Disclaimer

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 of the Annual Report, and in the Half-year Financial Report, which should be read in conjunction with the Annual Report. Should one or more of these risks or uncertainties materialize, events of force majeure, such as pandemics, 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
173 years of social responsibility
Siemens innovations
Milestones in a 173-year history

1816 – 1892
Company founder, visionary and inventor

1866
The dynamo makes electricity part of everyday life

1847
Pointer telegraph lays the foundation of Siemens as a global company

1879
World’s first electric railway
1925
Siemens electrifies the Irish Free State with a hydroelectric power plant

1959
SIMATIC revolutionizes automation

1975
Breakthrough of high-voltage direct-current (HVDC) transmission

1983
First magnetic resonance imaging scanner

2010
TIA Portal takes automation a stage further

2012
Test operation of the world's largest rotor for offshore wind turbines

2016
MindSphere, the cloud-based IoT operating system

2018
Charter of Trust: a joint initiative for a secure digital world

2019
Launch of first project for Siemensstadt 2.0

2020
Comfy workplace app makes it safe to return to the office during the coronavirus pandemic
Siemens has been shaping industrial revolutions ever since its founding

- **Industry 1.0**: Steam power – Shift from manual to mechanical production
- **Industry 2.0**: Electrification – Introduction of the assembly line
- **Industry 3.0**: Electronics and IT – Automation of production
- **Industry 4.0**: Digitalization – Cyberphysical systems
A powerful ecosystem
Providing technology solutions to address the greatest challenges of our time

Healthcare system
- Aging society
- Population growth
- Increase in chronic diseases
- Personalized healthcare
- Affordable healthcare

Digital transformation of industry, infrastructure and mobility
- Competitive industries
- Productivity
- Efficient infrastructure
- Sustainable use of resources
- Economic growth
- Prosperity

Energy transition
- Distributed energy systems / Grid edge
- Increasing demand
- Climate change / decarbonization
- Reliable supply
- Energy efficiency
- Hydrogen / sector coupling
- Energy backbone for society

Siemens

Siemens Healthineers
1 Publicly listed subsidiary of Siemens

Siemens Energy
2 Non-controlled publicly listed associate
A new chapter in the history of Siemens AG
Company setup as of October 1, 2020

### Businesses

<table>
<thead>
<tr>
<th>Digital Industries</th>
<th>Smart Infrastructure</th>
<th>Mobility</th>
<th>Siemens Advanta</th>
<th>Portfolio Companies</th>
<th>Siemens Healthineers¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Digital Industries" /></td>
<td><img src="image2.png" alt="Smart Infrastructure" /></td>
<td><img src="image3.png" alt="Mobility" /></td>
<td><img src="image4.png" alt="Siemens Advanta" /></td>
<td><img src="image5.png" alt="Portfolio Companies" /></td>
<td><img src="image6.png" alt="Siemens Healthineers" /></td>
</tr>
</tbody>
</table>

### Countries


### Service & Governance


¹ Siemens Healthineers with its own setup for Countries and Service & Governance
Technology to Transform the Everyday
Our four strategic priorities

Customer impact
We’re putting customer impact at the very center of Siemens.

Empowered people
We drive progress by empowering our customers, partners and employees to make the most of their abilities.

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
We’ll continue to learn and grow – through curiosity, resilience, a love of experimentation and a willingness to adapt.
We commute in cars designed with **Siemens software** …

… built in factories running on **Siemens automation** …

… charged by a renewable and decentralized **Siemens smart grid**.
We work in **smart buildings** that keep us comfortable and healthy …

… with a **carbon neutral footprint** that keeps the planet healthy as well.
We travel on **Siemens trains** ... ... and on planes brought to life using **Siemens technology**.
We rely on lifesaving drugs sped to market ... 

... thanks to Siemens innovations.
Siemens in figures
As a leading technology company, we provide industry-specific support to our customers. That’s what we do today and will do tomorrow.

