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 in the Annual Report. Should one or more of these risks or uncertainties materialize, or should underlying expectations including future events occur at a later date or not at all or assumptions prove incorrect, actual results, performance or achievements of Siemens may (negatively or positively) vary materially from those described explicitly or implicitly in the relevant forward-looking statement. Siemens neither intends, nor assumes any obligation, to update or revise these forward-looking statements in light of developments which differ from those anticipated.

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.
Our company

Strategy: Vision 2020+

Why to own Siemens shares?
Our Company – Company structure since April 1, 2019

Operating Companies

<table>
<thead>
<tr>
<th>Gas and Power*</th>
<th>Smart Infrastructure</th>
<th>Digital Industries</th>
</tr>
</thead>
</table>

Strategic Companies

<table>
<thead>
<tr>
<th>Siemens Mobility</th>
<th>Siemens Gamesa*</th>
<th>Siemens Healthineers</th>
</tr>
</thead>
</table>

Service Companies (Financial Services, Global Business Services, Real Estate Services)

Corporate Development (e.g., IoT Services, Corporate Technology, Next47, Portfolio Companies)

*Partial spinoff of Gas and Power planned; transfer of majority stake in SGRE (67%) to new company planned

Unrestricted © Siemens 2020
Siemens Key Figures in Fiscal 2019

Key figures
(Continuing operations; in € million except where otherwise stated)

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2019</th>
<th>Fiscal 2018¹</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orders</td>
<td>97,999</td>
<td>91,296</td>
<td>6%²</td>
</tr>
<tr>
<td>Revenue</td>
<td>86,849</td>
<td>83,044</td>
<td>3%²</td>
</tr>
</tbody>
</table>

Profitability and capital efficiency

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income³</td>
<td>5,648</td>
<td>6,120</td>
<td>(8)%</td>
</tr>
<tr>
<td>Return on capital employed (ROCE)³</td>
<td>11.1%</td>
<td>12.6%</td>
<td></td>
</tr>
</tbody>
</table>

Liquidity

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Free cash flow³</td>
<td>5,845</td>
<td>5,824</td>
<td></td>
</tr>
</tbody>
</table>

Employees (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Sept. 30, 2019</th>
<th>Sept. 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>385</td>
<td>379</td>
</tr>
<tr>
<td>Germany</td>
<td>116</td>
<td>117</td>
</tr>
<tr>
<td>Outside Germany</td>
<td>269</td>
<td>262</td>
</tr>
</tbody>
</table>

¹ Since the beginning of fiscal 2018, the accounting standard IFRS 15 (Revenue from Contracts with Customers) has been in effect at Siemens.
² Excluding currency translation and portfolio effects
³ Continuing and discontinued operations
4 As of the beginning of fiscal 2018 part time employees are included to the full extent rather than proportionally.
5 Commonwealth of Independent States

Revenue by Industrial Business

- Gas and Power 21%
- Smart Infrastructure 18%
- Digital Industries 20%
- Siemens Gamesa Renewable Energy 12%
- Siemens Healthineers 18%
- Siemens Mobility 11%

Revenue by Region

- Asia, Australia 22%
- Europe, CIS, Africa, Middle East (excluding Germany) 37%
- Americas 27%
- Germany 14%
Siemens businesses in a nutshell – Operating Companies

Gas and Power
Gas and Power (GP) is a global pacesetter in energy, helping customers to meet the evolving demands of industries and societies. The energy industry is challenged to shift towards a carbon-neutral future, manage the complexity of decentralized energy systems, and adopt new digital technologies to maintain the competitiveness of its assets.

As the leading innovator for the energy systems of today and tomorrow Gas and Power comprises broad competencies across the entire energy value chain and offers a uniquely comprehensive portfolio for utilities, independent power producers, transmission system operators and the oil and gas industry.

Smart Infrastructure
Smart Infrastructure (SI) brings together energy systems – from the intelligent control across the grid to medium-voltage distribution system, through a broad range of low-voltage and control products, to the point of consumption – with Siemens’ broad portfolio of building technologies. We support utilities, building customers and industries with a wide range of applications.

