

Siemens 2014 – Executing on One Siemens Framework

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Commerzbank German Investment Seminar
January 14, 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.

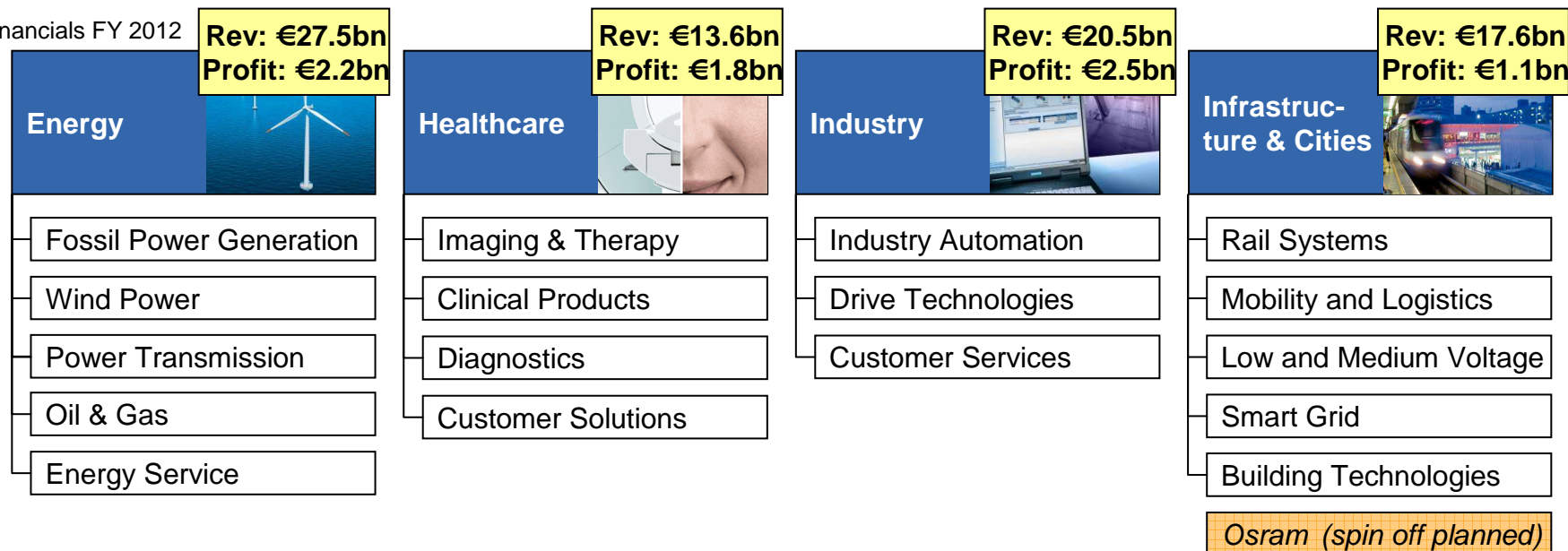
Further information about risks and uncertainties affecting Siemens is included throughout our most recent annual and interim reports, as well as our most recent earnings release, which are available on the Siemens website, www.siemens.com, and throughout our most recent annual report on Form 20-F and 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.

Siemens at a glance - A company well structured

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Financials FY 2012



Below Sectors:

Siemens Financial Services

Siemens Real Estate

Equity Investments

Key figures in €bn	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Revenues	69.6	70.1	68.8	73.3	78.3
Profit cont. aft. tax	1.6	2.5	4.3	7.4	5.2
EPS (basic) in €*	1.60	2.70	4.80	8.23	5.77
FCF	5.8	4.1	7.1	5.9	4.8

* Continuing operations

One Siemens is framework for performance

One Siemens

The integrated technology company

Financial target system

Siemens

Outperforming revenue growth

Growth (nominal) > most relevant competitors

Capital efficiency

ROCE (cont. ops.)¹⁾

15 – 20%

Capital structure

Adjusted industrial net debt / EBITDA

0.5 – 1.0x

M&A hurdle rates

1) EVA accretive within 3 years after integration
2) 15 percent cash return within 5 years after closing³⁾

SFS ROE²⁾

15 – 20%

Payout ratio (Dividend + Share buyback)

40 – 60%⁴⁾

Sectors

Top EBITDA margins of respective markets throughout business cycles

Energy **10 – 15%**

Healthcare **15 – 20%**

Industry **11 – 17%**

Infrastructure & Cities **8 – 12%**

Continuous improvement relative to market / competitors

1) After tax, adjusted primarily for SFS debt, pension plans and similar commitments, hedge accounting of bonds 2) After tax
3) Cash return: Free cash flow divided by average capital employed 4) Of net income excluding exceptional non-cash items

Why to buy Siemens?

