



Siemens

A focused technology company

Roland Busch, CEO Siemens AG

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 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 in 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 decisions, assessments or requirements of regulatory authorities deviate from our expectations, or should underlying expectations including future events occur at a later date or not at all or assumptions prove

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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.

Strong 9M performance beating market expectations

FY Guidance raised four times

in €bn

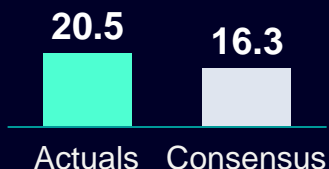
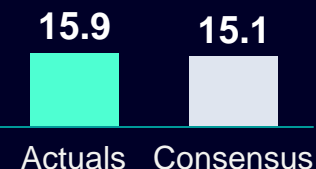
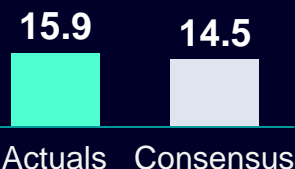
Orders

Q1 FY21

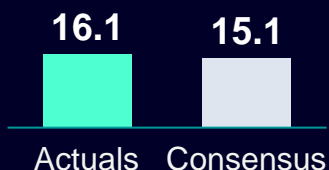
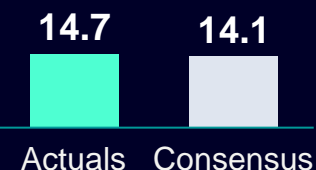
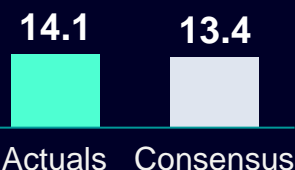
Q2 FY21

Q3 FY21

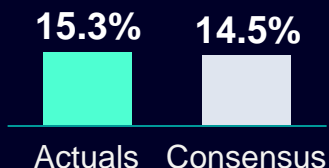
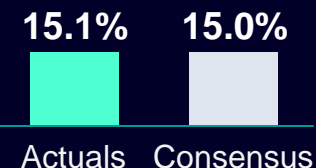
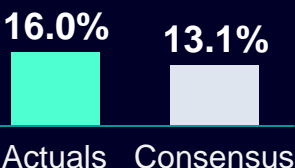
Beat



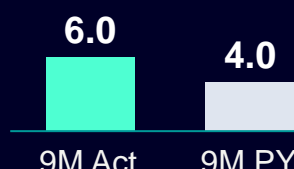
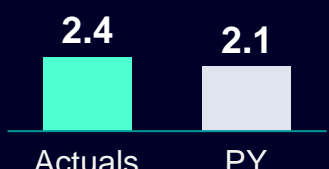
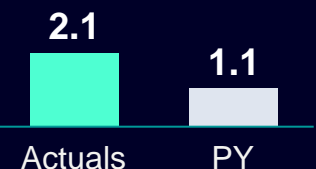
Revenue



Adj. EBITA margin (IB)



Free Cash Flow (IB)

