

“Robust performance in complicated times”

Joe Kaeser, Roland Busch and Ralf P. Thomas
Press call for Q2 of fiscal 2020
Munich, May 8, 2020

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, 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

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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.

Joe Kaeser

President and CEO of Siemens AG

COVID-19 | We're in this together – As a company and as society

What we stand for

- No. 1 priority: Ensuring people's health and safety
- Crisis-proven leadership team and highly motivated employees
- Reliable partner with strong balance sheet
- Responsibility in focus

Where we stand

- Demand highly uncertain
- Global supply chains under pressure
- 24 locations closed
- ~ 7,400 employees in short-time work (in Germany)

Initiatives to combat COVID-19



Siemens smart clinic in Colombia



Test kits released by Siemens Healthineers

Siemens Caring Hands e.V.

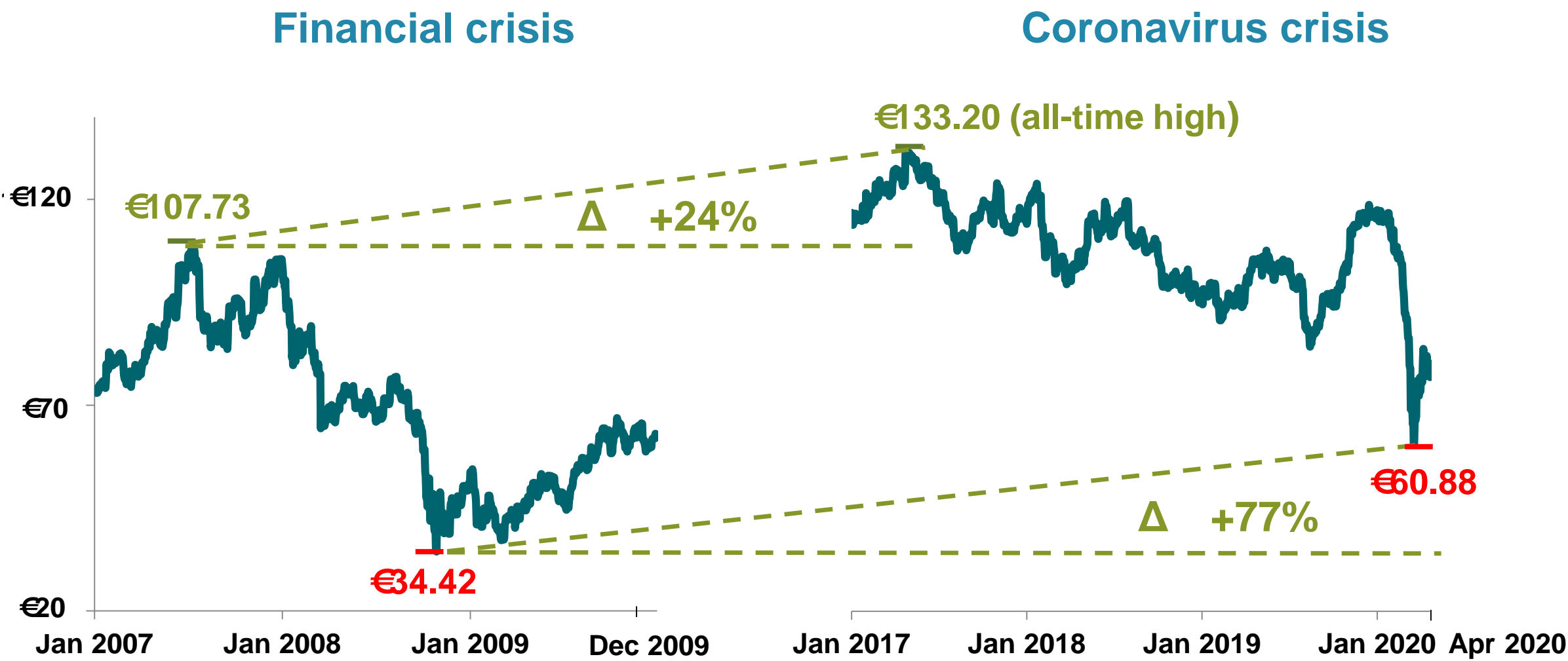


COVID-19 aid fund



Support for VentilatorChallengeUK

Siemens is more robust than in earlier times of crisis



Q2 fiscal 2020

Siemens Group

€150 billion Order backlog
(all-time high)