Climate change

Urbanization

Globalization

Demographic change

Attractive markets driven by megatrends

Siemens is strong in markets with secular growth dynamics (examples)

Energy



- **Efficient power generation** and grid infrastructure
- **Dual home markets** and strong presence in emerging markets

Infrastructure & Cities



- Lasting **energy savings** by **building automation**
- **Optimizing traffic flows** through **automated rail infrastructure** and **intelligent traffic solutions**

Industry



- **Integration of the entire product development and production processes** with innovative **software**
- **Competitiveness** through **resource efficiency** and **increased productivity**

Healthcare

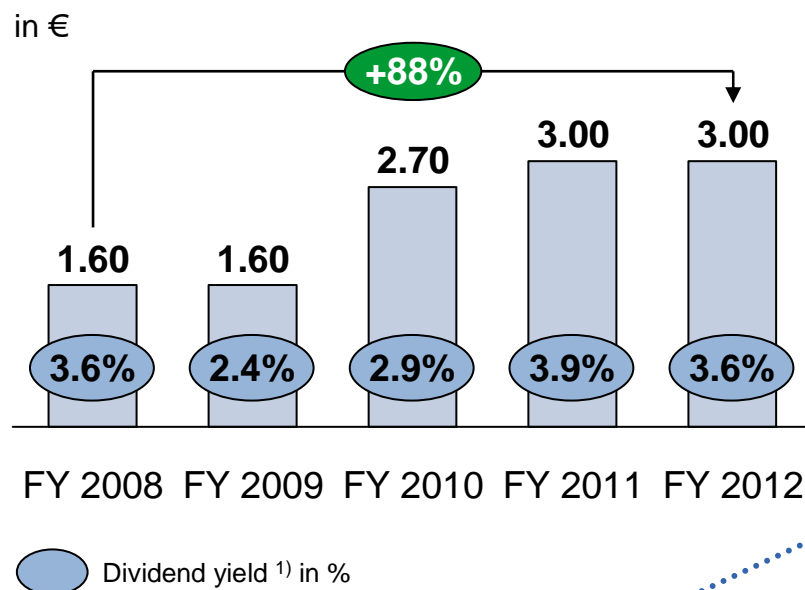


- **Access to a basic healthcare system** in emerging countries
- **Increasing value of diagnostics** in **preventive care** and **therapy guidance**

Siemens is delivering attractive shareholder returns and increases “payout ratio” targets to 40 – 60%

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Attractive dividend



Favorable equity to debt swap

- Reduction of capital stock to 881m shares
- Share buyback with total volume of ~€2.9bn equaling 38m shares
- Bond issuance of ~€2.7bn at lowest interest rates (on average below 2%) ever obtained by Siemens in the European corporate bond markets