293,000 employees

€55.3 bn in revenue

€4.2 bn in net income

14.3% adjusted EBITA margin for the Industrial Businesses

---

1 As of September 30, 2020 (excluding Siemens Energy) | 2 For fiscal 2020 (excluding Siemens Energy) | 3 Continuing and discontinued operations
### Key figures

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

<table>
<thead>
<tr>
<th>Volume</th>
<th>Fiscal 2020</th>
<th>Fiscal 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>58,030</td>
<td>62,946</td>
<td>(8)%(^1)</td>
</tr>
<tr>
<td>Revenue</td>
<td>55,254</td>
<td>56,797</td>
<td>(3)%(^1)</td>
</tr>
</tbody>
</table>

**Profitability und capital efficiency**

<table>
<thead>
<tr>
<th>Net income(^2)</th>
<th>4,200</th>
<th>5,648</th>
<th>(26)%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return on capital employed (ROCE)(^2)</td>
<td>7.8%</td>
<td>11.1%</td>
<td></td>
</tr>
</tbody>
</table>

**Liquidity**

<table>
<thead>
<tr>
<th>Free Cash Flow(^2)</th>
<th>Fiscal 2020</th>
<th>Fiscal 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,404</td>
<td>5,845</td>
</tr>
</tbody>
</table>

**Employees**

(in thousands)

<table>
<thead>
<tr>
<th>Sept. 30, 2020</th>
<th>Sept. 30, 2019(^3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total(^2)</td>
<td>293</td>
</tr>
<tr>
<td>Germany</td>
<td>90</td>
</tr>
<tr>
<td>Outside Germany</td>
<td>203</td>
</tr>
</tbody>
</table>

1 Excluding currency translation and portfolio effects | 2 Continuing and discontinued operations | 3 Including Siemens Energy
Fiscal 2020 (Slide 2 of 2)

Revenue

By Industrial Business

- 27% Smart Infrastructure
- 27% Siemens Healthineers
- 28% Digital Industries
- 17% Mobility

By Region

- 24% Asia, Australia
- 27% Americas
- 32% Europe, CIS¹, Africa, Middle East (excluding Germany)
- 17% Germany

¹ Commonwealth of Independent States
### Second quarter of fiscal 2021 (Slide 1 of 2)

#### Key figures

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

<table>
<thead>
<tr>
<th>Volume</th>
<th>Q2 2021</th>
<th>Q2 2020</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>15,879</td>
<td>14,664</td>
<td>11%¹</td>
</tr>
<tr>
<td>Revenue</td>
<td>14,665</td>
<td>13,784</td>
<td>9%¹</td>
</tr>
</tbody>
</table>

#### Profitability and capital efficiency

<table>
<thead>
<tr>
<th></th>
<th>Q2 2021</th>
<th>Q2 2020</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income²</td>
<td>2,390</td>
<td>697</td>
<td>&gt;200%</td>
</tr>
<tr>
<td>Return on capital employed (ROCE)²</td>
<td>21.2%</td>
<td>5.0%</td>
<td></td>
</tr>
</tbody>
</table>

#### Liquidity

<table>
<thead>
<tr>
<th></th>
<th>Q2 2021</th>
<th>Q2 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free cash flow²</td>
<td>1,215</td>
<td>134</td>
</tr>
</tbody>
</table>

#### Employees (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Mar. 31, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>287</td>
</tr>
<tr>
<td>Germany</td>
<td>86</td>
</tr>
<tr>
<td>Outside Germany</td>
<td>201</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></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><strong>Orders</strong> (in millions of €)</td>
<td>4,321</td>
<td>4,001</td>
<td>2,127</td>
<td>4,491</td>
<td></td>
<td>833</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>4,031</td>
<td>3,562</td>
<td>2,271</td>
<td>3,965</td>
<td></td>
<td>723</td>
</tr>
<tr>
<td><strong>Adjusted EBITA</strong></td>
<td>811</td>
<td>390</td>
<td>208</td>
<td>679</td>
<td>156¹</td>
<td>(68)</td>
</tr>
<tr>
<td><strong>Adjusted EBITA margin</strong></td>
<td>20.1%</td>
<td>11.0%</td>
<td>9.2%</td>
<td>17.1%</td>
<td>18.9%²</td>
<td>(9.4)%</td>
</tr>
</tbody>
</table>