386,400 Employees
(+2,900 year-over-year)

8,953* Open jobs
(including 2,790 in Germany)

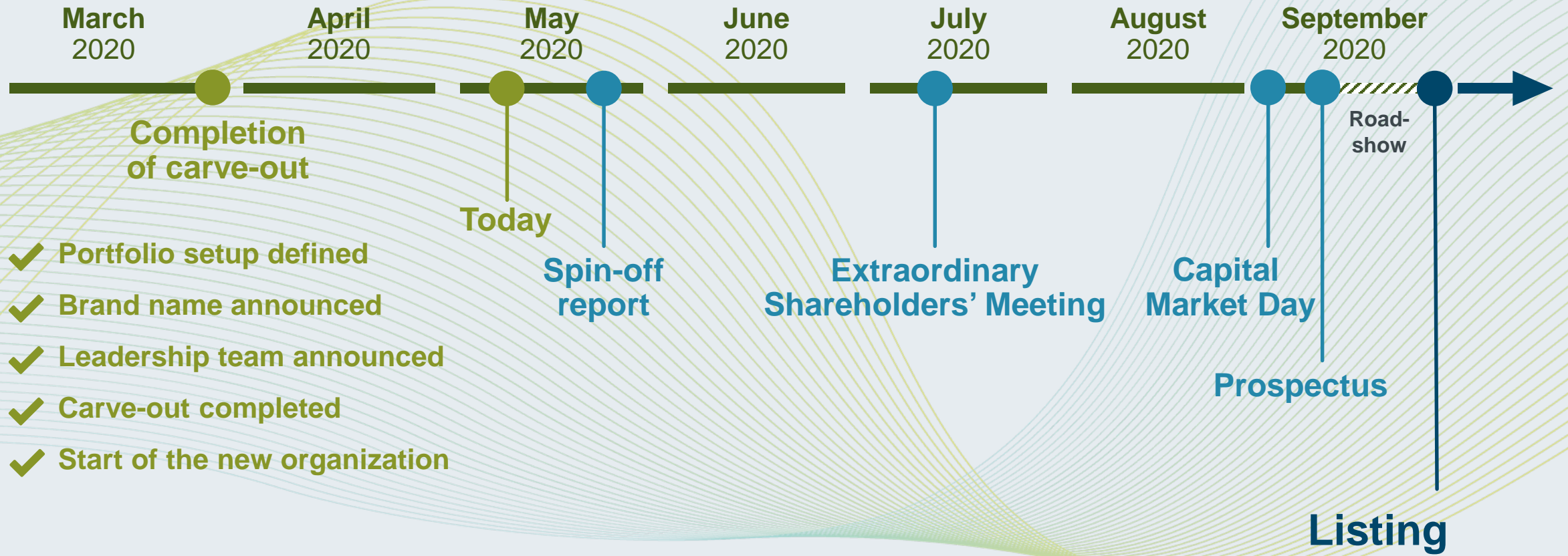
Industrial Businesses

€1.6 billion Adjusted EBITA

€1.1 billion Free cash flow

12.1% Adjusted
EBITA margin

Siemens Energy spin-off right on track



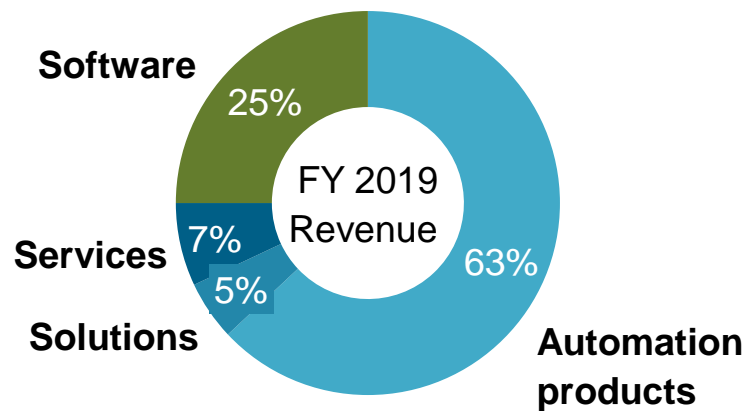
Roland Busch

Deputy CEO, CTO and CHRO of Siemens AG

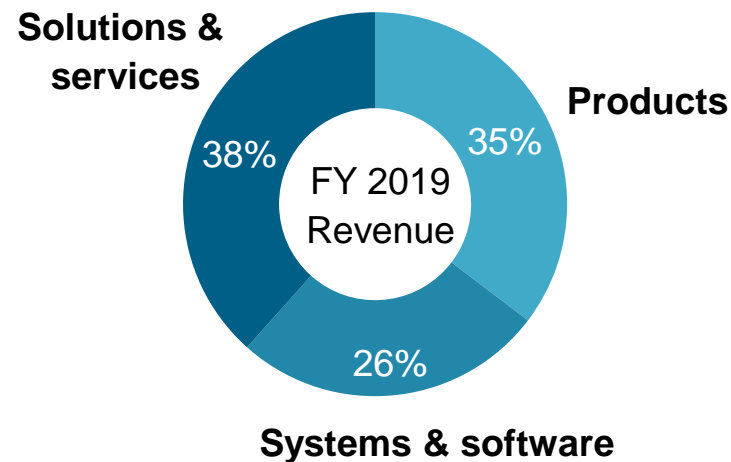
Robust portfolio

- Healthy short- and long-cycle business mix
- Growing share from services and software
- Balanced activities in various sectors
- Strong order backlog

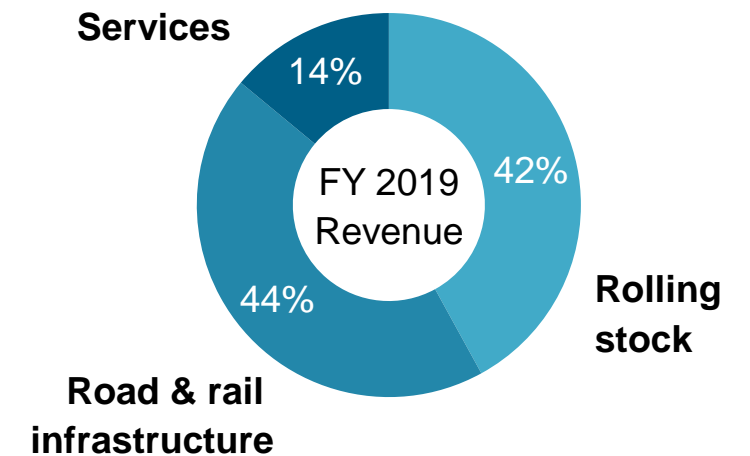
Digital Industries: €16.1 billion



Smart Infrastructure: €14.6 billion



Siemens Mobility: €8.9 billion



Competitiveness programs accelerated to reach an additional €165 million by FY 2021

Capital Market Day 2019

	Digital Industries	Smart Infrastructure
Cost optimization at Operating Companies	~ €320 million by FY 2023 ~ €160 million bis GJ 2021	~ €300 million by FY 2023 ~ €150 million by FY 2021
Global Business Services	€90 million by FY 2021	
Lean and effective governance	~ €500 million by FY 2023 ~ €300 million by FY 2021	

Update Q2 FY 2020

	Digital Industries	Smart Infrastructure
Cost optimization at Operating Companies	~ €320 million by FY 2023 ~ €295 million by FY 2021	~ €300 million by FY 2023 ~ €180 million by FY 2021
Global Business Services	€90 million by FY 2021	
Lean and effective governance	~ €500 million by FY 2023 ~ €300 million by FY 2021	

