

# **Emerging Market strength as a competitive edge**

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Member of the Managing Board for Asia / Australia

CEO Infrastructure & Cities

Capital Market Days "Emerging Markets"

Shanghai, June 28, 2011



## Safe Harbour Statement

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New orders and order backlog; adjusted or organic growth rates of Revenue and new orders; book-to-bill ratio; Total Sectors Profit; return on equity (after tax), or ROE (after tax); return on capital employed (adjusted), or ROCE (adjusted); Free cash flow; cash conversion rate, or CCR; adjusted EBITDA; adjusted EBIT; adjusted EBITDA margins, earnings effect from purchase price allocation, or PPA effects; net debt and adjusted industrial net debt are or may be non-GAAP financial measures. These supplemental financial measures should not be viewed in isolation as alternatives to measures of Siemens’ financial condition, results of operations or cash flows as presented in accordance with IFRS in its Consolidated Financial Statements. Other companies that report or describe similarly titled financial measures may calculate them differently. Definitions of these supplemental financial measures, a discussion of the most directly comparable IFRS financial measures, information regarding the usefulness of Siemens’ supplemental financial measures, the limitations associated with these measures and reconciliations to the most comparable IFRS financial measures are available on Siemens’ Investor Relations website at [www.siemens.com/nonGAAP](http://www.siemens.com/nonGAAP). For additional information, see “Supplemental financial measures” and the related discussion in Siemens’ annual report on Form 20-F for fiscal 2010, which can be found on our Investor Relations website or via the EDGAR system on the website of the United States Securities and Exchange Commission.




## **Content**

- **Winning in Emerging Markets**
- **Emerging Market potential is increasing**
- **Geared for outperformance in Emerging Markets**
- **Sector snapshots in Emerging Markets**
- **Winning in the Emerging Markets – The second wave**

## Consistent and continuous investment in Emerging Markets for more than 100 years

**SIEMENS**

### Siemens footprint in Emerging Markets

- Siemens investment in Emerging Markets started in the 19<sup>th</sup> century  >100 years of presence
- Siemens viewed as a local company in Emerging Markets  25% of workforce
- Pace of investment accelerated in past 20 years: people & plants
- Emerging Market revenue a significant part of today's global volume  30% of revenue

**We feel at home in the Emerging Markets**

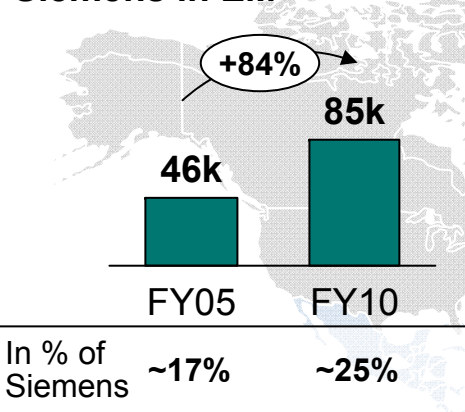
# We have doubled our workforce in BRIC / Middle East in 5 years

**SIEMENS**

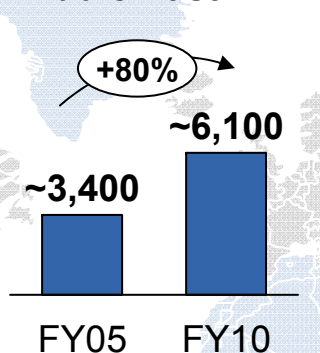
## Personnel

(# of employees)

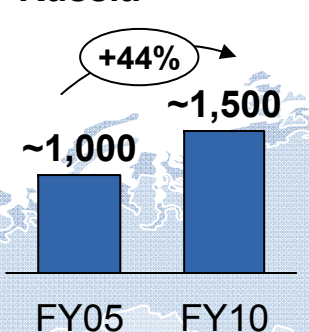
### Siemens in EM <sup>1)</sup>



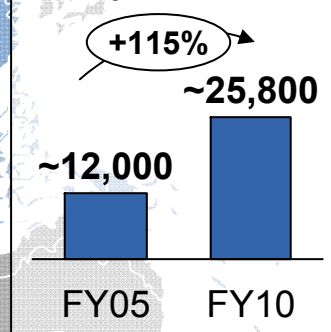
### Middle East



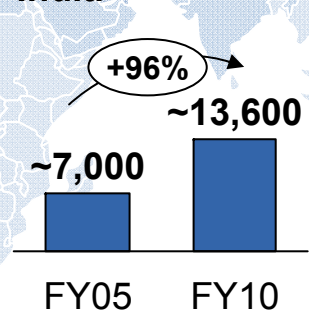
### Russia



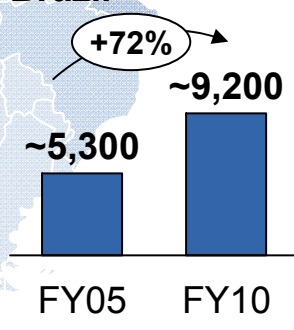
### China



### India



### Brazil



Growth abs.  $\rightarrow +x\%$

Color code of map:

- Developed Markets
- Emerging Markets
- BRIC / Middle East

1) EM: Emerging Markets

Note: All numbers in the CMD EM presentations relate to Siemens continuing operations (excl. Osram and SIS)