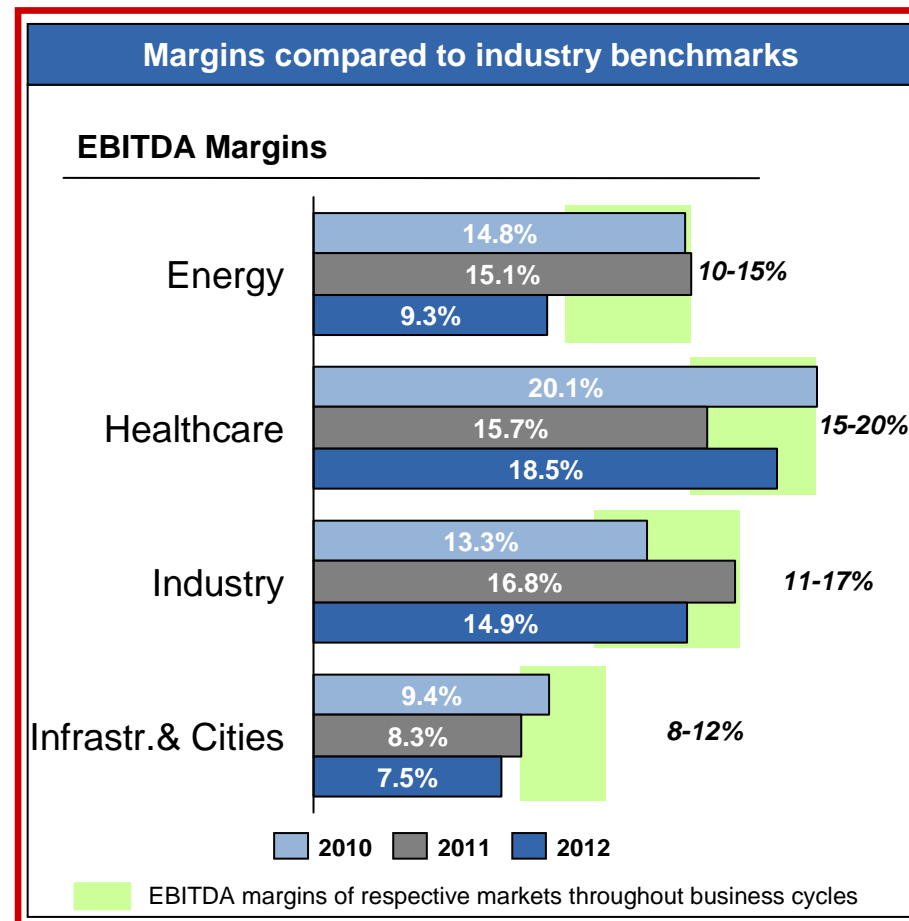
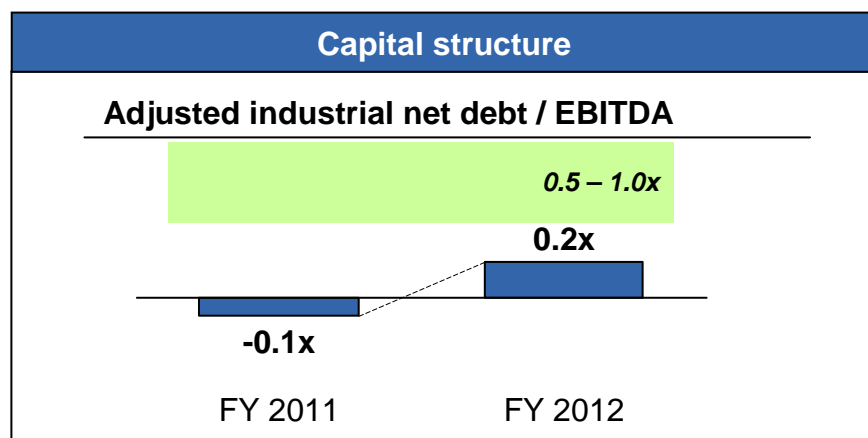
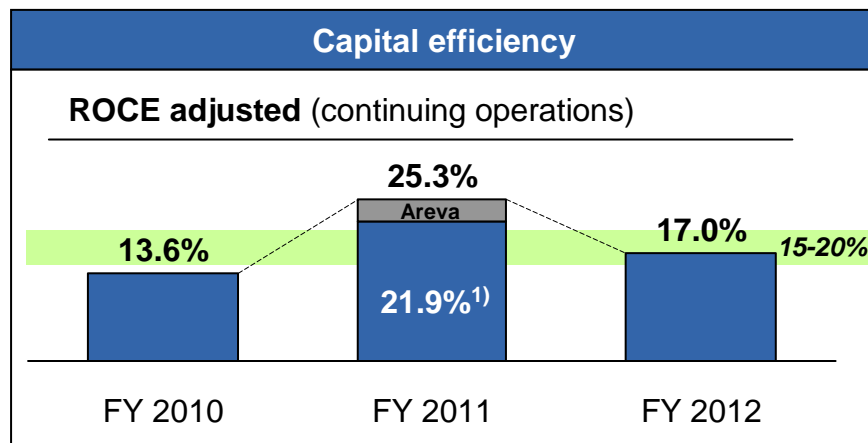
~€100m annual cash savings on dividends vs. interest cost for new bonds