At the point of connection between the grid and buildings – at the grid edge – there are exciting nascent markets including prosumption, electric vehicle infrastructure, energy storage and microgrids. We will combine physical solutions and digitalization across the focus areas of electrification and automation.

Digital Industries
The advancing digitalization, in tandem with the increasing flexibilization of production processes, provides new opportunities and choices for industrial companies all across the globe. Digital Industries (DI) supports our customers in unlocking the full potential: as a partner providing cutting-edge technologies for the automation and digitalization of the discrete and process industries.

The Digital Enterprise portfolio is at the core of our offer. It provides companies of all sizes with the right products, along with consistent solutions and services for the integration and digitalization of the entire value chain. As an innovation leader, we think ahead to the next level of digital transformation – and integrate cutting-edge technologies such as artificial intelligence, edge computing, industrial 5G, autonomous handling systems, blockchain and additive manufacturing into our portfolio.

62,800 Employees
€17.7bn Revenue
3.8% Adjusted EBITA margin

72,400 Employees
€15.2bn Revenue
9.9% Adjusted EBITA margin

76,200 Employees
€16.1bn Revenue
17.9% Adjusted EBITA margin

All figures based on FY 2019

Siemens Equity Story
Siemens businesses in a nutshell – Strategic Companies

Siemens Mobility
The efficient, safe and environmentally friendly transportation of people and goods by rail and road – Mobility (MO) bundles all of Siemens’ transportation-related products, solutions and services.
Advanced networked and IT-based mobility solutions and comprehensive know-how are increasing infrastructure availability, optimizing route use and raising travel quality to new levels – by rail, on the road, or across multiple modes of transportation.

Siemens Gamesa Renewable Energy
Siemens Gamesa Renewable Energy (SGRE) is a leading supplier of reliable, environmentally friendly, and cost-efficient renewable energy solutions.
The wind turbines offered by Siemens Gamesa Renewable Energy are a worthwhile investment from both a financial and an environmental perspective. Our wind power solutions deliver clean, renewable energy from onshore and offshore installations all over the world.

Siemens Healthineers
The listed Siemens Healthineers (SHS) enables healthcare providers around the world to deliver high-quality patient care. As a leading global healthcare company, we’re continuously developing our portfolio, expanding our medical imaging and laboratory diagnostics offerings and augmenting them with a growing range of healthcare management, consulting and IT services – such as advanced therapeutic solutions and molecular in-vitro diagnostics.
Siemens Healthineers is proactively developing its digital healthcare services. We help customers succeed in today’s dynamic healthcare market by creating new business models that maximize opportunities and minimize risks for healthcare providers.

36,800
Employees

€8.9bn
Revenue

11.0%
Adjusted EBITA margin

24,500
Employees

€10.2bn
Revenue

4.7%
Adjusted EBITA margin

52,000
Employees

€14.5bn
Revenue

17.0%
Adjusted EBITA margin

All figures based on FY 2019
Managing Board of Siemens AG

Joe Kaeser
President and Chief Executive Officer
Corporate Countries USA, China
Governance & Markets
Communications
Legal and Compliance
Gas and Power
Siemens Gamesa
Renewable Energy

Roland Busch
Deputy Chief Executive Officer, Chief HR Officer and Labor Director, Chief Technology Officer
Siemens Mobility
Global Business Services
Corporate Development
Human Resources

Klaus Helmrich
Digital Industries
Corporate Country Germany

Cedrik Neike
Smart Infrastructure
Corporate Country India

Ralf P. Thomas
Chief Financial Officer
Siemens Healthineers
Financial Services
Real Estate Services
Controlling and Finance
Our company

Strategy: Vision 2020+

Why to own Siemens shares?
Vision 2020+
Execute on transformation

Ultimate value creation
Leading in all businesses, shaping change

#RaisingTheBar
Focus
Accountability
Adaptability

Anticipate markets and trends

Key: Foster Ownership Culture and strengthen entrepreneurial focus
Key principles to execute Vision 2020+ and achieve lasting impact

**Focus**
- Embrace entrepreneurial freedom - best in industry
- Support functions part of Operating Companies
- Transactional services bundled in Global Business Services

**Accountability**
- Dedicated responsibility and accountability
- Clearly defined impact and ambitious financial targets

