

Equity Story Snapshot

Siemens Investor Relations

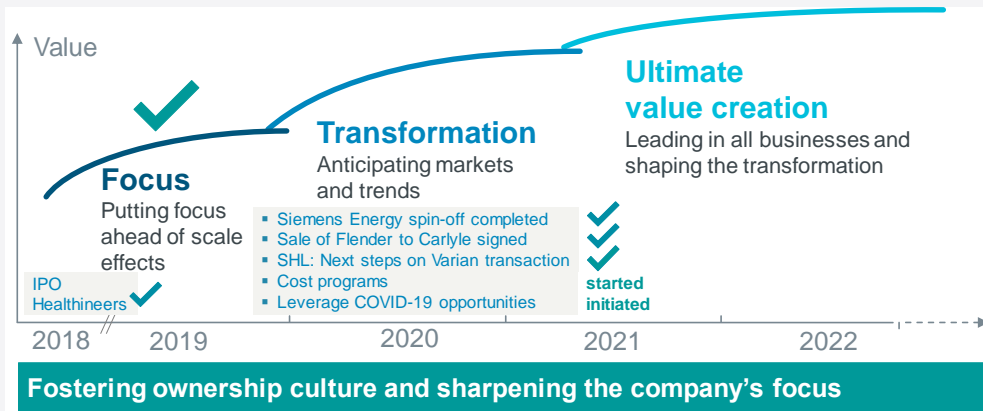
www.siemens.com/investor

SIEMENS

Siemens AG is a global technology powerhouse that has stood for engineering excellence, innovation, quality, reliability and internationality for more than 170 years. Active around the world, the company focuses on automation and digitalization in the process and manufacturing industries (Digital Industries) and on intelligent infrastructure for buildings and distributed energy systems (Smart Infrastructure). Siemens brings together the digital and physical worlds to sustainably benefit customers and society. Through Mobility, a leading supplier of intelligent mobility solutions for rail and road transport, Siemens is helping to shape the world market for passenger and freight services. Via its majority stake in the publicly listed company Siemens Healthineers, Siemens is also a world-leading supplier of medical technology and digital health services. In addition, Siemens holds a minority stake in Siemens Energy, a global leader in the transmission and generation of electrical power that has been listed on the stock exchange since September 28th, 2020. All three companies build a powerful ecosystem to address the greatest challenges of our time.

Siemens Strategy Vision 2020+ - Clear roadmap to ultimate value creation

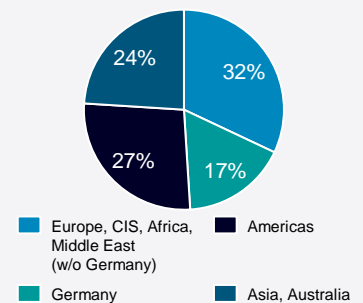
With Vision 2020+, breadth, size and a 'one size fits all' approach will be replaced by focus, speed and adaptability to ensure the success of Siemens businesses of the next generation. Siemens is fully on track with the execution of its Vision 2020+ strategy concept and achieved major portfolio milestones with the Siemens Energy spin-off and the Flender disposal in FY2020.



Key Figures

| Continuing operations in million €, if not otherwise stated | FY 2020 | FY 2019 | Comparable change in % |
|---|---------|---------|------------------------|
| Orders | 59,977 | 64,682 | -7% |
| Revenue | 57,139 | 58,483 | -2% |
| Adj. EBITA-margin Industrial Businesses | 14.3% | 14.4% | |
| Net income ¹ | 4,200 | 5,648 | |
| Return on capital employed (ROCE) ¹ | 7.8% | 11.1% | |
| Free cash flow ¹ | 6,404 | 5,845 | |

Revenue by Region FY 2020



¹ Continuing and discontinued operations

CIS: Commonwealth of Independent States

Siemens setup (as of October 1st, 2020)