€50 million to be delivered
by Siemens Energy

Siemens Mobility

A leading vertically integrated portfolio and integral part of Siemens AG



38,000
Employees

€32 billion
Order backlog

4% CAGR
Over five years

Excellent strategic fit for Siemens

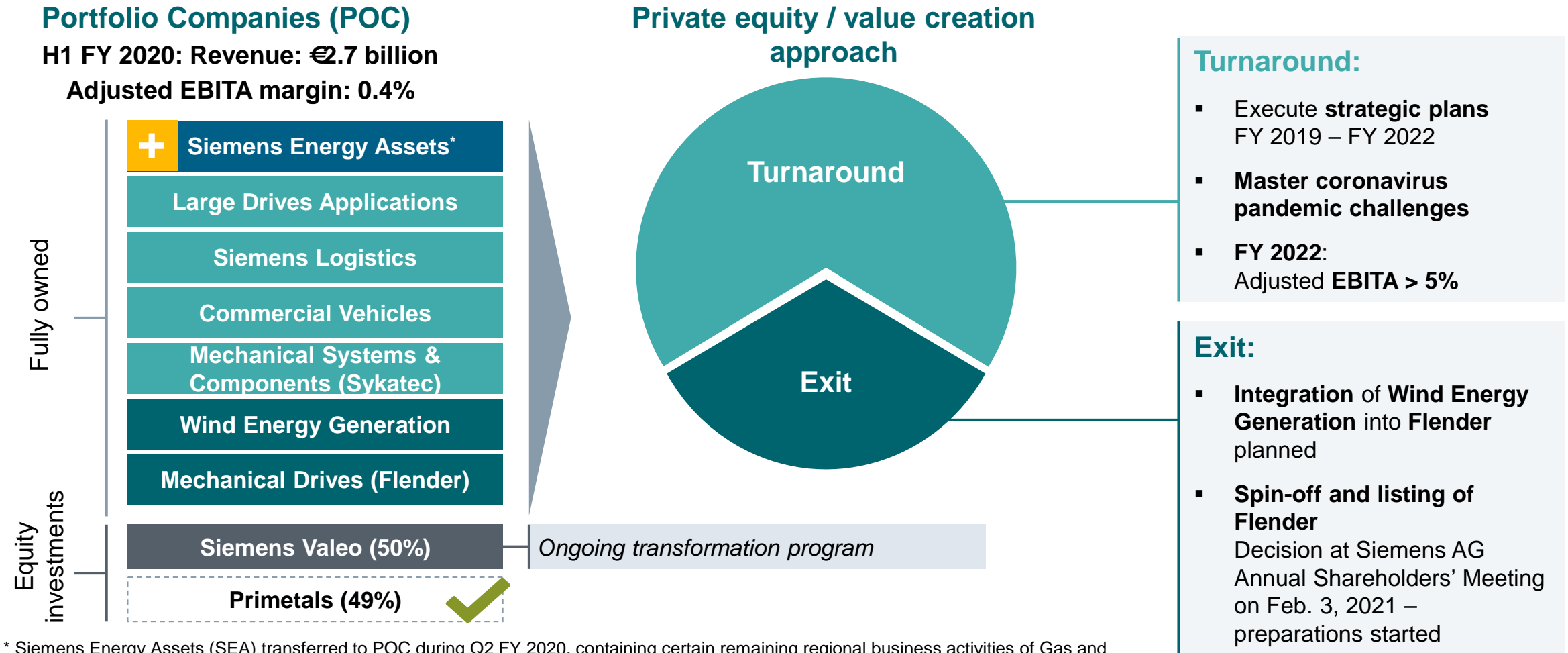
- Attractive cyclical growth trends
- Entire value chain
- Leading position in the digital transformation

Solid business despite coronavirus crisis

- Stringent execution despite limited customer access
- Stable performance supported by strong order backlog
- Ambition: growth > 5%
Medium-term: adjusted EBITA margin > 11%

Portfolio Companies:

Stringent execution of strategy – Flender spin-off planned



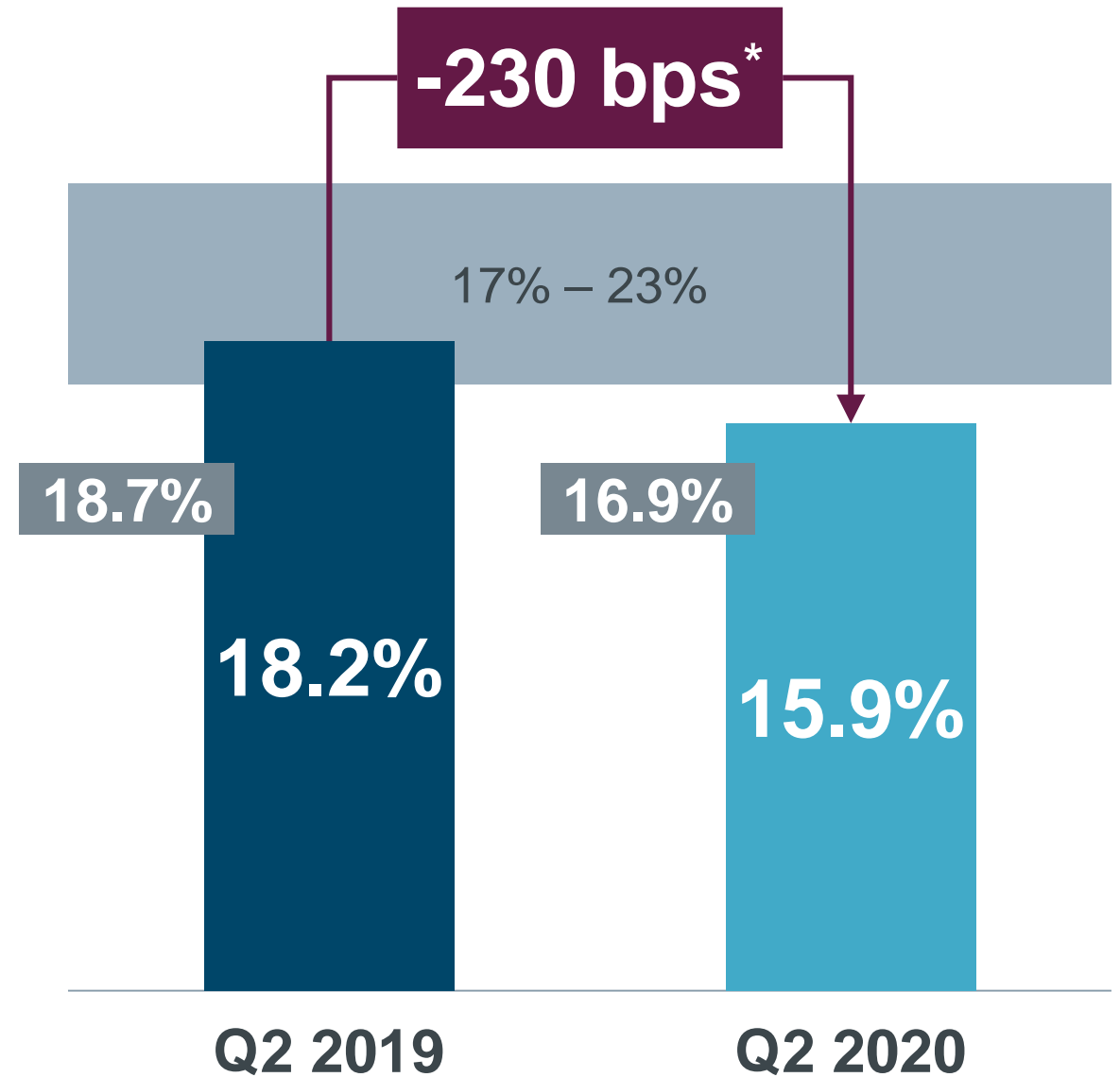
* Siemens Energy Assets (SEA) transferred to POC during Q2 FY 2020, containing certain remaining regional business activities of Gas and Power that were not carved out to Siemens Energy due to country-specific regulatory restrictions or economic considerations