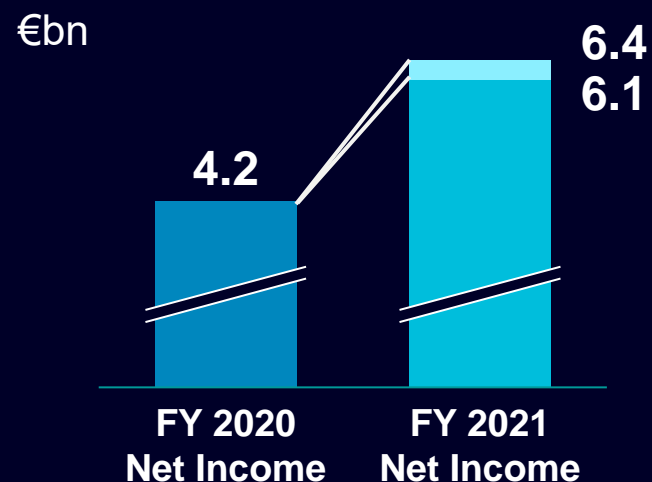


Outlook FY 2021 raised again

as shown at Q3

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

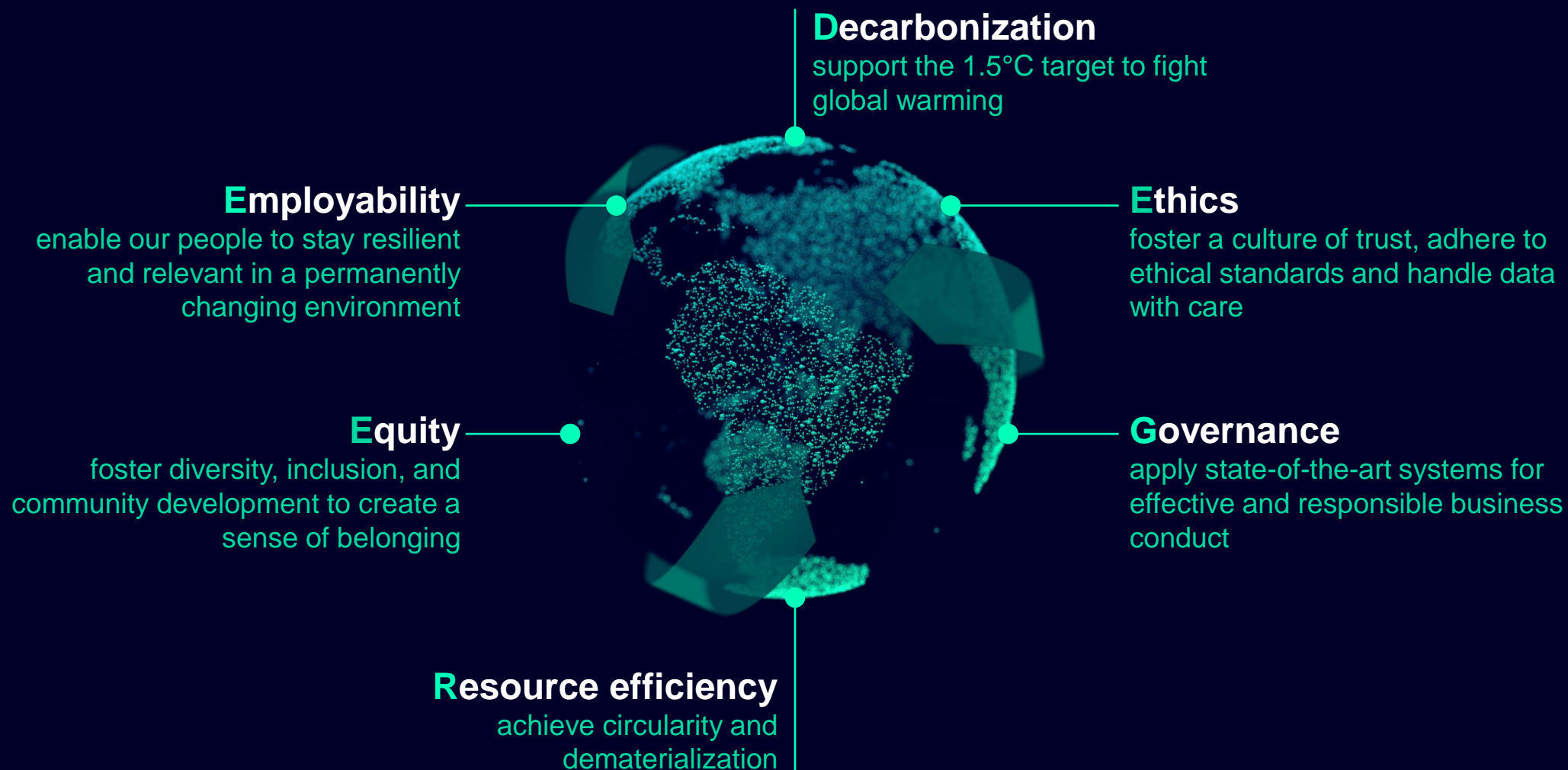
	Comparable revenue growth	Adj. EBITA margin expectation
Digital Industries	10 – 12% [previous 9 – 11%]	20 – 21%
Smart Infrastructure	8 – 9% [previous 5 – 7%]	11 – 12%
Mobility	Mid-single digit	9.5 – 10.5%