**Adaptability**
- From a “one size fits all” to a purpose-driven and market-focused approach
- “Impact over policy” – lean governance
Siemens structure – entrepreneurial freedom for businesses

Vision 2020+ structure as of April 1, 2019

Mid-term target

- Accelerated comp. revenue growth: + 2 ppts. CAGR
- Margin lift at Industrial Business: + 2 ppts.
- EPS growth\(^1\): > revenue growth

1) on constant minority shareholdings
Creating a unique Energy and Power company – Focused resource allocation offers attractive opportunities

NewCo¹)
- ~€30bn Orders
- ~€70bn Order backlog
- ~€27bn Revenue
- ~4% Adj. EBITA Margin
- ~88,000 Employees

Vertical revenue split

Conventional Generation 35%
Oil & Gas 11%
Grid 21%
Renewable Energy SGRE 33%

1. Focus:
   Optimize resource allocation

2. Accountability:
   Capital Market and anchor investors with Energy and Power

3. Adaptability:
   Unique offering in both conventional and renewable energy

4. Transformation:
   Deconsolidation, >25% to <50% remaining and transfer of all SGRE shares

5. Value creation:
   
<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue growth</th>
<th>Adj. EBITA Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>-8%²)</td>
<td>~4%</td>
</tr>
<tr>
<td>2023e</td>
<td>2-3%³)</td>
<td>8-12%</td>
</tr>
</tbody>
</table>

¹) Figures FY 2018 pro forma
²) Comparable growth FY 2017-2018
³) CAGR FY 2019-2023

As shown at CMD on May 8th, 2019
Brand name for NewCo is Siemens Energy
Gas and Power portfolio strengthened

Gas and Power

From Portfolio companies (POC)
FY 2019 comparable

Revenue €1.0bn
Adj. EBITA €44m

Process Solutions
Subsea Business
Voith Hydro (35%)
Ethos Energy (49%)

From Smart Infrastructure
FY 2019 comparable

Revenue €0.6bn
Adj. EBITA €35m

Distribution Transformers

Gas and Power
(as reported)

Revenue: €17.7bn
Adj. EBITA Margin: 3.8%

Gas and Power
FY 2019 comparable

Revenue: €19.3bn
Adj. EBITA Margin: 3.8%

Revenue: €1.6bn
Siemens Energy spin off fully on track despite tight time table

- Nov 7 2019: Portfolio set-up defined
- March / April 2020: Carve-out effectiveness
- May 2020: Spin-off-Report
- June 2020: Extraordinary General Meeting
- July 2020: Leadership team in place
- September 2020: Carve-out concept per country defined
- September 2020: Roadshow
- September 2020: Capital Market Day Prospectus

Listing
Digital Industries – Cost optimization program accelerated to sustain profitability in target margin range

### Main levers

- **Integration synergies from Vision 2020+**
  - Two Divisions into one Operating Company
  - Corporate functions shifted to Digital Industries
  - BU SW Synergies from integration
  - €40m

- **DI Internal Process improvements**
  - Optimization of internal regional structure
  - Optimization of order management, logistic and controlling processes
  - Structural optimization cross Digital Industry
  - €130m

- **Internal digitalization**
  - Leveraging industrial software and automation methodologies to drive additional efficiency by utilizing digital enterprise suite
  - Increased and optimized degree of automation in factories
  - Comprehensively digitalized end to end PLM processes
  - Comprehensive and optimized use of MindSphere
  - €150m

### Impact cost optimization

- **Until FY 23**
  - 320
  - 160
  - 250
  - 320

- **Until FY 21**
  - 55

- **FY 19**
  - 15

**Base productivity 3 – 5% p. a.**

**Unrestricted © Siemens 2020**

**Siemens Equity Story**
1 Our target is to grow 25% faster than the market.

2 We commit to sustain Adj. EBITA margin of 17-23% over the cycle.

3 We deliver a CCR of 1 – growth rate over the cycle.
Smart Infrastructure – Strategic Commitment

Top-line annual revenue growth of 4-5%¹)

- Further grow product business
- Continue focus on Asia

Leverage
- Grow with focus on verticals
- Extend service scope

Expand
- Energy & performance services
- Grid edge portfolio

Accumulated headcount organic ramp-up of ~6,000 by FY 2023 (~3,000 by FY 2021)

Adj. EBITA margin 11-13% by FY 2021, 13-15% by FY 2023

-3,000 fewer headcount resulting from measures, restructuring cost €300m accumulated²) by FY 2023

Cash conversion rate 1 - growth in FY 2019

² based on market growth of ~3% CAGR18-24; ² excluding normal annual restructuring costs (€50m p.a.)