Spin off to be suggested at coming AGM to unlock additional value

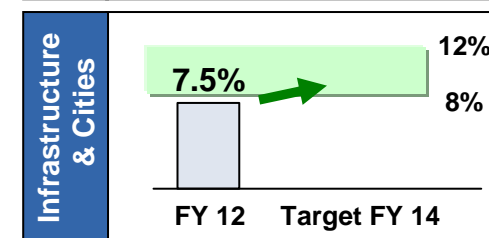
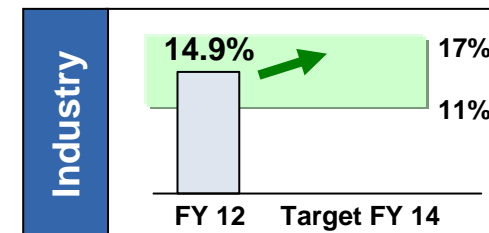
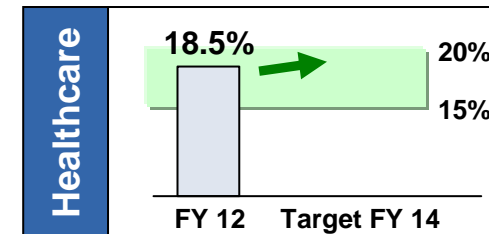
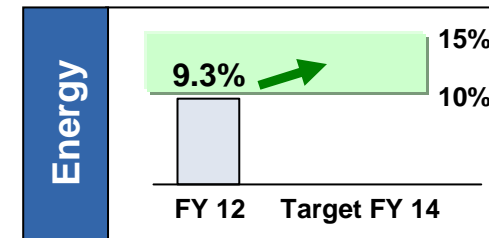
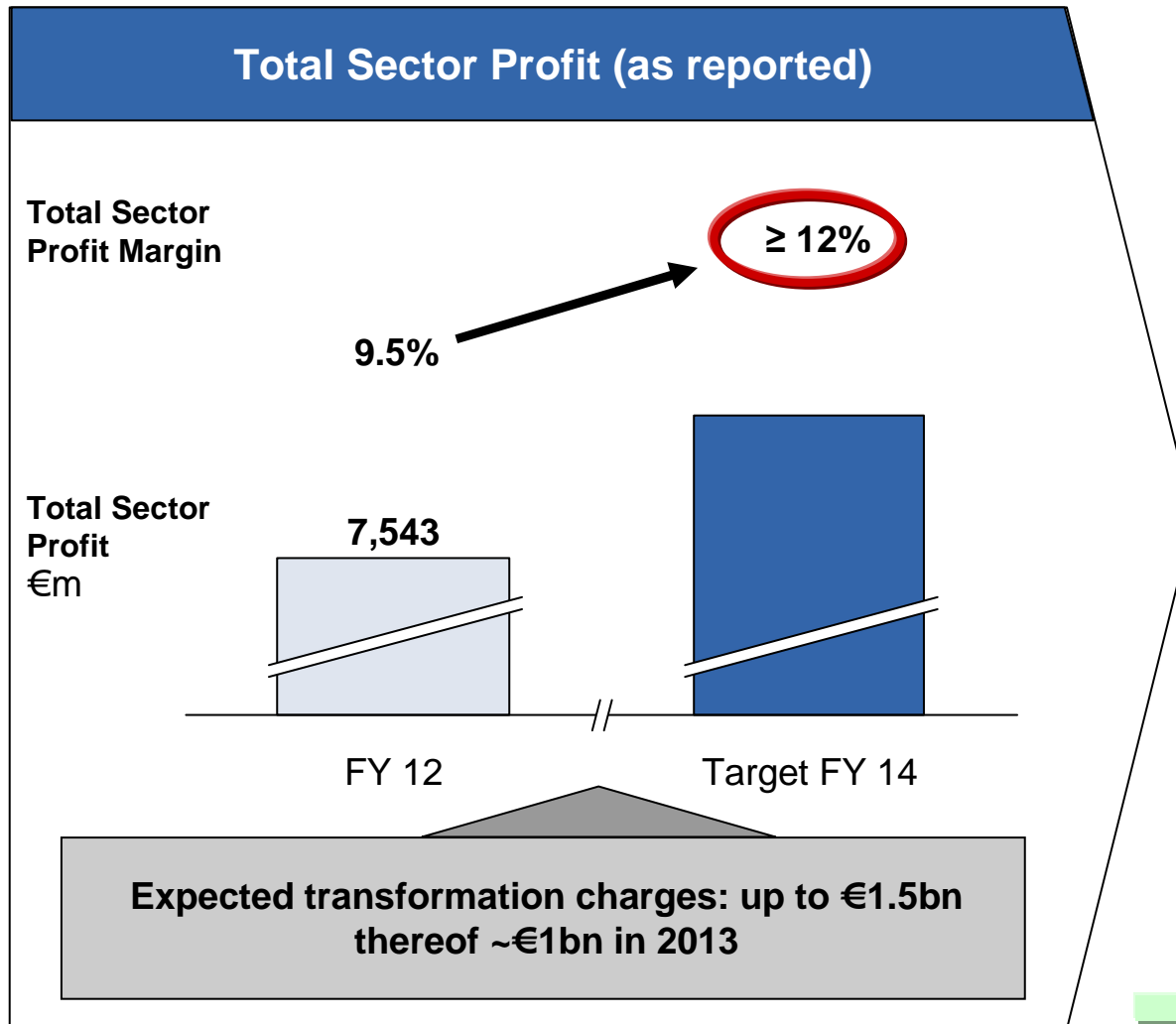
1) Calculation based on share price at AGM; for 2012 on closing share price of €82.20 on Dec. 28, 2012