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



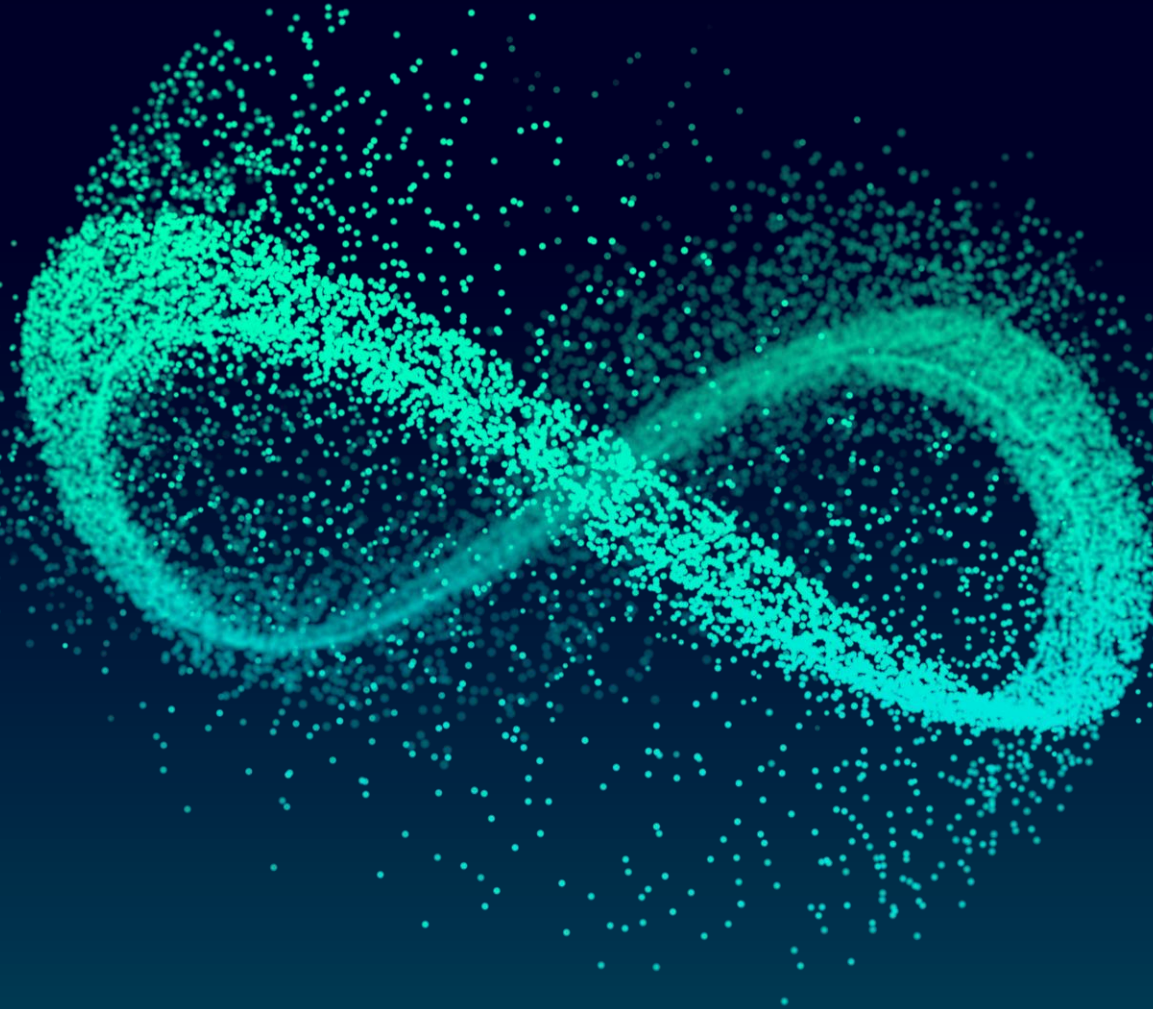
Our core business and our digital business reinforce each other in a virtuous cycle, accelerating high value growth

