

Vision 2020+ Raising the bar

Ralf P. Thomas, CFO
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Notes and forward-looking statements



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 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 Risks in the Annual Report. Should one or more of these risks or uncertainties materialize, or should underlying expectations not occur 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.

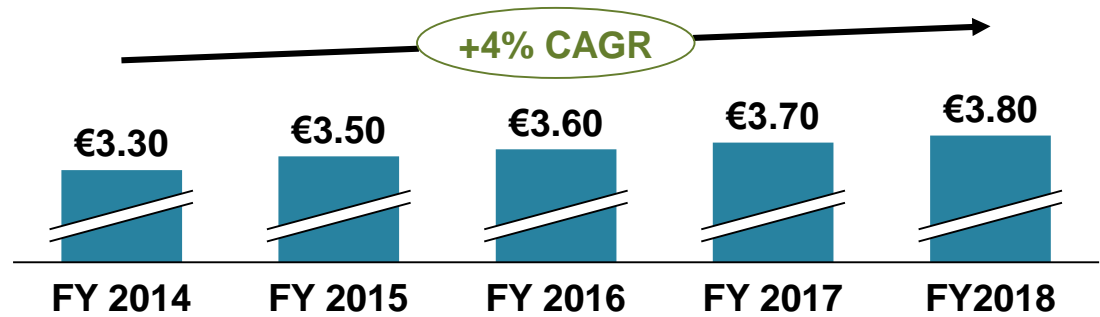
This document includes – in the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-measures). These supplemental financial measures should not be viewed in isolation or as alternatives to measures 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.

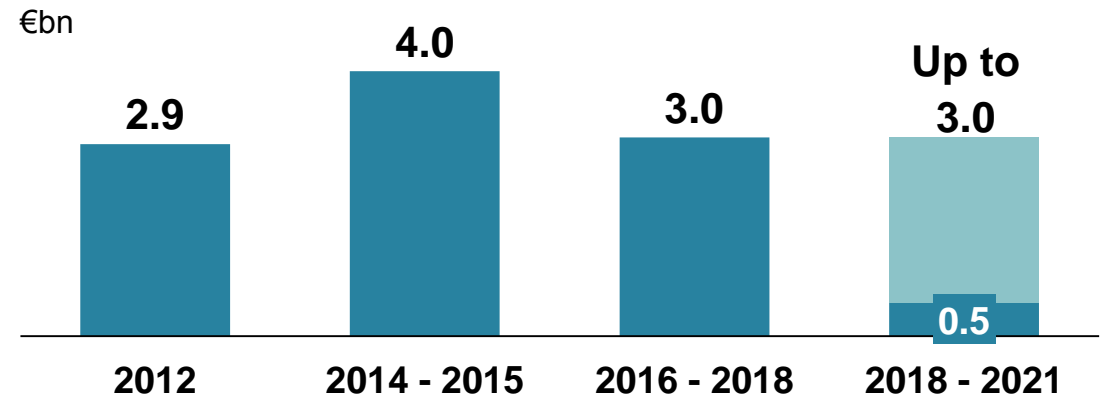
Vision 2020 delivered reliable shareholder returns



