th>
<th>Mobility</th>
<th>Siemens Healthineers</th>
<th>Siemens Financial Services</th>
<th>Portfolio Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>6,544</td>
<td>5,455</td>
<td>2,763</td>
<td>6,092</td>
<td></td>
<td>1,067</td>
</tr>
<tr>
<td>Revenue</td>
<td>4,930</td>
<td>4,369</td>
<td>2,456</td>
<td>5,186</td>
<td></td>
<td>801</td>
</tr>
<tr>
<td>Profit</td>
<td>901</td>
<td>562</td>
<td>704</td>
<td>715</td>
<td>75¹</td>
<td>5</td>
</tr>
<tr>
<td>Profit margin</td>
<td>18.3%</td>
<td>12.9%</td>
<td>28.7%</td>
<td>13.8%</td>
<td>12.0%²</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

¹ Income before income taxes | ² Return on equity (RoE); after tax
Businesses and Services
Recent highlights

**Amtrak** orders 50 more Charger Locomotives from **Siemens Mobility**

**Siemens** acquires **Senseye** - predictive maintenance and asset intelligence for industrial companies

**Siemens** acquires **Brightly Software** to accelerate growth in digital building operations

**Siemens Mobility** finalizes contract for 2,000 km high-speed rail system in **Egypt**
Industry faces a major challenge: Because our planet’s resources are finite, we must produce more with less. Siemens’ Digital Enterprise helps meet this challenge by merging the real and the digital worlds in a continuous flow of data. A key part of that is the comprehensive Digital Twin. It collects data on products throughout their entire lifecycle, from the initial concept to their production and deployment. Our cutting-edge technologies make it possible for industry to understand this data and to use finite resources much more efficiently. That is how we are making industry more sustainable.
72,700 employees\(^1\)

20.4% adjusted EBITA margin\(^2\)

€16.5 billion in revenue\(^2\)

1 As of September 30, 2021 | 2 For fiscal 2021
Smart Infrastructure

Smart infrastructure is sustainable infrastructure.

Siemens Smart Infrastructure combines the real and digital worlds across energy systems, buildings and industries, enhancing the way people live and work and significantly improving efficiency and sustainability. We work together with customers and partners to create an ecosystem that both intuitively responds to the needs of people and helps customers achieve their business goals. It helps our customers to thrive, communities to progress, and it supports sustainable development to protect our planet for the next generation.
Smart Infrastructure

70,400 employees\(^1\)

11.6% adjusted EBITA margin\(^2\)

€15.0 billion in revenue\(^2\)

---

1 As of September 30, 2021 | 2 In fiscal 2021
Mobility

With digitalization, we enable mobility operators worldwide to make trains and infrastructure intelligent, increase value sustainably over the entire lifecycle, enhance the passenger experience, and guarantee availability.
Mobility

39,600 employees\(^1\)

9.3% adjusted EBITA margin\(^2\)

€9.2 billion in revenue\(^2\)

---

1 As of September 30, 2021 | 2 In fiscal 2021
Siemens Healthineers AG is a listed, leading medical technology company that aspires to shape the healthcare system of the future. It helps healthcare providers around the world expand precision medicine, transform care delivery, improve the patient experience, and digitalize healthcare. The company is continuously developing its product and service portfolio with AI-supported applications and digital technologies that will play an important role in the next generation of medical technology.

CEO: Dr. Bernd Montag
CFO: Dr. Jochen Schmitz
CHRO: Darleen Caron
MBM: Elisabeth Staudinger
HQ: Erlangen, Germany
Siemens Healthineers

66,100 employees\(^1\)

15.8% adjusted EBITA margin\(^2\)

€18.0 billion in revenue\(^2\)

---

1 As of September 30, 2021 | 2 In fiscal 2021
Siemens Advanta enables companies to unlock the digital future by supporting their unique digitalization journey from start to finish. Siemens Advanta’s key differentiator is its unrivalled combination of deep domain knowledge, the strong Siemens technology stack and a powerful ecosystem of partners around the globe. With its three units – Consulting, Solutions & Implementation, and Development – Siemens Advanta’s services begin with strategy and operations consulting and range from design and prototyping to platform solutions and data services, and from software and applications development all the way to implementation and operation. Siemens Advanta cares for its clients individually, creating a tailored digitalization journey designed to meet each client’s specific needs – end-to-end, with all capabilities from a single source.
Portfolio Companies

Under the umbrella of Portfolio Companies, Siemens operates the units Large Drives Applications, Siemens Logistics, Commercial Vehicles, and Mechanical Systems and Components. The Portfolio Companies employ about 15,100 people and generated approximately €3.1 billion in revenue in fiscal 2021. With a decentralized setup, fast decision-making processes and quick reaction times, these units are agile and flexible, which makes them more competitive in their specific markets and enables them to focus more sharply on their customers.
Siemens Financial Services – Siemens’ financial arm – provides financial solutions for business clients.