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

DI Software expands “string of pearls”



Mobility enhances MaaS¹⁾ platform



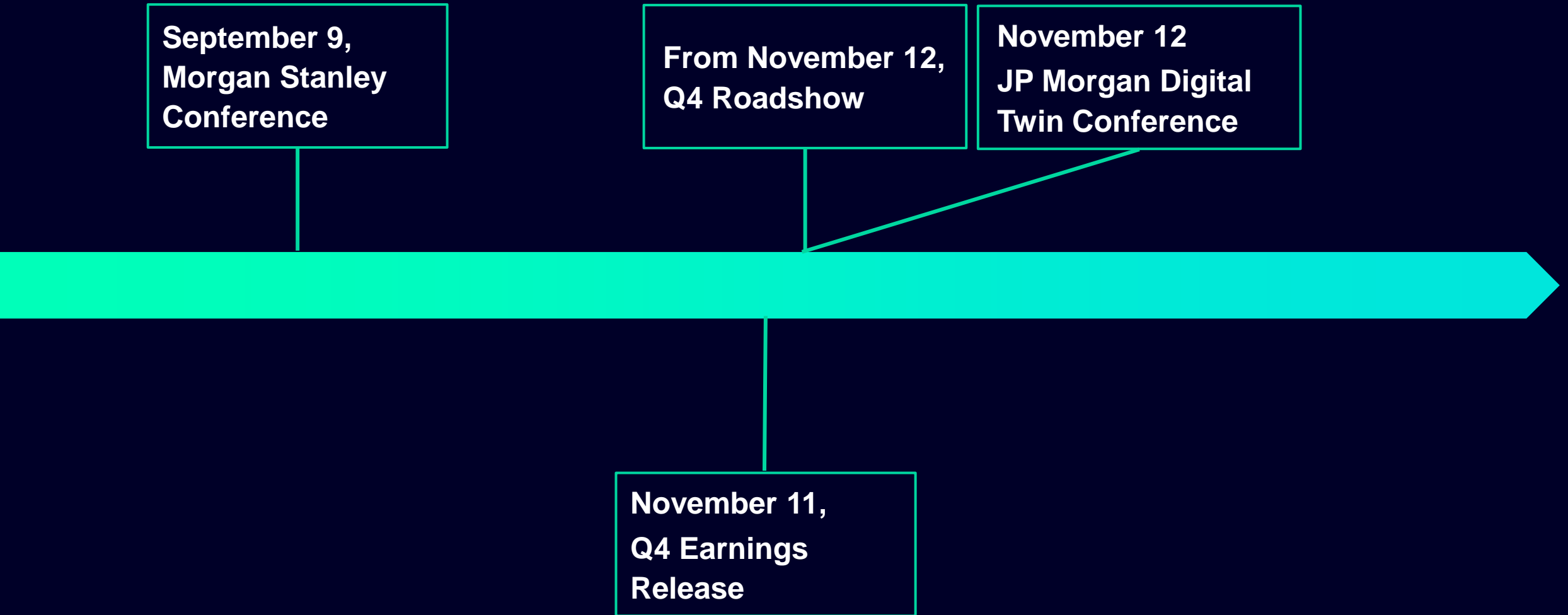
Varian with strong momentum



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

¹ MaaS – Mobility as a Service

Financial calendar H2 CY 2021



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