1 Income before income taxes | 2 Return on equity (RoE); after tax
Businesses and Services
Current orders and partnerships

**Siemens Mobility** to develop Mobility as a Service (MaaS) platform for the Netherlands

**Siemens and On** pave way for future urban mobility in Rome historic center

**Mercedes-Benz and Siemens** launch strategic partnership for sustainable automotive production

**Siemens Caring Hands** donates large digital bundle to **THW Foundation** to fight the pandemic
Advances being made in digitalization – combined with the move toward increasingly flexible manufacturing processes – are creating new opportunities and choices for industrial companies across the globe.

Digital Industries helps its customers unlock their full potential: as a partner providing cutting-edge technologies for the automation and digitalization of the discrete and process industries.

The Digital Enterprise portfolio is at the core of our offerings. It provides companies of all sizes with the right products, along with consistent solutions and services for integrating and digitalizing the entire value chain. As an innovation leader, we think ahead to the next level of the digital transformation and of integrated cutting-edge technologies – such as artificial intelligence, cloud and edge computing, industrial 5G, and additive manufacturing.
Digital Industries

71,700 employees\(^1\)  
21.7\% adjusted EBITA margin\(^2\)

€15.00 billion in revenue\(^2\)

---

1 As of September 30, 2020 | 2 For fiscal 2020
Smart Infrastructure

Smart grids + smart buildings = smart infrastructure.

Smart Infrastructure intelligently connects energy systems, buildings and industries to enhance the way we live and work through greater efficiency and sustainability. By integrating software and hardware, products, systems, and solutions, we make infrastructure more intelligent, responsive and responsible. Smart Infrastructure unites building technology with energy supply – including low- and medium-voltage power distribution and grid control. There are exciting growth markets at the grid edge, where these realms meet. In these markets, we ensure that energy is used efficiently – in generation, consumption and storage, in electric vehicle infrastructure and in microgrids. Our offerings combine physical solutions and digitalization across the focus areas of electrification and automation.
Smart Infrastructure

69,600 employees\(^1\)  
9.1% adjusted EBITA margin\(^2\)

€14.32 billion in revenue\(^2\)

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\(^1\) As of September 30, 2020  \(^2\) For fiscal 2020
We use digitalization to enable transportation service providers worldwide to make trains and infrastructure intelligent, increase value sustainably throughout the entire system lifecycle, enhance passenger experience, and guarantee availability.
Mobility

38,500 employees\(^1\)

9.1\% adjusted EBITA margin\(^2\)

€9.05 billion in revenue\(^2\)

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1 As of September 30, 2020 | 2 For fiscal 2020
Siemens Advanta

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.
Under the umbrella of the Portfolio Companies, Siemens operates several units that have been bundled together since April 1, 2019. The Portfolio Companies employ around 15,400 people, and they generated approximately €3.2 billion in revenue in fiscal 2020. With a decentralized setup, fast decision-making processes and quick reaction times, these units have agile and flexible operations. These advantages make the Portfolio Companies more competitive in their specific markets and enable them to focus more sharply on their customers.
Siemens Healthineers

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

CEO
Dr. Bernd Montag

CFO
Dr. Jochen Schmitz

CHRO
Darleen Caron

MBM
Dr. Christoph Zindel

HQ
Erlangen, Germany
Siemens Healthineers

54,300 employees\(^1\)
15.1\% adjusted EBITA margin\(^2\)

€14.46 billion in revenue\(^2\)

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1 As of September 30, 2020 | 2 For fiscal 2020

CEO Dr. Bernd Montag
CFO Dr. Jochen Schmitz
CHRO Darleen Caron
MBM Dr. Christoph Zindel
HQ Erlangen, Germany
Siemens Financial Services

Siemens Financial Services (SFS) – 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 its customers in their investment projects by delivering equipment and technology financing and leasing, corporate financing, equity investments, and project-related and structured financing as well as trade and receivables finance solutions.

