Siemens
A focused technology company

Roland Busch, CEO Siemens AG
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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.
Strong 9M performance beating market expectations
FY Guidance raised four times

<table>
<thead>
<tr>
<th>in €bn</th>
<th>Q1 FY21</th>
<th>Q2 FY21</th>
<th>Q3 FY21</th>
<th>Beat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actuals</td>
<td>15.9</td>
<td>15.9</td>
<td>20.5</td>
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<tr>
<td>Consensus</td>
<td>14.5</td>
<td>15.1</td>
<td>16.3</td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actuals</td>
<td>14.1</td>
<td>14.7</td>
<td>16.1</td>
<td>✔</td>
</tr>
<tr>
<td>Consensus</td>
<td>13.4</td>
<td>14.1</td>
<td>15.1</td>
<td></td>
</tr>
<tr>
<td>Adj. EBITA margin (IB)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actuals</td>
<td>16.0%</td>
<td>15.1%</td>
<td>15.3%</td>
<td>✔</td>
</tr>
<tr>
<td>Consensus</td>
<td>13.1%</td>
<td>15.0%</td>
<td>14.5%</td>
<td></td>
</tr>
<tr>
<td>Free Cash Flow (IB)</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actuals</td>
<td>1.5</td>
<td>2.1</td>
<td>2.4</td>
<td></td>
</tr>
<tr>
<td>PY</td>
<td>0.8</td>
<td>1.1</td>
<td>2.1</td>
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<tr>
<td>9M PY</td>
<td>4.0</td>
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</table>
Outlook FY 2021 raised again

**FY 2021 Siemens Group**

- Book-to-bill >1
- **Comparable revenue growth of 11 – 12%** [previous 9 – 11%]
- **Net income of €6.1 – 6.4bn** [previous €5.7 – 6.2bn]

**FY 2021 Framework Siemens Businesses**

<table>
<thead>
<tr>
<th>Business</th>
<th>Comparable revenue growth</th>
<th>Adj. EBITA margin expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Industries</td>
<td>10 – 12%</td>
<td>20 – 21%</td>
</tr>
<tr>
<td></td>
<td>[previous 9 – 11%]</td>
<td></td>
</tr>
<tr>
<td>Smart Infrastructure</td>
<td>8 – 9%</td>
<td>11 – 12%</td>
</tr>
<tr>
<td></td>
<td>[previous 5 – 7%]</td>
<td></td>
</tr>
<tr>
<td>Mobility</td>
<td>Mid-single digit</td>
<td>9.5 – 10.5%</td>
</tr>
</tbody>
</table>

This outlook excludes burdens from legal and regulatory issues.
Why to invest in Siemens

1. We are a focused technology company, addressing highly attractive growth markets with our global footprint.

2. We can empower our customers to master their digital transformation and sustainability challenges with our technologies.

3. We combine the real and the digital worlds like no other company can.

4. We are pursuing a clear focus on value creation including profit, cash, stringent capital allocation and execution.

5. We have the right strategy, the right team, at the right time.
Our DEGREE framework sets clear priorities for Sustainability at Siemens

**Decarbonization**
- support the 1.5°C target to fight global warming

**Employability**
- enable our people to stay resilient and relevant in a permanently changing environment

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

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

**Governance**
- apply state-of-the-art systems for effective and responsible business conduct

**Resource efficiency**
- achieve circularity and dematerialization
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 knowhow.
Portfolio strengthened – more digital and in attractive markets

Accelerating digital marketplace strategy

- Leading Design-to-Source platform for global electronics
- Strong SaaS-business with growth rates of >40%
- Closed August 2021

Supplyframe

DI Software expands “string of pearls”

- Fractal Technologies
- onespin
- Nextflow Software
- timeseries
- proFPGA product line

Mobility enhances MaaS\(^1\) platform

- HACON
- EOS.UPTRADE
- BYTEMARK
- sqills
- PADAM MOBILITY

Varian with strong momentum

- Strong operational performance
- Integration well on track
- Focus on delivering synergies

1 MaaS – Mobility as a Service
Financial calendar H2 CY 2021

- September 9, Morgan Stanley Conference
- From November 12, Q4 Roadshow
- November 11, Q4 Earnings Release
- November 12, JP Morgan Digital Twin Conference
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