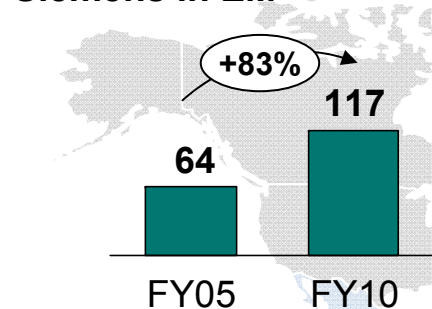
# Huge Capex invests in Emerging Markets with number of manufacturing facilities steadily growing

**SIEMENS**

## Manufacturing

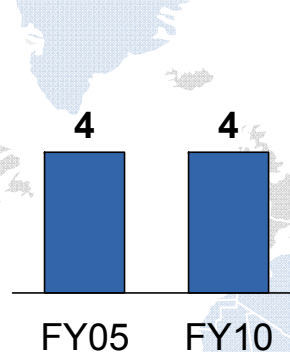
(# of major facilities)

### Siemens in EM <sup>1)</sup>

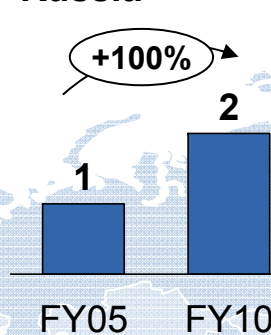


In % of Siemens  
~27%      ~40%

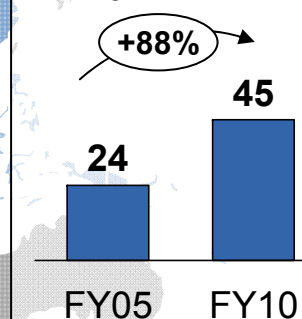
### Middle East



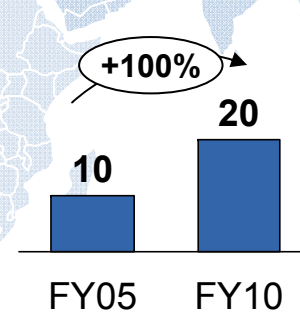
### Russia



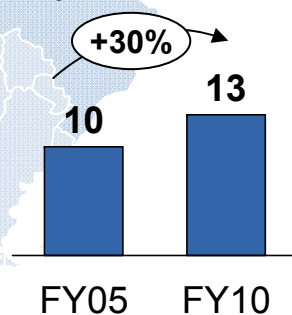
### China



### India



### Brazil



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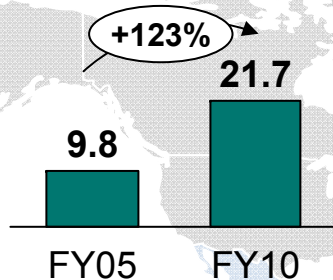
# Sales in Emerging Markets more than doubled in 5 years – Now at ~30% of Siemens total

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## Sales

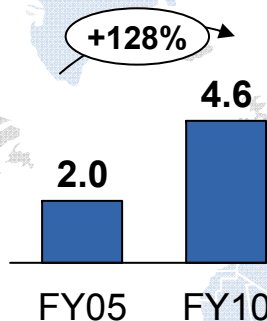
(in € bn)

### Siemens in EM <sup>1)</sup>

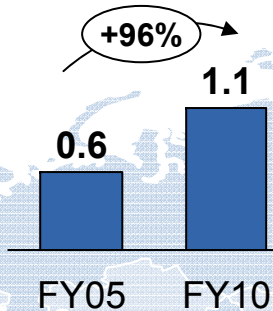


In % of Siemens  
~20%      ~30%

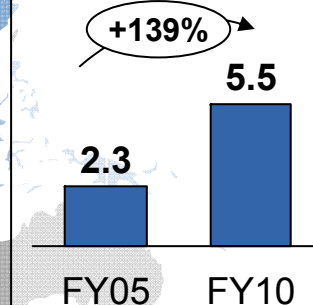
### Middle East



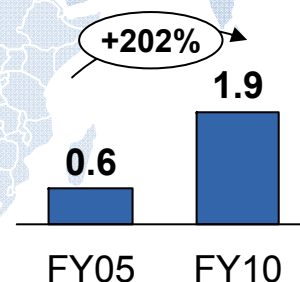
### Russia



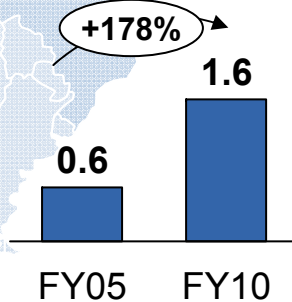
### China



### India



### Brazil



Growth abs.  $\rightarrow +x\%$

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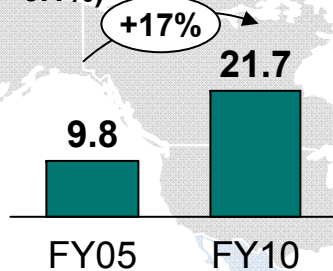
# Since 2005 double-digit annual growth in BRIC / ME – **SIEMENS** Significantly outperforming GDP in this period

## Sales

(in € bn)

### Siemens in EM <sup>1)</sup>

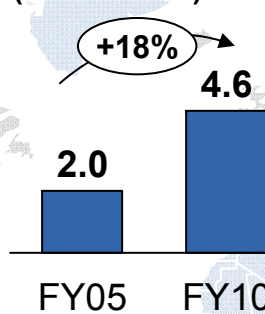
(GDP +6.1%)