Fiscal 2020 Fiscal 2019

<table>
<thead>
<tr>
<th>Total assets in millions of €</th>
<th>28,946</th>
<th>29,901</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees¹</td>
<td>2,800</td>
<td>2,700</td>
</tr>
</tbody>
</table>

¹ As of September 30, 2020
Global Business Services

Global Business Services (GBS) innovates, designs, transforms and efficiently operates business services for Siemens units and external customers. The service offering includes digital end-to-end process solutions as well as expertise-driven services like sales and marketing support or project and transformation management.

With unique expertise and more than 20 years of experience in business services, GBS creates valuable impact specific to customers’ needs. GBS realizes scale economies and provides flexibility by bundling services and balancing efficiency and customer proximity requirements in a global delivery network. With the implementation of technologies such as business process management, robotic process automation, artificial intelligence or data analytics, GBS drives business process automation and the digital transformation.
Siemens Real Estate Services

Siemens Real Estate (SRE) offers solutions from strategy to the operation of office, industrial and specialized property spaces.

For Siemens and for external customers, SRE leverages value creation from, and increases the efficiency of, real estate and acts as a trusted, customer-oriented business partner.

With 25 years of experience in corporate real estate management, SRE drives digitization in corporate real estate and increases the flexibility of companies with the help of smart and sustainable offices and factories.
Siemens is shaping the future
<table>
<thead>
<tr>
<th>Cooperation with universities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inventions</strong>&lt;sup&gt;3&lt;/sup&gt;</td>
<td>5,120</td>
</tr>
<tr>
<td><strong>Patent applications</strong>&lt;sup&gt;3&lt;/sup&gt;</td>
<td>2,740</td>
</tr>
<tr>
<td><strong>R&amp;D expenditures</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td>€4.6 bn</td>
</tr>
<tr>
<td><strong>R&amp;D employees</strong>&lt;sup&gt;2&lt;/sup&gt;</td>
<td>40,700</td>
</tr>
</tbody>
</table>

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1 In fiscal 2020 (without Siemens Energy)  
2 On average during fiscal year 2020 (without Siemens Energy)  
3 In fiscal 2020 (without Siemens Energy)  
4 Centers of Knowledge Interchange
Innovation is the basis for our success

Expenditures for research and development in billions of €

FY 2014: ~3.2
FY 2020: 4.6

+ ~44%
The areas our research and development is focusing on

<table>
<thead>
<tr>
<th>Additive manufacturing</th>
<th>Autonomous robotics</th>
<th>Blockchain applications</th>
<th>Connected (e)mobility</th>
<th>Connectivity and edge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cybersecurity</td>
<td>Data analytics, Artificial intelligence</td>
<td>Distributed energy systems</td>
<td>Energy storage</td>
<td>Future of automation</td>
</tr>
<tr>
<td>Materials</td>
<td>Power electronics</td>
<td>Simulation and digital twins</td>
<td>Software systems and processes</td>
<td></td>
</tr>
</tbody>
</table>
Our digital portfolio

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

- **18**
  - MindSphere Application Centers set up globally

- **Top 10**
  - Siemens is one of the top 10 Software companies

- **~430**
  - digital offerings

- **~1/3**
  - of all new patent applications are in digital technologies

- **~40,000**
  - Employees in digital jobs at Siemens

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1 As of September 30, 2020 (without Siemens Energy) | 2 In FY 2020 (without Siemens Energy) | 3 As of September 30, 2020 (without Siemens Energy)
Charter of Trust
A joint initiative for a secure digital world

1. Protect the data of individuals and companies, …

2. … prevent damage to people, companies and infrastructures and …

3. … establish a reliable foundation on which confidence in a networked, digital world can take root and grow.
Next47 is an independent, global venture firm backed by Siemens AG. We combine capital with hands-on business development capabilities that help our portfolio companies grow revenue through the Siemens ecosystem. Next47 works with start-ups that use deep and frontier technologies such as artificial intelligence, augmented and virtual reality, cybersecurity, autonomous driving, IoT, robotics, and advanced manufacturing to solve the most difficult and fundamental industry challenges facing Siemens and Siemens customers.