¹ Unrestricted © Siemens 2020
Siemens Mobility - Attractive long-term growth opportunities

Industry leading margins

Excellent resilient performance

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book-to-bill</td>
<td>1.01</td>
<td>1.11</td>
<td>1.25</td>
<td>1.45</td>
</tr>
<tr>
<td>Revenue in €bn</td>
<td>7.9</td>
<td>8.2</td>
<td>8.8</td>
<td>8.9</td>
</tr>
<tr>
<td>Comp. growth</td>
<td>+6%</td>
<td>+6%</td>
<td>+11%</td>
<td>+0%</td>
</tr>
</tbody>
</table>

Strategic priorities, FY 2020 framework

- Healthy order backlog of €33bn
- Favorable market environment
- Sustain leading margin position through reliable execution, operational excellence, footprint optimization
- Expand technology leadership through digitalization
- Rail Infrastructure
  Transform portfolio from proprietary hardware to cloud
- Rolling Stock
  Lead cost offerings enabling growth, i.e. turnkey markets
- Customer Services
  Life cycle approach and scaling digital services

Note: FY 2016 including Traction Drives business

Unrestricted © Siemens 2020
Siemens Healthineers – Ideally positioned to shape the future of healthcare

1. Convincing "Strategy 2025"
   - Reinforcing
   - Upgrading
   - New growth
   - Mid-term
   - Mid-term and beyond
   - Strategic posture
     - Drive profitable growth in core business
   - Strategic priorities
     - Significant next generation product and platform launches (e.g. Atellica)
     - Structural cost savings
   - Tap into adjacent growth markets
   - "Market leadership 2025"
   - Precision medicine
   - Patient journey stewardship
   - Therapy of tomorrow
   - Technology enabled services

2. Creating value for shareholders (Share Price)
   - Issue Price €28.00
   - +52% SHS MDAX

FY 2020 guidance
- Comp. Revenue growth
  - 5 - 6%
- Adj. profit margin
  - 17 - 18%

Siemens expectation:
- Siemens holdings
  - 85%
- Adj. profit margin
  - 17 - 21%

Siemens expectations:
- Successful Atellica roll-out
- Expand lead in Imaging, Advanced Therapies and Digital Data / AI
- Continue to create shareholder return

Siemens Equity Story
Portfolio Companies (POC) – Clear progress to deliver on commitments, equity investments remain negative and volatile

**POC FY19**

- Revenue €5.5bn
- Adj. EBITA margin -1.3%

- Siemens Logistics
- Large Drives Applications
- Mechanical Drives (Flender)
- Other smaller businesses
- Process Solutions
- Subsea Business
- Voith Hydro (35%)
- Ethos Energy (49%)
- Primetals (49%)
- Valeo Siemens (50%)

**POC FY 19 comparable**

- Revenue €4.6bn
- Adj. EBITA margin -2.5%

- Siemens Logistics
- Large Drives Applications
- Mechanical Drives (Flender)
- Other smaller businesses
- Process Solutions
- Subsea Business
- Voith Hydro (35%)
- Ethos Energy (49%)

**Transfered to Gas and Power**

- Revenue €1.0bn
- Adj. EBITA margin 4.5%

- Siemens Logistics
- Large Drives Applications
- Mechanical Drives (Flender)
- Other smaller businesses

**POC targets confirmed**

1) Break even FY2020
2) Target FY 2022 >5% Adj. EBITA margin

**Divestment to MHMM**

1) Mitsubishi-Hitachi Metals Machinery

1) Fully owned

2) Equity investment

Unrestricted © Siemens 2020
Further transformation on the path to ultimate value creation