In % of Siemens  
~20%      ~30%

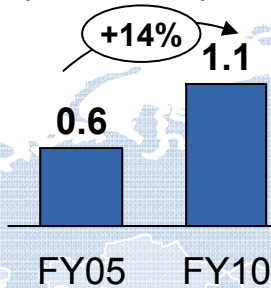
### Middle East

(GDP +4.9%)



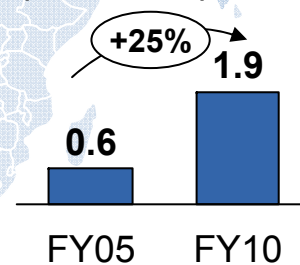
### Russia

(GDP +3.4%)



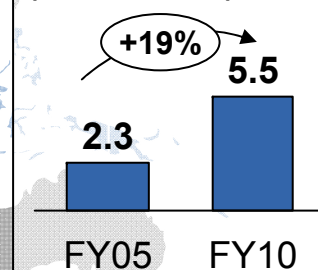
### India

(GDP +7.9%)



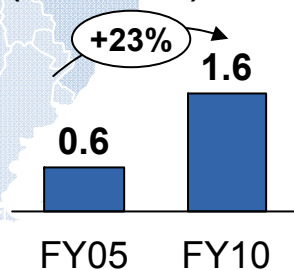
### China

(GDP +11.2%)

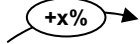


### Brazil

(GDP +4.4%)



CAGR



Color code of map:

Developed Markets

Emerging Markets

BRIC / Middle East

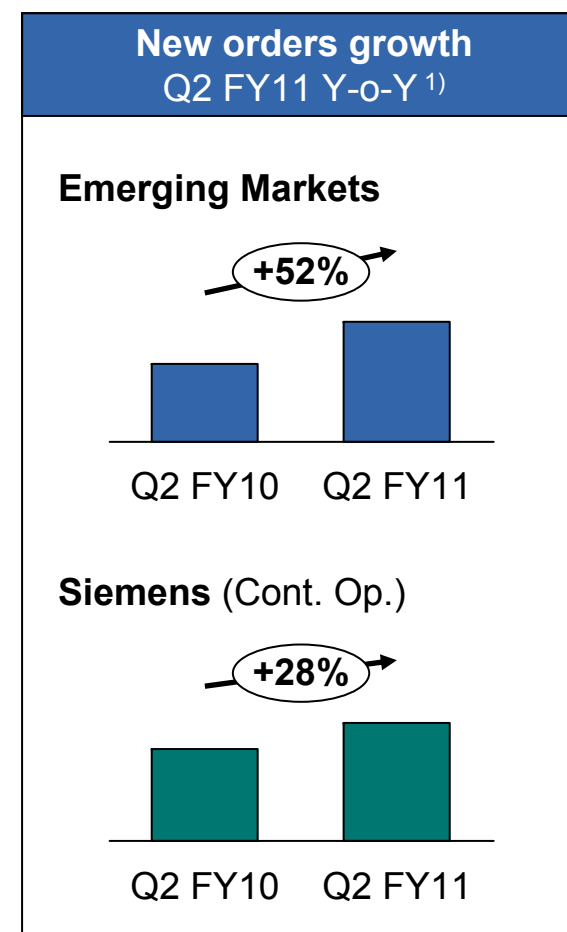
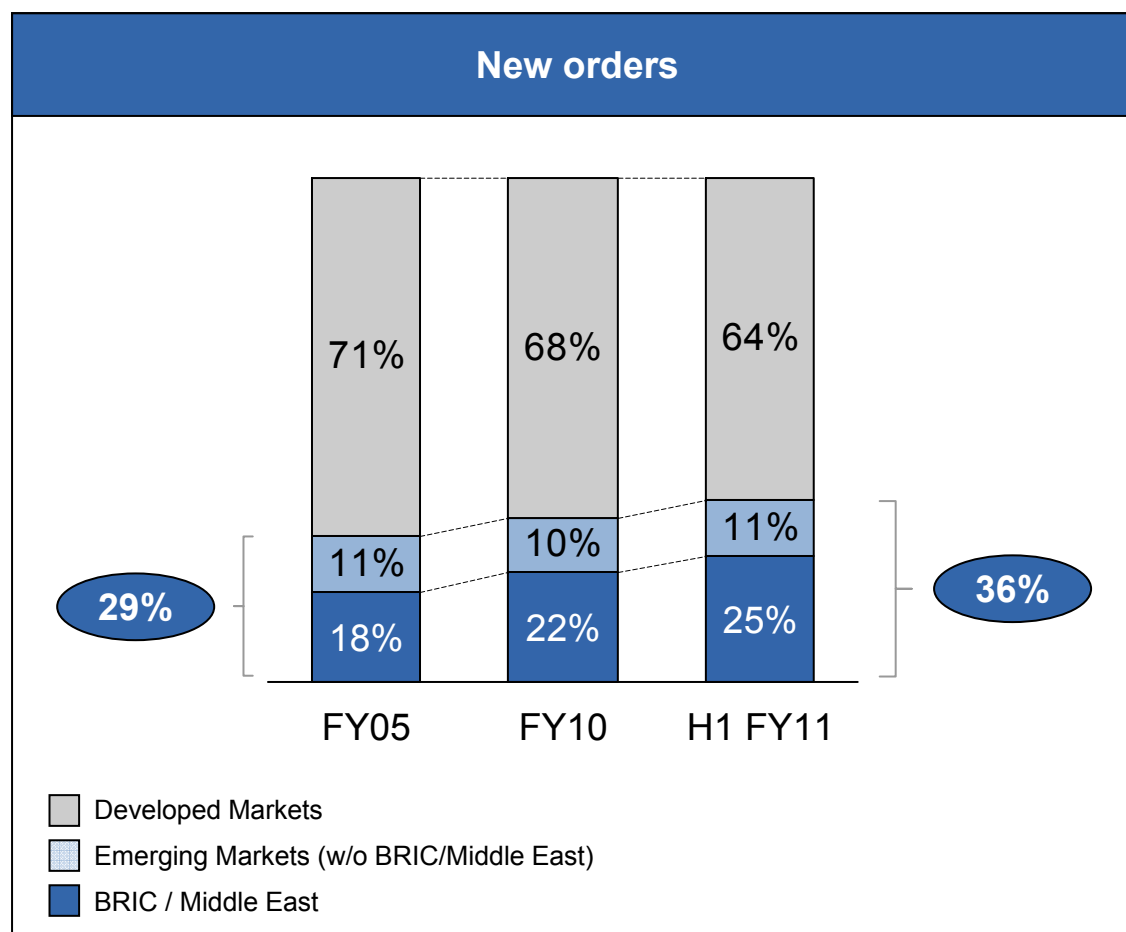
1) EM: Emerging Markets