Businesses

Digital Industries

71,700
Employees

€15.0bn
Revenue

21.7%
Adjusted EBITA margin

Smart Infrastructure

69,600
Employees

€14.3bn
Revenue

9.1%
Adjusted EBITA margin

Mobility

38,500
Employees

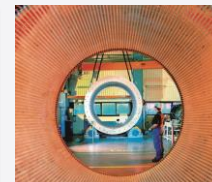
€9.1bn
Revenue

9.1%
Adjusted EBITA margin

Siemens Advanta



Portfolio Companies



Siemens Healthineers¹

54,300
Employees

€14.5bn
Revenue

15.1%
Adjusted EBITA margin

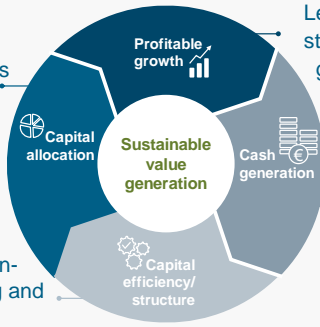
All figures based on FY20
75%²

Countries

Service & Governance

Why to own Siemens shares?

Disciplined capital allocation along our strategic imperatives



Leverage innovation strength in dedicated growth fields and rigorous focus on productivity

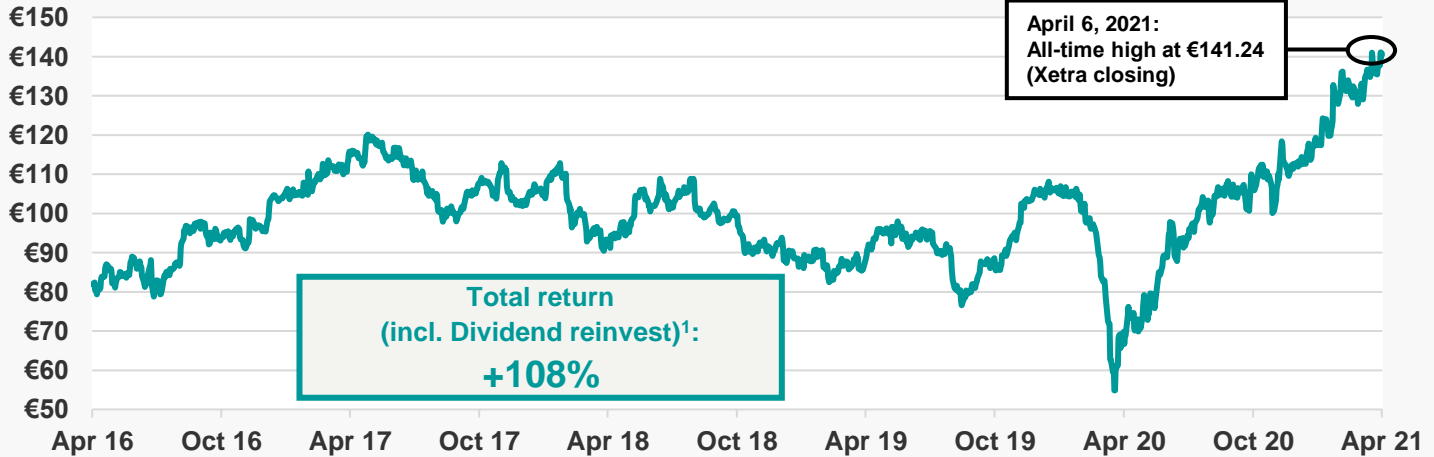
Improving capital efficiency while maintaining strong rating and strategic flexibility

Drive working capital improvement and cash performance

Basic data

| | |
|------------------------|-----------------------------|
| ISIN | DE0007236101 |
| ADR CUSIP | 826197501 |
| Stock exchange listing | Frankfurt am Main / Xetra |
| Total number of shares | 850 million |
| Major indices | DAX 30 |
| | S&P Global 100 |
| | Dow Jones (DJ) EuroStoxx 50 |
| | DJ Sustainability Index |

5-year share price performance

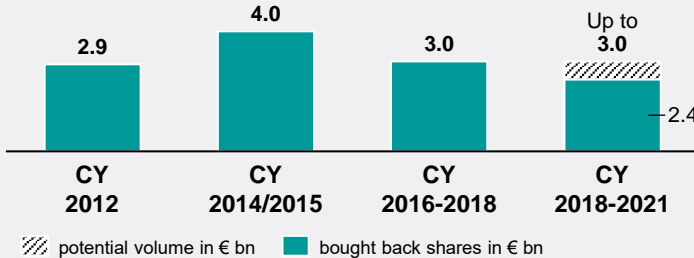


Source: Refinitiv/Reuters as of April 9, 2021 adj. for Siemens Energy spin-off on September 28, 2020