Performance | Mid-term target 2021 | Long-term target
---|---|---
Comp. Revenue Growth | 1.6%<sup>1)</sup> | 4 - 5% | ✓
Adj. IB EBITA Margin | 10.6%<sup>1)</sup> | 11 - 15% | 14 - 18%
ROCE | 13.3%<sup>1)(2)</sup> | 15 - 20% | ✓
EPS | €6.41 as reported FY 2019 | ΔEPS > Growth | ✓

Unrestricted © Siemens 2020

1) Ø5 yr. (FY 2014 – 2018) 2) w/o gains FY 2015 Audiology, BSH; FY 2018 Osram, Atos

Siemens Equity Story
Significant cost measures as base for ambitious margin expansion

<table>
<thead>
<tr>
<th>Cost optimization Operating Companies</th>
<th>Digital Industries</th>
<th>Smart Infrastructure</th>
<th>Gas and Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ €320 m by FY 2023 (80% by 2021)</td>
<td>~ €300 m by FY 2023 (50% by 2021)</td>
<td>~ €1,000 m by FY 2023 (70% by 2021)</td>
<td>~ €90 m by FY 2021</td>
</tr>
<tr>
<td>- Restr. cost ~ €300 m</td>
<td>- Restr. cost ~ €300 m</td>
<td>- Restr. cost tbd</td>
<td></td>
</tr>
</tbody>
</table>

- Digital Industries
  - Restru. cost ~ €300 m

- Smart Infrastructure
  - Restru. cost ~ €300 m

- Gas and Power
  - Restru. cost tbd

Lean and effective governance

1) Includes ~ €500 m savings from current program PG2020; ~ €370 m severance charges booked in FY 2018
## Siemens Financial Framework

### Siemens (targets over the cycle)

<table>
<thead>
<tr>
<th>Growth Siemens</th>
<th>Industrial Businesses margin(^3)</th>
<th>Cash conversion (CCR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>comparable revenue growth</td>
<td>11 – 15%</td>
<td>FCF IB / Adj. EBITA IB</td>
</tr>
<tr>
<td>4 – 5%</td>
<td></td>
<td>CCR = 1 – comp. growth rate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital efficiency</th>
<th>Capital structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROCE(^1)</td>
<td>Industrial net debt/EBITDA</td>
</tr>
<tr>
<td>15 – 20%(^2)</td>
<td>up to 1.0x</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Companies</th>
<th>Strategic Companies</th>
<th>Service Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adj. EBITA margin ranges(^3)</td>
<td>Adj. EBITA margin ranges(^3)</td>
<td>RoE(^5)</td>
</tr>
<tr>
<td><strong>Digital Industries</strong></td>
<td><strong>Mobility</strong></td>
<td><strong>Financial Services</strong></td>
</tr>
<tr>
<td>17 – 23%</td>
<td>9 – 12%</td>
<td>17 – 22%</td>
</tr>
<tr>
<td><strong>Smart Infrastructure</strong></td>
<td><strong>Siemens Healthineers</strong></td>
<td></td>
</tr>
<tr>
<td>10 – 15%</td>
<td>17 – 21%</td>
<td></td>
</tr>
<tr>
<td><strong>Gas and Power</strong></td>
<td><strong>Siemens Gamesa R. E.</strong></td>
<td></td>
</tr>
<tr>
<td>8 – 12%</td>
<td>7 – 11%</td>
<td></td>
</tr>
</tbody>
</table>

1) Based on continuing and discontinued operations; 2) Long-term goal; currently ROCE burdened by significant M&A; 3) EBITA adjusted for operating financial income, net and amortization of intangible assets not acquired in business combinations; margin ranges for Siemens Healthineers and Siemens Gamesa R. E. reflect Siemens expectation; 4) Of net income attributable to Siemens shareholders excluding exceptional non-cash items; 5) Return on equity after tax.
Clear roadmap to ultimate value creation

I. Accountable – New structure, entrepreneurial freedom, growth acceleration and margin expansion

II. Adaptable – Optionality for Mobility; Healthineers well positioned to shape their markets

III. Stringent – Private Equity like operational improvement for Portfolio Companies

IV. Focused – Carve-out and partial spin of GP, transfer of all SGRE shares: Simplification of Siemens portfolio – strategic flexibility for GP