# Strong Q2 order intake underlines Siemens' strengths in Emerging Markets



New Orders in Emerging Markets, Developed Markets and World



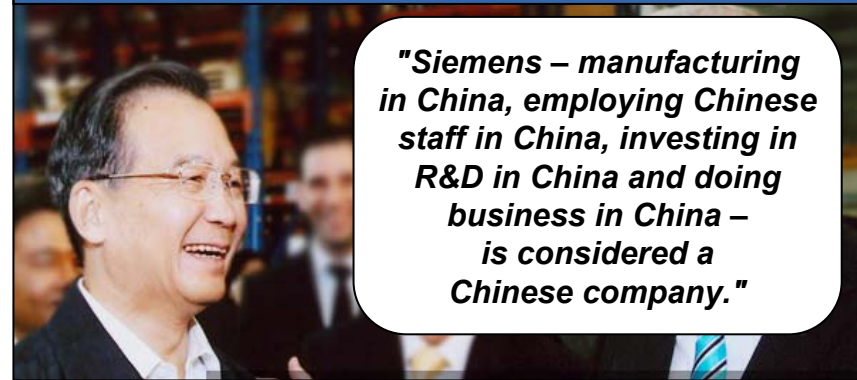
## We are building on trustful and long term relationships in Emerging Markets

**SIEMENS**

Mr. Loescher and Indian Prime Minister Singh



Chinese Premier Wen Jiabao visited Siemens in Tianjin on May 14, 2010



*"Siemens – manufacturing in China, employing Chinese staff in China, investing in R&D in China and doing business in China – is considered a Chinese company."*

Mr. Loescher and Russian Prime Minister Putin



Mr. Primo – Cluster CEO, Mr. José Serra – State Governor of São Paulo & Mr. Loescher



## **Content**

- **Winning in Emerging Markets**

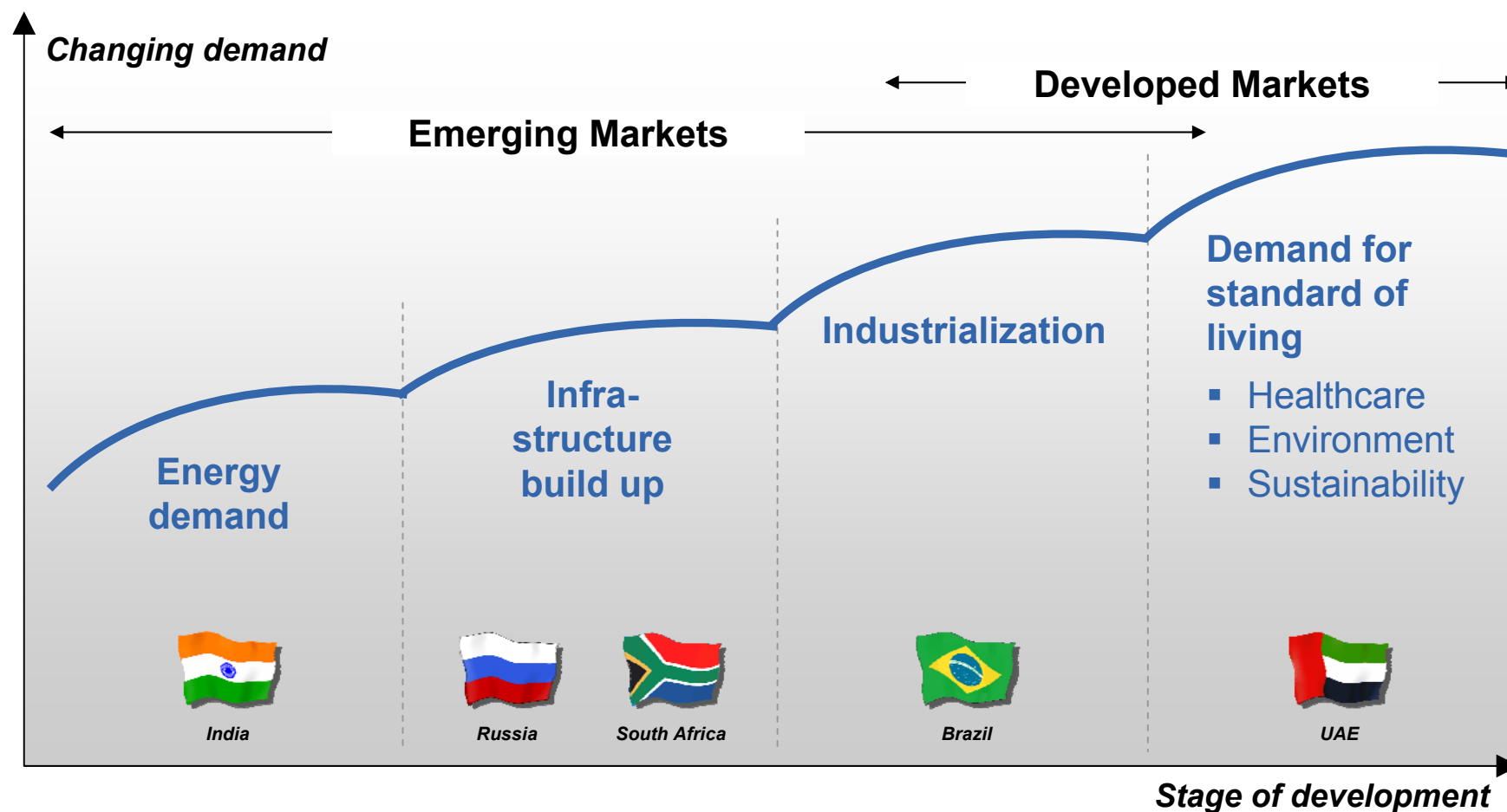
- **Emerging Market potential is increasing**