Ralf P. Thomas

CFO of Siemens AG

Digital Industries

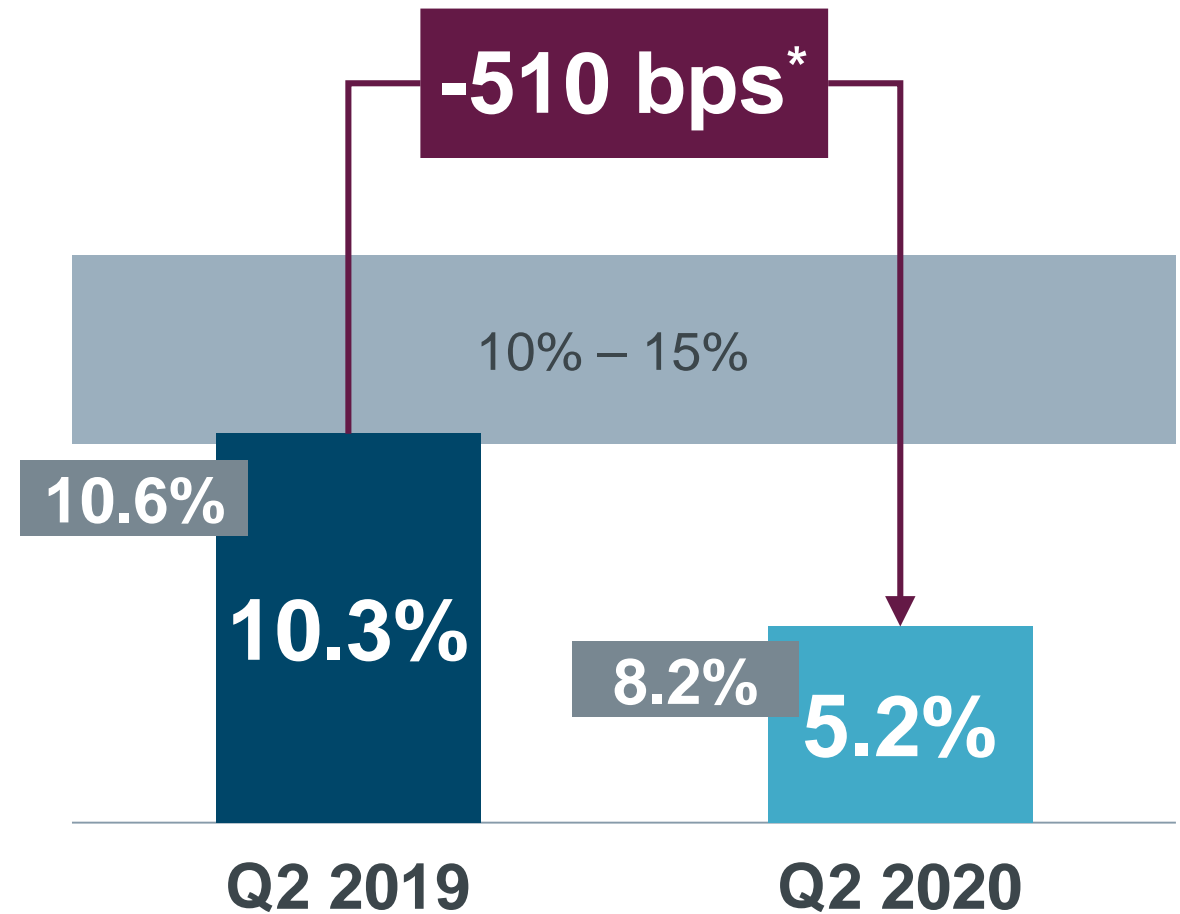
Profit margin
(adjusted EBITA margin)