1 EQS Group AG / vwd group / ARIVA.DE AG from Siemens IR website

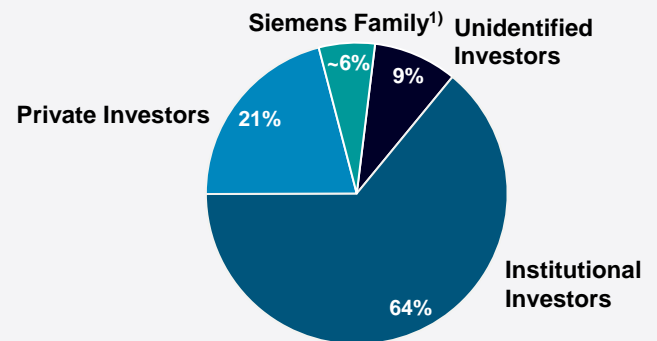
Share buyback

In December 2018 Siemens started a new share buyback program for up to €3bn until November 2021.



Since 2012 more than €12bn in shares have been bought back in different share buyback programs.

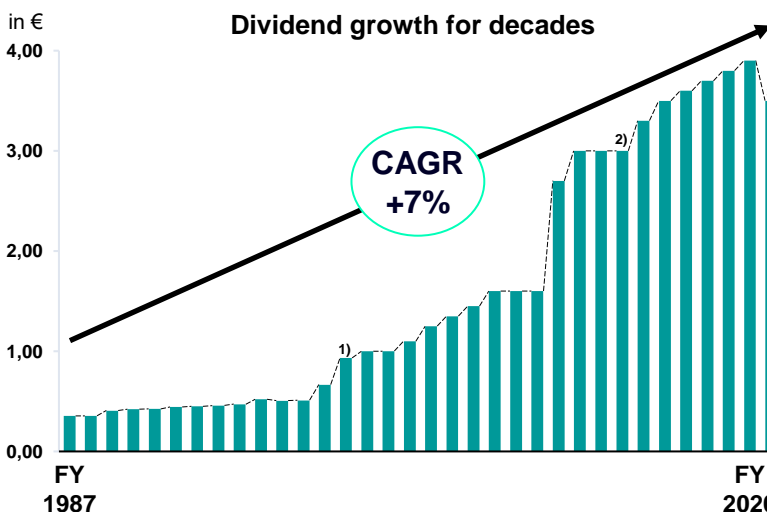
Shareholder structure (Status November 2020)



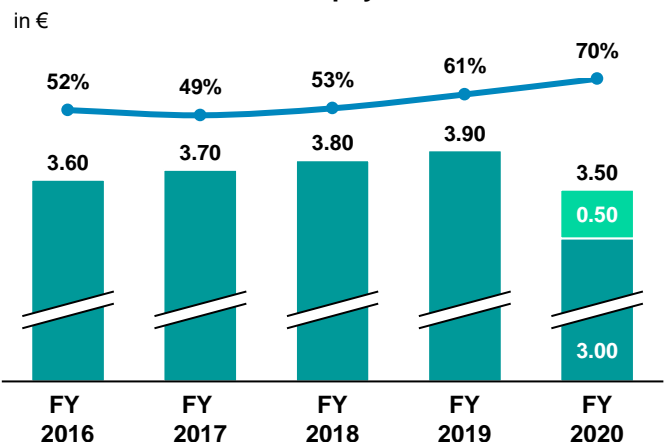
¹) including family members and foundations established by the family

Dividend payout

Dividend growth for decades



Long-standing dividend policy: 40%-60% payout ratio



General remark: Dividend figures adjusted for DM/Euro conversion before 2001 and several share splits

¹) Excluding €1.00 special dividend effect of Infineon & Epcos IPO

²) Excluding effect of OSRAM stock distribution to shareholders of €2.40 per share; previous years adjusted for the OSRAM spin-off

³) Excluding effect of Siemens Energy stock distribution to shareholders of €11.01 per share

● Dividend payout ratio

CAGR: Compound Annual Growth Rate