V. Innovative – Continued invest to shape future technologies

VI. Lean – Optimized governance and support functions

VII. Ambitious – Transformation leads to higher performance level
Our company

Strategy: Vision 2020+

Why to own Siemens shares?
Sustainable value generation delivering attractive shareholder returns

- Leverage innovation strength in dedicated growth fields and rigorous focus on productivity
- Drive working capital improvement and cash performance
- Disciplined capital allocation along our strategic imperatives
- Improving capital efficiency while maintaining strong rating and strategic flexibility
- Profitable growth
- Cash generation
Capital allocation
balancing investments and shareholder returns

Strategic imperatives
1) Areas of growth?
2) Potential profit pool?
3) Why Siemens?
4) Synergetic value?
5) Paradigm shifts?

Capital allocation
balancing investments and shareholder returns

- R&D: €31bn (35%)
- Acquisitions: €15bn (17%)
- Capex: €17bn (20%)
- Share buyback: €8bn (9%)
- Dividends: €17bn (20%)

€87bn

Strong and sustainable shareholder return

FY 2014 - 2019
Sustainable shareholder return
Attractive dividend policy and ongoing share buyback

3.5% average dividend yield\(^1\)

<table>
<thead>
<tr>
<th>Dividend yield(^1)</th>
<th>3.0%</th>
<th>4.0%</th>
<th>3.7%</th>
<th>3.0%</th>
<th>3.3%</th>
<th>3.9%</th>
<th>2.9%</th>
<th>3.0%</th>
<th>3.8%</th>
<th>3.4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend</td>
<td>€2.70</td>
<td>€3.00</td>
<td>€3.00</td>
<td>€3.00</td>
<td>€3.30</td>
<td>€3.50</td>
<td>€3.60</td>
<td>€3.70</td>
<td>€3.80</td>
<td>€3.90</td>
</tr>
<tr>
<td>Dividend payout ratio</td>
<td>46%</td>
<td>42%</td>
<td>51%</td>
<td>57%</td>
<td>50%</td>
<td>38%</td>
<td>52%</td>
<td>49%</td>
<td>53%</td>
<td>61%</td>
</tr>
</tbody>
</table>

---|------|------|------|------|------|------|------|------|------|------|
| Target: | 40 – 60% |

Share buyback continued\(^3\)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2.9</td>
<td>4.0</td>
<td>3.0</td>
<td>3.0</td>
<td>1.2</td>
</tr>
</tbody>
</table>

1) Dividend / XETRA closing price at day of AGM
3) Effect of OSRAM stock distribution to shareholders of €2.40 per share; not reflected in dividend payout ratio
3) as of Feb 10, 2020
R&D investment with clear focus on software, digital services and vertical applications

High level of R&D investment... to stay ahead of the curve

Digital Industries
- Expand Digital Enterprise portfolio – AI, Edge, 5G, cloudification of SW
- Enhance Process Control System PCS neo

Smart Infrastructure
- ~50% of R&D Software related
- Digital smart building offerings
- Leverage capabilities of acquisitions

Core Technologies, e. g.
- Applying data analytics & digital twin
- Cyber Security concepts
- Energy efficient power electronics

Unrestricted © Siemens 2020
The five elements of our Ownership Culture

Equity
Support long-term, output and profit orientation

People orientation
• Empowerment and trust
• Honesty, openness and collaboration

Ownership Culture

Values – Our foundation
• Responsible
• Excellent
• Innovative

Behaviors
• Respect
• Focus
• Initiative and execution

Leadership
• Be bold, decisive and courageous
• Exemplify "Siemens matters"
• Motivate and engage

>300,000 employees own Siemens shares
## Investor Relations contacts

<table>
<thead>
<tr>
<th>Internet</th>
<th><a href="http://www.siemens.com/investorrelations">www.siemens.com/investorrelations</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Mail</td>
<td><a href="mailto:investorrelations@siemens.com">investorrelations@siemens.com</a></td>
</tr>
<tr>
<td>Telefon</td>
<td>+49 89 636-32474</td>
</tr>
<tr>
<td>Fax</td>
<td>+49 89 636-1332474</td>
</tr>
</tbody>
</table>