* Basis points  Excluding severance charges

Smart Infrastructure

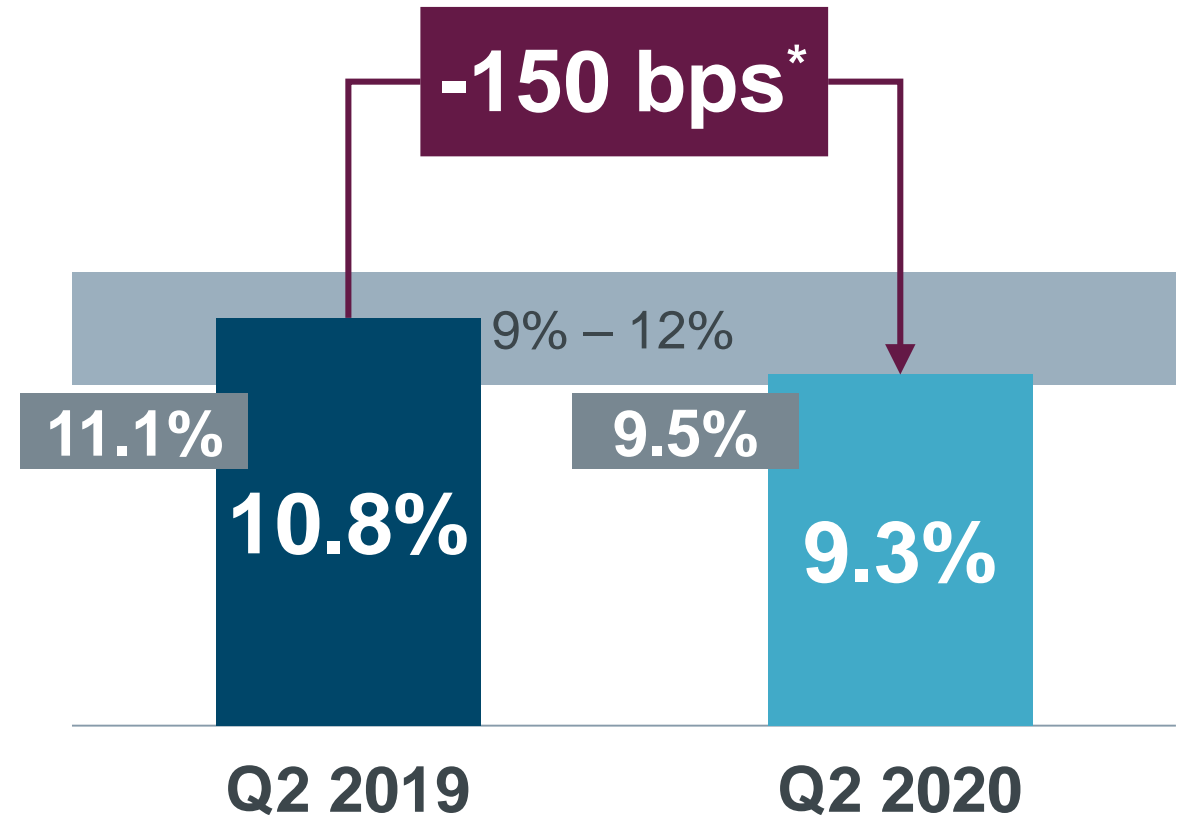
Profit margin
(adjusted EBITA margin)



* Basis points Excluding severance charges

Siemens Mobility

Profit margin
(adjusted EBITA margin)