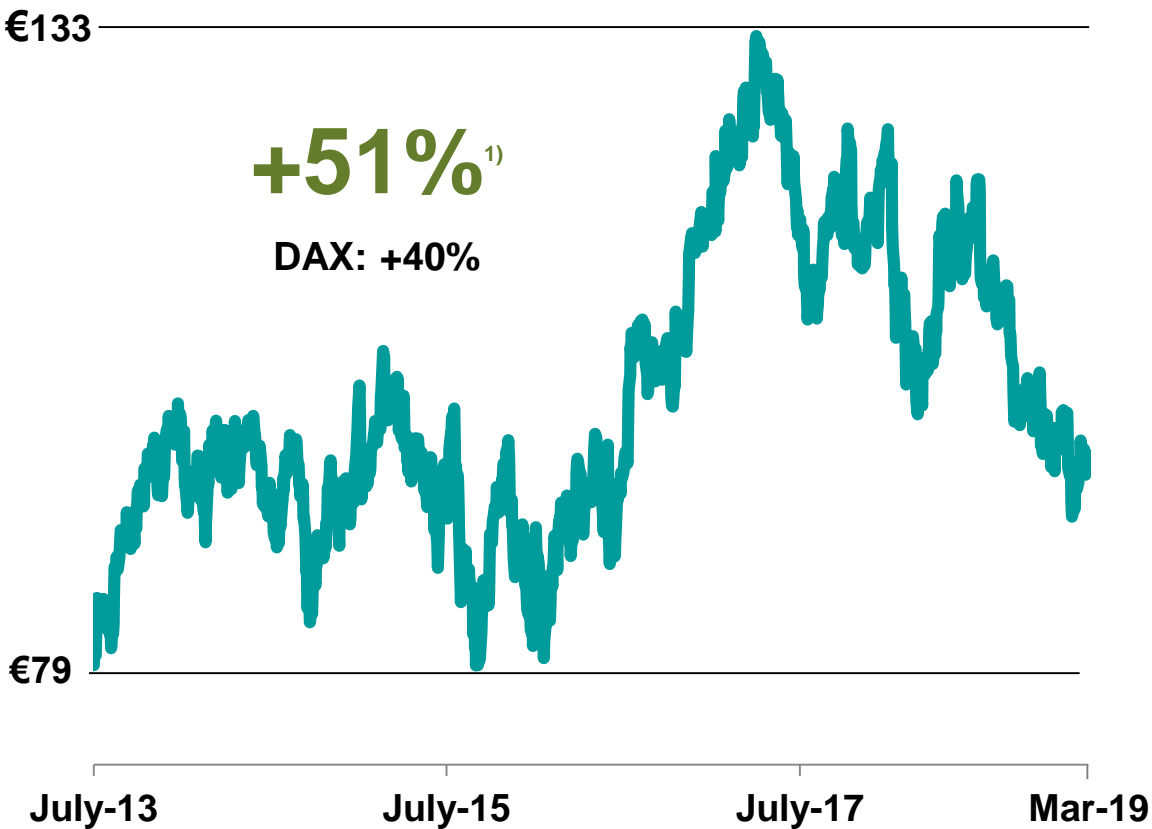
Continued dividend increase



Successful share buyback continued



Outperforming DAX



1) Total return includes dividend reinvest

We are raising the bar with Vision 2020+



Focus

Embrace entrepreneurial freedom - **best in industry**

Support functions part of **Operating Companies**

Transactional services **bundled in Global Business Services**

Accountability

Dedicated responsibility and accountability

Clearly defined impact and **ambitious financial targets**

Adaptability

From a “**one size fits all**” to a **purpose-driven** and **market-focused approach**

“**Impact over policy**” – **lean governance**

Company set-up with clear entrepreneurial focus...



Operating Companies

Gas and Power

Smart Infrastructure

Digital Industries

Strategic Companies

Mobility

SIEMENS Gamesa
RENEWABLE ENERGY

SIEMENS Healthineers

Service Companies

Financial Services

Global Business Services

Real Estate Services

...and ambitious financial targets

Siemens (targets over the cycle)

Growth Siemens

comparable revenue growth

4 – 5%

Capital efficiency

ROCE¹⁾

15 – 20%²⁾

Industrial Businesses margin³⁾

11 – 15%

Capital structure

Industrial net debt/EBITDA

up to 1.0x

Cash conversion (CCR)