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# Investment focus of countries changes with stage of development

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Emerging Market development path



Note: Country selection exemplary



## China is touching all stages of development now



### Demand for resources to fuel growth

- Need for sufficient energy for economic development
- Fight for natural resources



Huge energy demand



### Urbanization

- ~150 cities >1 m habitants
- By 2035: ~70% of population will live in urban areas



Infrastructure build up



### Industrial productivity

- From labor-based manufacturing to automation



Industrialization



### Fast growing population & purchasing power

- 1/5 of global population
- Chinese middle class will reach 700m in 2020



Demand for higher standard of living



### Sustainable growth as target

- Energy efficient technologies to limit side effects of fast industrialization
- Shift to renewable energy



Source: McKinsey



# Spending of China's Five Year Plan are perfectly targeted at Siemens strengths

**SIEMENS**



China

Investment:  
>600 bn USD<sup>1)</sup>

## China's 12th Five-Year Plan (2011-2015) Siemens relevant strategic industries

### **New energy**

- Wind, solar, smart grid network for new energy

### **Energy conservation & environmental protection**

- Energy efficient & environmental technology & equipment

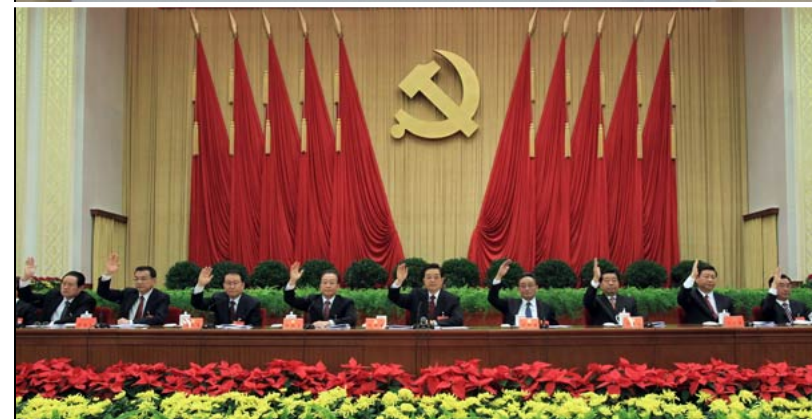
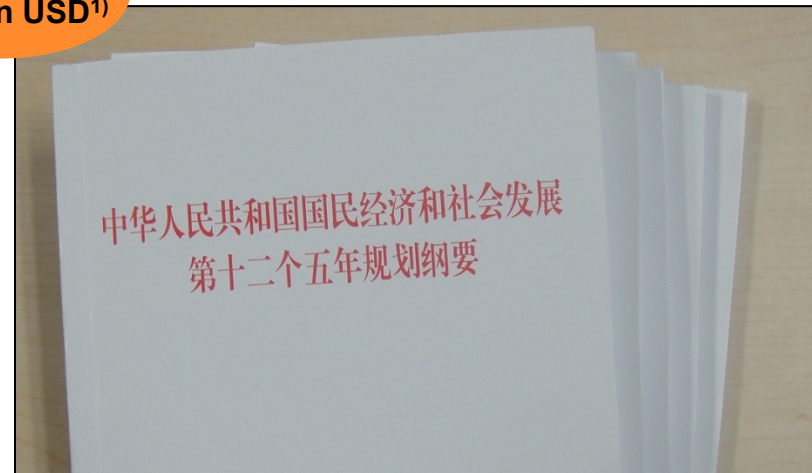
### **High-end manufacturing**

- Rolling stock (locomotives, commuter & metro, passenger coaches)
- Smart grid, Ultra high voltage power transmission