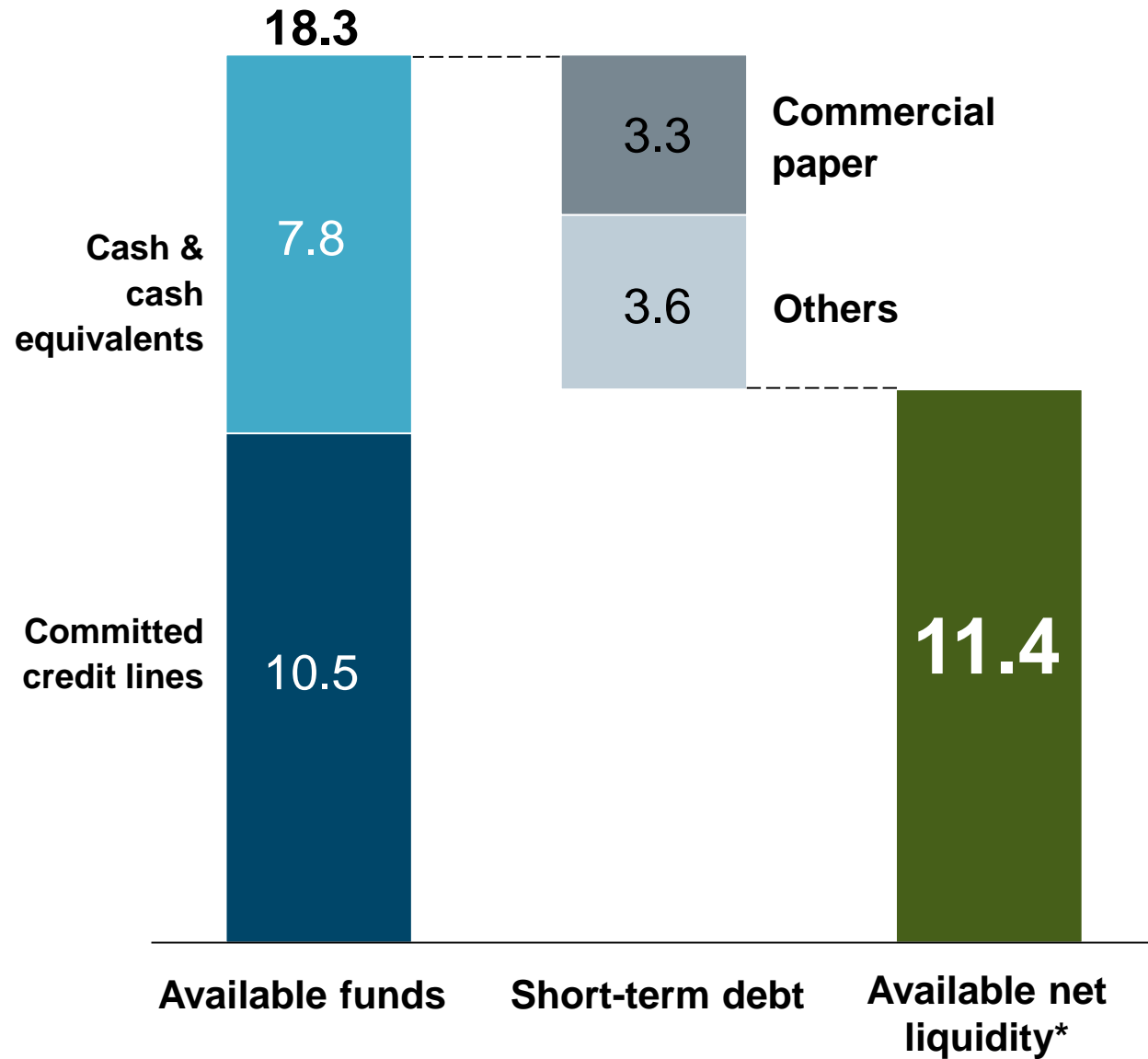


* Basis points Excluding severance charges

Liquidity

Access to liquidity,
healthy financial flexibility

(in billions of €,
as of March 31, 2020)



Note: excluding discontinued operations (Siemens Energy)

* Not including current interest-bearing financial instruments of €1.3 billion

Outlook for fiscal 2020: Top-line guidance revised, EPS guidance suspended

Siemens Group FY 2020

- Book-to-bill > 1
- Moderate comparable revenue decline

€8.5 billion*



Revenue FY 2019

* Comparable revenue reflecting reclassification of Gas and Power and Siemens Gamesa Renewable Energy to discontinued operations

Assumptions

- Expect even stronger impacts from pandemic in Q3 2020
- Beyond Q3, macroeconomic developments and influence on Siemens cannot be reliably assessed – original guidance for FY 2020 no longer confirmed
- New assumptions: Expect moderate comparable revenue decline for FY 2020, with book-to-bill > 1. Decline in demand most strongly affects Digital Industries and Smart Infrastructure
- Completion of spin-off and public listing of Siemens Energy before end of FY 2020. Expect spin-off gain within discontinued operations; amount cannot yet be reliably forecast
- Expect material impacts on net income from spin-off costs and tax expenses related to carve-out of Siemens Energy
- Guidance on basic EPS from net income for FY 2020 suspended

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