FCF IB / Adj. EBITA IB

CCR = 1 – comp. growth rate

Dividend payout ratio

40 – 60%⁴⁾

Operating Companies

Adj. EBITA margin ranges³⁾

**Gas and
Power**
8 – 12%

**Smart
Infrastructure**
10 – 15%

**Digital
Industries**
17 – 23%

Strategic Companies

Adj. EBITA margin ranges³⁾ – Siemens expectation

Mobility
8 – 12%

**Siemens
Healthineers**
17 – 21%

**Siemens
Gamesa R.E.**
7 – 11%

Service Company

RoE⁵⁾

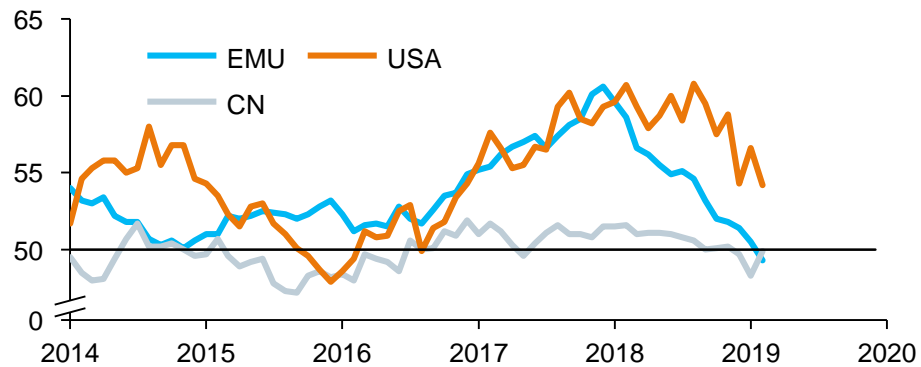
**Financial
Services**
15 – 22%

1) Based on continuing and discontinued operations; 2) Long-term goal; currently ROCE burdened by significant M&A; 3) EBITA adjusted for operating financial income, net and amortization of intangible assets not acquired in business combinations; margin ranges for Siemens Healthineers and Siemens Gamesa R.E. reflect Siemens expectations; 4) Of net income attributable to Siemens shareholders excluding exceptional non-cash items; 5) Return on equity after tax

Significant growth deceleration but economic activity still solid

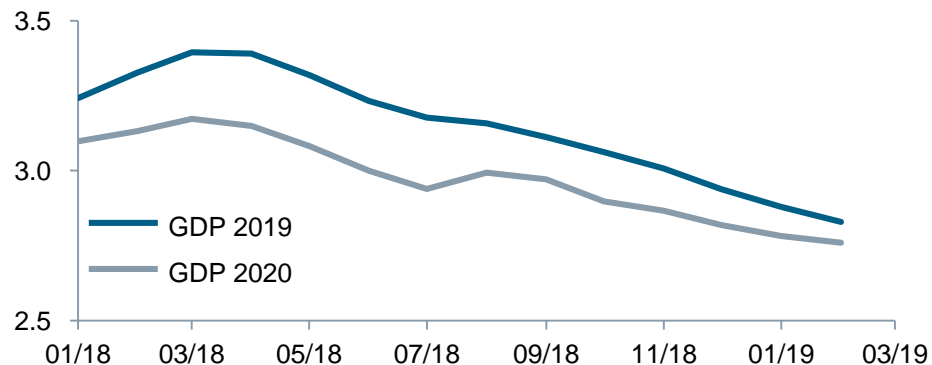
Continued softening of sentiment...

PMI Manufacturing



... leading to lower growth expectation

Global GDP growth projection, % y/y



Sources: IHS Markit, ISM

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Macroeconomic environment



Growth slows but still above long term trends
Uncertainty around free trade



Significant growth deceleration
Ambiguity due to Brexit



Further moderation of industrial growth rates
Government stimulus to support economy



Accommodative monetary & fiscal environment
Reform agenda supports investment activity

What's on CFO's agenda for 2019?



Deliver on our promises



Focus on cash generation



Ensure disciplined capital allocation

Financial calendar

May

May 8, 2019

Q2 Earnings Release

Siemens Vision 2020+ Capital Market Day

May 13, 2019

Roadshow (Frankfurt)

May 14, 2019

Roadshow (Paris)

May 20, 2019

EPG Conference (Miami)

June

June 13, 2019

JPM Conference (London)

August

August 1, 2019

Q3 Earnings Release



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