### **New energy vehicle**

- Electric vehicles
- Technology of batteries, drive motors, electronic control

### **Improve basic healthcare system**



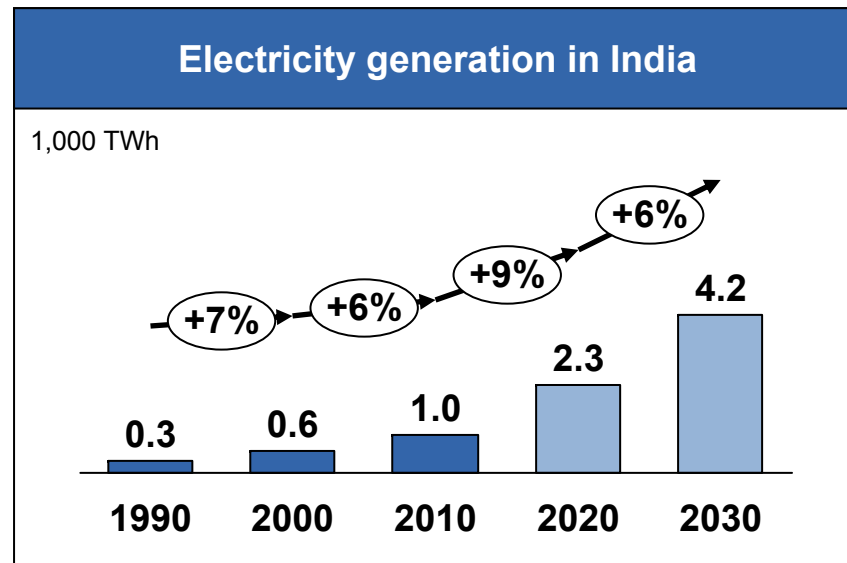
1) Deutsche Bank

Source: China 12th Five-Year Plan 2011-2015; Government of People's Republic of China

# India – Energy needs at the center of infrastructure modernization



India



- 35% of population without energy
- Per capita power consumption at 25% of world Ø
- Energy deficit of 9% and peak deficit of 13%

- Government Program **"Power for all"** to add 200 GW capacity until 2020
- **Per capita consumption** to be brought up from 700 to 1,000 KWh
- Huge potential for **power generation and T&D<sup>1)</sup>**
- **Coal** remains backbone, moving to higher efficiency
- 15% share of **renewable energy** targeted
- Power market opened up for private players; 50% share in 2012

1) T&D: Transmission & Distribution

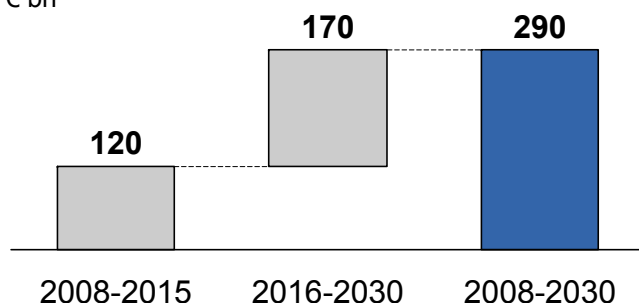
# Russia – Transport infrastructure development is a major driver of country's modernization



Russia

## Cumulative Investment plan of Russian Railways till 2030 <sup>1)</sup>

In € bn



- Railroad – dominant mode of transport (passengers & freight)
- **High investment needs**
  - Rolling stock equipment is over aged (current degree of depreciation up to ~60%)
  - 50% of railway network electrified
- **Major events** up-coming e.g. Olympic Games (2014), Soccer Worldcup (2018)

## Active engagement of Siemens in Russia



Presentation of Siemens Locomotive to Mr. Putin (JV Ural Locomotives), Nov. 2010

- Railway investment plan until 2030
  - **Investments of € 290bn** incl. rolling stock, high speed lines, rail automation & electrification
  - Planned increase: cargo turnover +58%, passenger turnover +33%
  - Electric **energy saving target** 2030: -15%
- Investments until 2015:
  - **Intelligent transport system:** ~€ 0.5 bn
  - Modernization of **airports:** >€ 7.5 bn

Source: Strategy of the development of the railway transport in Russia 2008-2030, Government of the Russian Federation

## Brazil – Focus on commercial industrialization and natural resources



Brazil



### Manufacturing industries

- Some industries **run at full capacity** (e.g. Automotive, Pulp & Paper, Metals & Mining)
- Strong investment in the next years necessary

### Pre-salt oil fields

- Increased demand for high and mid-range machinery and general drives
- Strong planned **investments** in the **marine** segment driven by pre-salt activities

### Major events

- Growth of **building** and **infrastructure** market
- Soccer Worldcup (2014), Olympic Games (2016)

## Middle East – Building local industries and improving standard of living

SIEMENS

Abu Dhabi



- Deep "**non-oil**" **trade deficit** and need for **economic diversification**
- Growing concerns on **environmental** issues
- Movement from a commodities based economy to a knowledge and **innovation** based economy
- Commitment of financial and human resources for **diversification** of the Emirates over the next two decades
- Investment in **capital intensive** and export oriented sectors



### Abu Dhabi Economic Vision 2030

- **Oil and Gas:** Transfer from exploration to production and refining
- **Healthcare:** Investments in high end technology

### Masdar City

- World show case for pioneering **sustainable city** development



## Siemens / Masdar strategic partnership

### Strategic partnership



1

**Establish Siemens' Middle East (ME) headquarters in Masdar City**

- Opening 2013 (~1,000 employees extending to 2,000 long-term)
- Contains **Siemens ME HQ**, Leadership Development Center and Center of Excellence for **Building Technologies**

2

**Implementation of innovative power grid**

- Demonstrate **energy efficient power solution** and live **R&D** platform
- Connects **renewable power** to grid (bi-directional flow including rooftop solar)