Next47 is also an enabler of “intrapreneurialism” within Siemens. The Next47 Accelerator, a program built in partnership with Alchemist, 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.
Employer with vision

293,000 people worldwide work for Siemens

~32,000 new hires worldwide

~4,600 new hires in Germany

6,800 apprentices and students in work-study programs

As of September 30, 2020 (excluding Siemens Energy)
Our Zero Harm Culture@Siemens program follows three principles:

- Zero incidents – it’s achievable!
- We take care of each other!
- No compromises on health and safety!

Our employees are our greatest asset. That’s why we want every single Siemens employee to be able to rely on a safe working environment at all times.
Our contribution to society

Compliance

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

>US$100 m
to support organizations and projects fighting corruption and fraud

>350,000
web-based Compliance trainings of employees each year, averaged
The future of work at Siemens

Siemensstadt 2.0

70 ha
area in the Spandau
district of Berlin

€600 m
invested in new
residential and work
space

Research centers
foster collaboration between the business and
scientific communities
Mobile working as a key element of the “new normal”

Mobile working *two to three days a week* will be a worldwide standard.

For about **140,000 employees¹** at more than **125 locations in 43 countries**

The New Normal Working Model will enable employees to choose – following consultation – to work wherever they can be most productive. This change also accommodates the employees’ desire for more flexibility and personalized approaches when it comes to choosing where they work.

¹ Number of job profiles that are suitable for mobile working.
Our answer to the challenges of the future –

**Vision 2020+**
Vision 2020+
Long-term increase of company value

Focus
Putting focus ahead of scale effects

Transformation
Anticipating markets and trends

Ultimate value creation
Leading in all businesses and shaping the transformation

Fostering Ownership Culture and sharpening the company’s focus
## Our 7 goals and how we measure our progress

<table>
<thead>
<tr>
<th>Goal</th>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Grow company value</td>
<td>Margin lift at Industrial Businesses +2 ppts. EPS growth &gt; revenue growth&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td>2. Sharpen business focus in E-A-D</td>
<td>Accelerated comparable revenue growth +2 ppts. CAGR</td>
</tr>
<tr>
<td>3. Be a partner of choice for our customers</td>
<td>&gt;20% improvement in customer satisfaction index</td>
</tr>
<tr>
<td>4. Get closer to our markets</td>
<td>Significant share of business HQs outside Germany</td>
</tr>
<tr>
<td>5. Live lean governance and drive continuous optimization</td>
<td>&gt;20% efficiency improvement of support functions in scope +20% Global Business Services efficiency (fully optimized)</td>
</tr>
<tr>
<td>6. Be an employer of choice</td>
<td>Improvement in employee satisfaction index</td>
</tr>
<tr>
<td>7. Ignite pride and passion for Siemens through Ownership Culture</td>
<td>Improvement of approval ratings in employee surveys for aspects of leadership, openness, diversity and innovation</td>
</tr>
</tbody>
</table>

<sup>1</sup> On constant minority shareholdings
The 5 elements of our Ownership Culture

Equity
Support long-term, output and profit orientation

People orientation
- Empowerment and trust
- Honesty, openness and collaboration

Values – our foundation
- Responsible
- Excellent
- Innovative

Behaviors
- Respect
- Focus
- Initiative und execution

Leadership
- Be bold, decisive and courageous
- Exemplify "Siemens matters"
- Motivate and engage
~200,000 Siemens employees are already shareholders of the company

As of September 28, 2020 (without Siemens Energy)
Contact

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Werner-von-Siemens-Strasse 1
80333 Munich | Germany
siemens.com
contact@siemens.com

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