SFS enables customers to access new technologies, promotes growth, creates added value and increases competitiveness. Its exceptional combination of financial expertise, risk management and industry-specific know-how enables SFS to offer a range of tailored, innovative financing solutions around the world. SFS supports customers by providing financing and leasing, corporate financing, equity investments, and project-related and structured financing as well as trade and receivables finance solutions.

<table>
<thead>
<tr>
<th>Fiscal 2021</th>
<th>Fiscal 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets in millions of €</td>
<td>30,384</td>
</tr>
<tr>
<td>Employees¹</td>
<td>2,900</td>
</tr>
</tbody>
</table>

¹ As of September 30, 2021
Siemens Global Business Services (GBS) designs, innovates, and efficiently operates business services for Siemens AG units worldwide as well as external customers. Its portfolio comprises transactional and expertise-driven services – with a strong focus on digitalization in areas like business administration, human resources, supply chain management, sales, marketing, and engineering.

With unique expertise and more than 20 years of business services experience, GBS creates value tailored to the specific needs of customers. Its global delivery network enables it to achieve economies of scale and provide flexibility by bundling services and balancing efficiency and customer proximity requirements.

Siemens GBS serves customers from eleven major locations around the globe and is headquartered in Munich, Germany.
Siemens Real Estate Services

Siemens Real Estate (SRE) specializes in solutions for the operation of office, industrial and specialized buildings.

As a trusted partner, SRE creates value and increases the efficiency of real estate for Siemens and external customers.

With 25 years of experience in corporate real estate management, SRE is driving digitization in corporate real estate by providing smart and sustainable solutions that increase the flexibility of its customers.

SRE is significantly contributing to the Group’s goal of being carbon neutral by 2030 and implementing innovative workplace concepts that support future-oriented hybrid working.
Siemens is shaping the future
Cooperation with universities, research institutes, and start-ups

<table>
<thead>
<tr>
<th>Metric</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D expenditures €4.9bn</td>
<td></td>
</tr>
<tr>
<td>R&amp;D employees 42,500</td>
<td></td>
</tr>
<tr>
<td>Inventions 4,480</td>
<td></td>
</tr>
<tr>
<td>Patent applications 2,520</td>
<td></td>
</tr>
</tbody>
</table>

Innovation is the basis for our success

Siemens Research and Innovation Ecosystems

1 In fiscal 2021 | 2 On average during fiscal year 2021
Our digital portfolio

**Top 10**
Siemens is one of the top 10 software companies

€5.6 billion
digital revenue with 10% CAGR until FY2025

~44,000
employees in digital jobs at Siemens

~430
digital offerings

€10 billion
invested in digital companies in the past 10 years

---

1 In fiscal 2021 | 2 As of September 30, 2021
Next47 is an independent, global venture firm backed by Siemens AG that invests in the B2B technology leaders of tomorrow.

We combine capital with best-in-class go-to-market capabilities to help our portfolio companies grow revenue through the Siemens ecosystem. Through our partnerships, we ensure Siemens and its customers gain early access to the best emerging technology solutions to solve their most difficult and fundamental business challenges.

Next47 is also an enabler of entrepreneurialism within Siemens. The Next47 Accelerator, a program built in partnership with leading external accelerator programs, aims to identify and nurture big, breakthrough ideas within Siemens with the goal of empowering internal talent to create new business opportunities for the company.
Charter of Trust
A joint initiative for a secure digital world

1. Protect the data of individuals and businesses
2. Prevent damage to people, businesses, and infrastructure
3. Build trust in the digital world
303,000 people worldwide work for Siemens\(^1\)

\(~34,400\) new hires worldwide\(^2\)

\(~4,000\) new hires in Germany\(^2\)

6,700 apprentices and students in dual study programs worldwide\(^1\)

1 As of September, 30 2021 | 2 In fiscal 2021
Compliance
Zero tolerance for misconduct

High rankings
in Dow Jones Sustainability Index
in the category “Compliance” since 2009

US$120 m
since 2009 to support organizations
fighting corruption and fraud

>330,000
web-based compliance trainings
of employees each year, averaged¹

¹ Without Siemens Healthineers
Siemensstadt Square

Shaping a sustainable and inclusive urban district that supports industry, research, learning, and living

76 ha
area in the Spandau district of Berlin

€600 m
invested in new residential and work space
The New Normal Working Model gives employees more options and greater flexibility when it comes to choosing where they work. Upon consultation with their managers, employees can work wherever they are most productive.

Mobile working is a key element of the “new normal”

Mobile working **two to three days a week** will be the worldwide standard – for about **140,000 employees**\(^1\) at more than **125 locations** in **43 countries**

The New Normal Working Model gives employees more options and greater flexibility when it comes to choosing where they work. Upon consultation with their managers, employees can work wherever they are most productive.

---

1 Number of job profiles that are suitable for mobile working.
~180,000
Siemens employees are shareholders of the company\(^1\)

\(^1\) As of September 30, 2021
Contact

Siemens AG
Werner-von-Siemens-Strasse 1
80333 Munich | Germany

www.siemens.com
contact@siemens.com

For further information:
siemens.com/about
siemens.com/press
siemens.com/investors
siemens.com/innovations
siemens.com/careers