3

**Siemens building technologies for smart buildings**

- Integrated **building automation** and jointly develop **smart grid** applications to optimize Masdar City energy consumption

4

**Collaboration in carbon capture and storage (CCS)**

- Jointly optimize environmentally friendly **post-combustion CCS**
- FEED <sup>1)</sup> study for Emirates Aluminum (EMAL) project

5

**R&D with Masdar Institute**

- Largest **Siemens investment** with science / technology organization



1) FEED: Front End Engineering Design

## Our environmental portfolio supports sustainable development

**SIEMENS**

**Fossil power generation**



**Renewable energy generation**



**Power transmission**



**Power distribution**



**Environmental technologies**



**Healthcare**



**Mobility**



**Solutions for industry**



**Water & Waste water**

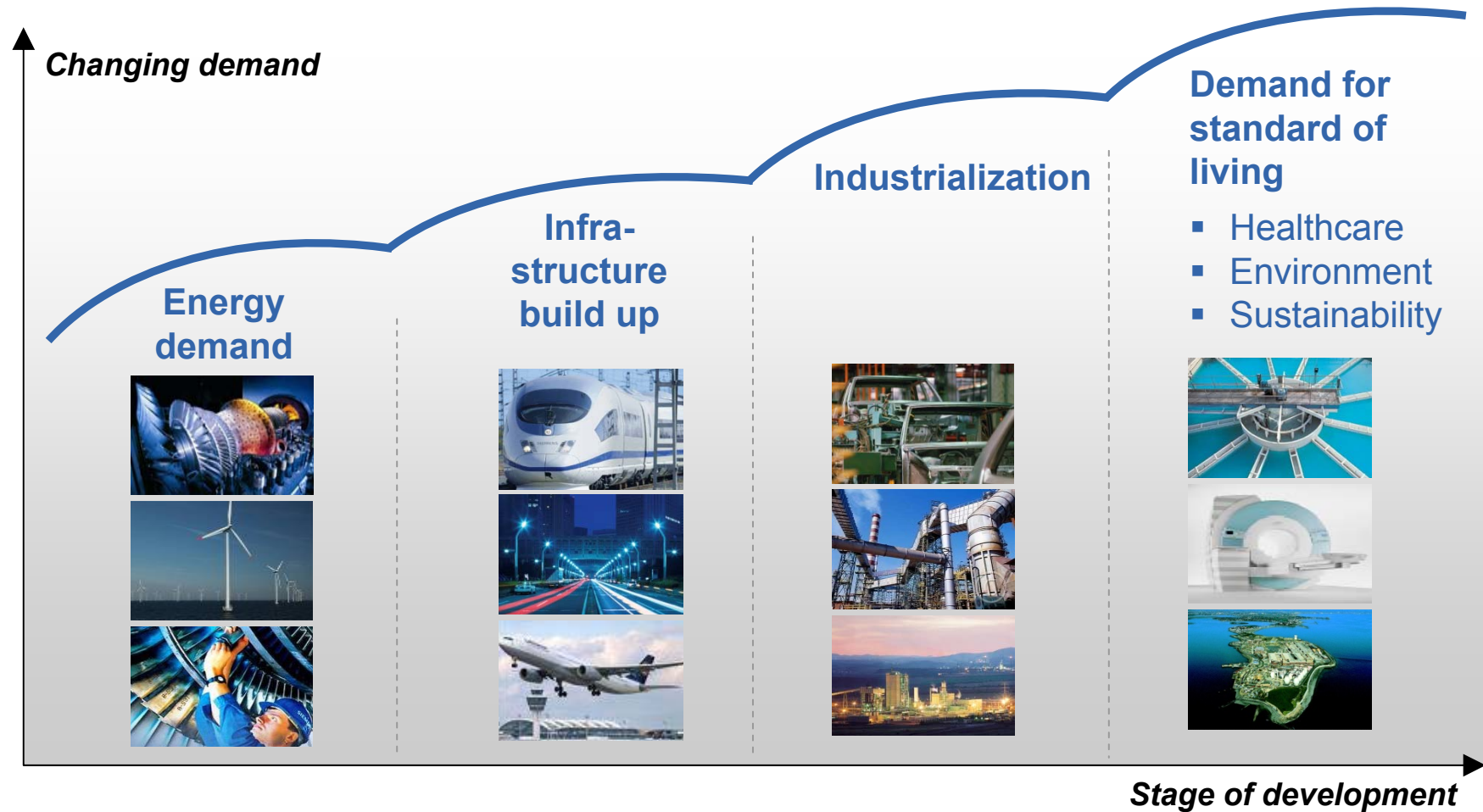


**Building technology**



# Siemens' offerings match the priorities at each stage of Emerging Market development

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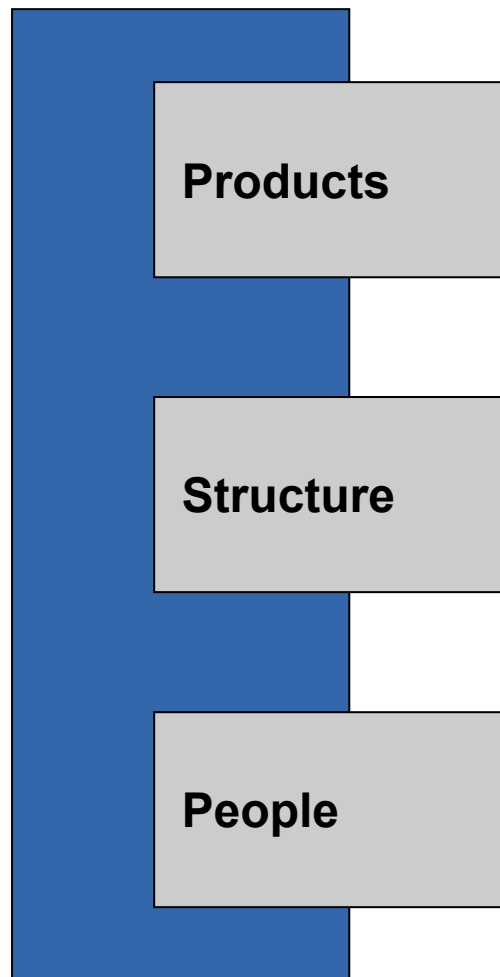