One Siemens cockpit reveals areas of improvement Siemens 2014 is the enabling program



1) ROCE adj. excl. combined impact from sale of stake in Areva / arbitration decision

Siemens 2014 program boosts Total Sectors profit margin to at least 12% by 2014 and all Sectors into EBITDA margin corridor

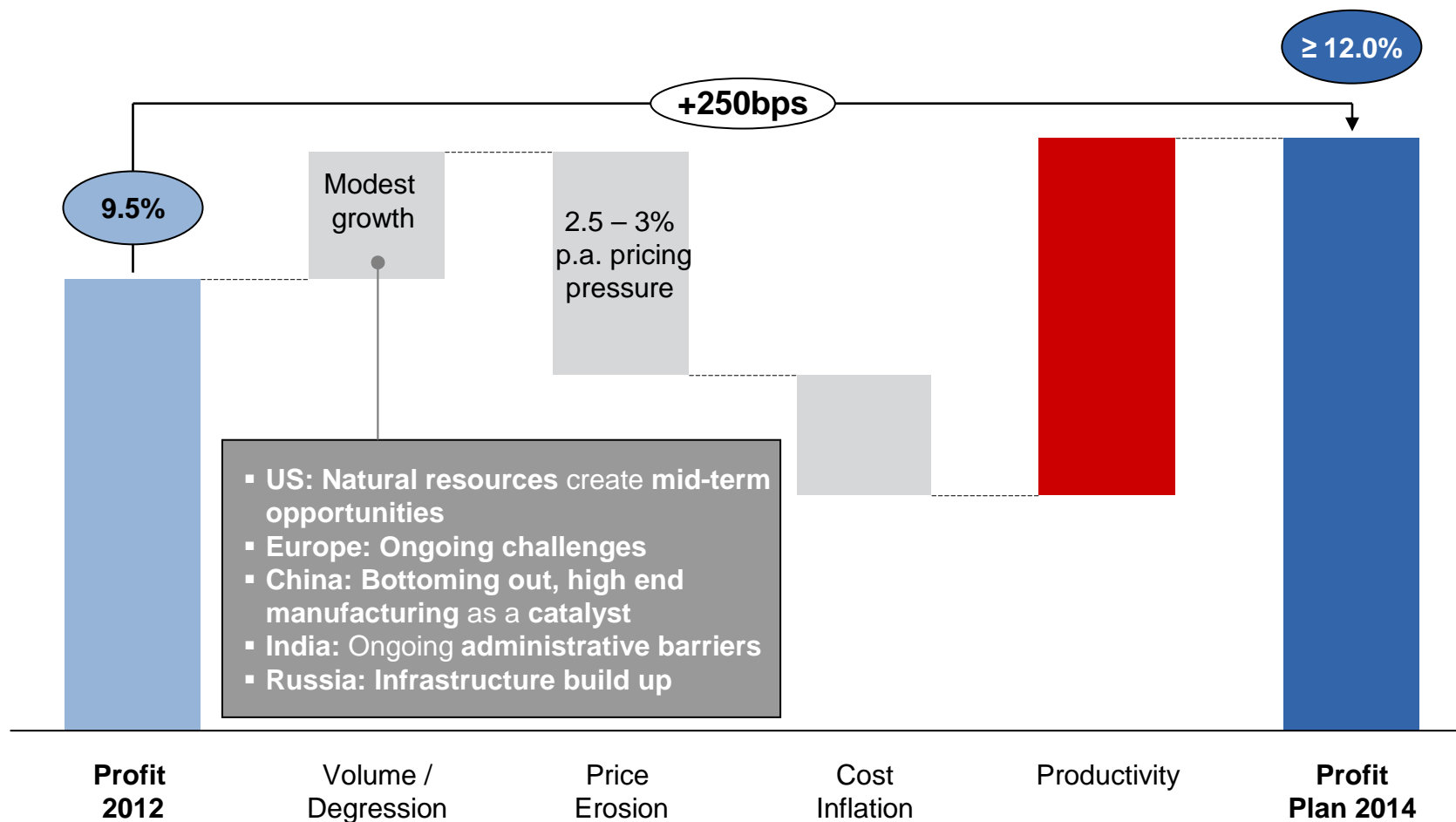


One Siemens EBITDA target range

Based on our business assumptions cost / productivity improvement of ~€6bn is required by 2014



Total Sector Profit Margin (% revenue)



2

Strengthen core activities – Focusing the portfolio is key to defeat complexity and setbacks



Acquisitions

Planned Disposals

Energy

Healthcare

Industry

Infrastruc-
ture &
Cities

Solar

Changing economic and market conditions, no fit of business model
Revenue: €206m; Profit: -€241m

Water Treatment

Low synergies, fragmented market
Revenue: ~ €1bn
Low-single-digit profit margin

Postal & Baggage Handling

Limited synergies, niche business
Revenue: ~ €900m
Mid-single-digit profit margin

LMS Internat. (EV: €680m)

Expansion of PLM portfolio
Revenue: €140m (9M FY12)
Double-digit profit margin

Invensys Rail (EV: €2.2bn)

Strengthen Rail Automation
Revenue: £775m (03/11 – 03/12)
OPBIT: £ 116m

Fiscal 2013 is a transition year – drive transformation and stringent execution

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In € bn	FY 2012	Assumptions for FY 2013
Orders	76.9	Moderate growth
Revenue	78.3	Approaching the level of FY 2012
Income from cont. ops.	5.2¹⁾	Range of €4.5 – 5.0bn (incl. IAS 19R adoption and €1.0bn for transformation charges)
Free Cash Flow	4.8	Burdened by program related outflows and changes in customer payment behavior
Capex (Sectors)	1.6	On the level of 2012
ROCE	17.0%	Lower end of target corridor (15 – 20%)

1) Had IAS 19R already been applied in FY 2012, the impact on income from continuing operations would have been -€292m (post tax).

Financial calendar

January

January 14, 2013

Commerzbank Conference (New York)

January 23, 2013

Annual General Meeting, Q1 Earnings Release and Analyst Call

February

February 12, 2013

Q1 Roadshow (France)

March / April

March 20, 2013

Bank of America Merrill Lynch Conference (London)

April 11, 2013

Capital Market Day Industry (Hannover)

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Reconciliation and Definitions for Non-GAAP Measures



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