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## Markets have different needs – We have what it takes to be successful in Emerging Markets

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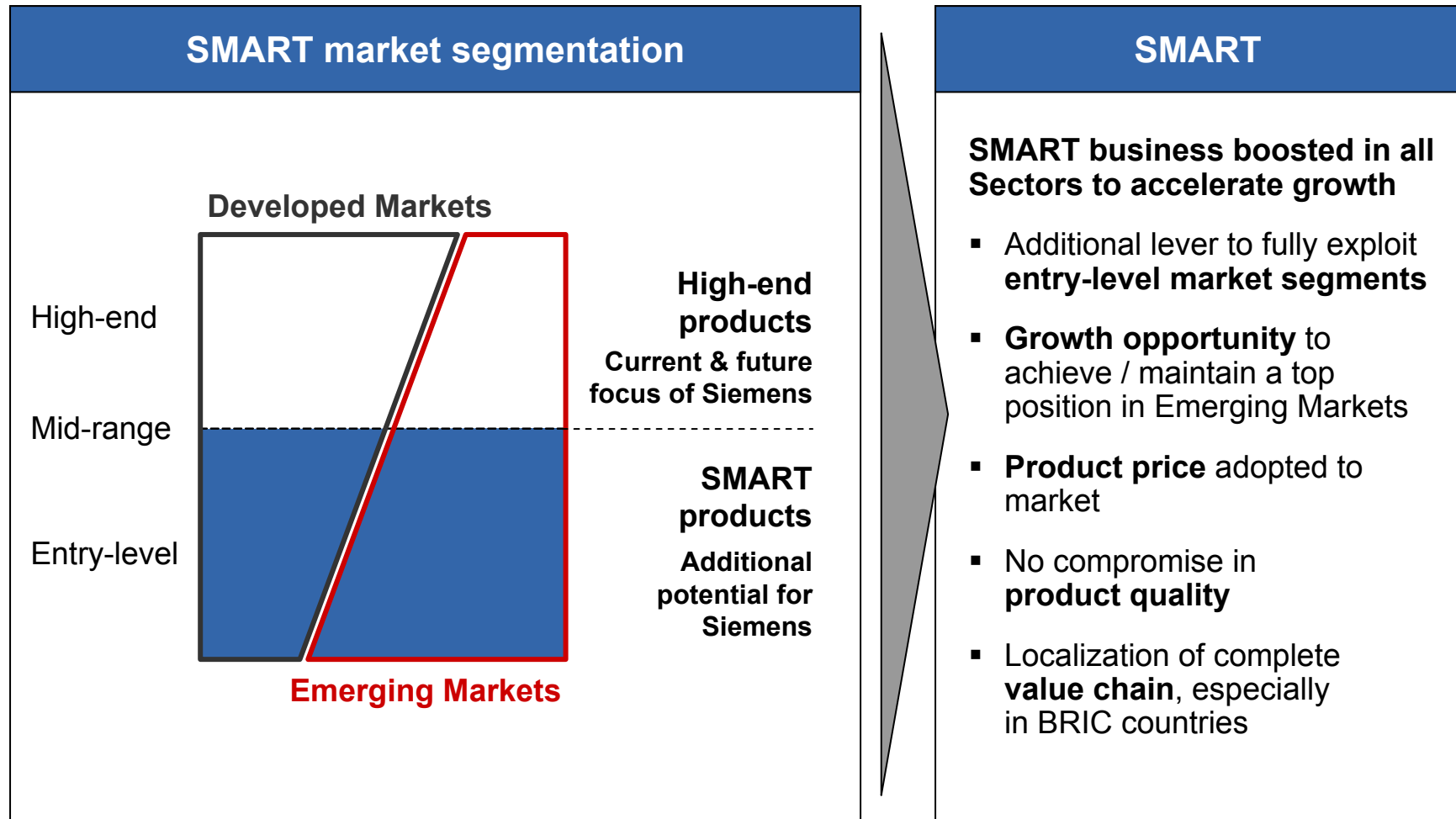
- Siemens products have proven to be **the right products** for Emerging Markets
- **SMART products** <sup>1)</sup> are an additional lever to fully exploit all market segments in Emerging Markets
- Siemens' **localized value chain** including world-class **production sites**, market leading **Joint Ventures** and effective **Account Management** in Emerging Markets have proved to be the right structure
- **Recruiting** and **retaining** the right people is one of our strengths in Emerging Markets

1) SMART = Simple + Maintenance-friendly + Affordable + Reliable + Timely-to-market



**SMART is a concept for entry-level products serving both local and global markets**

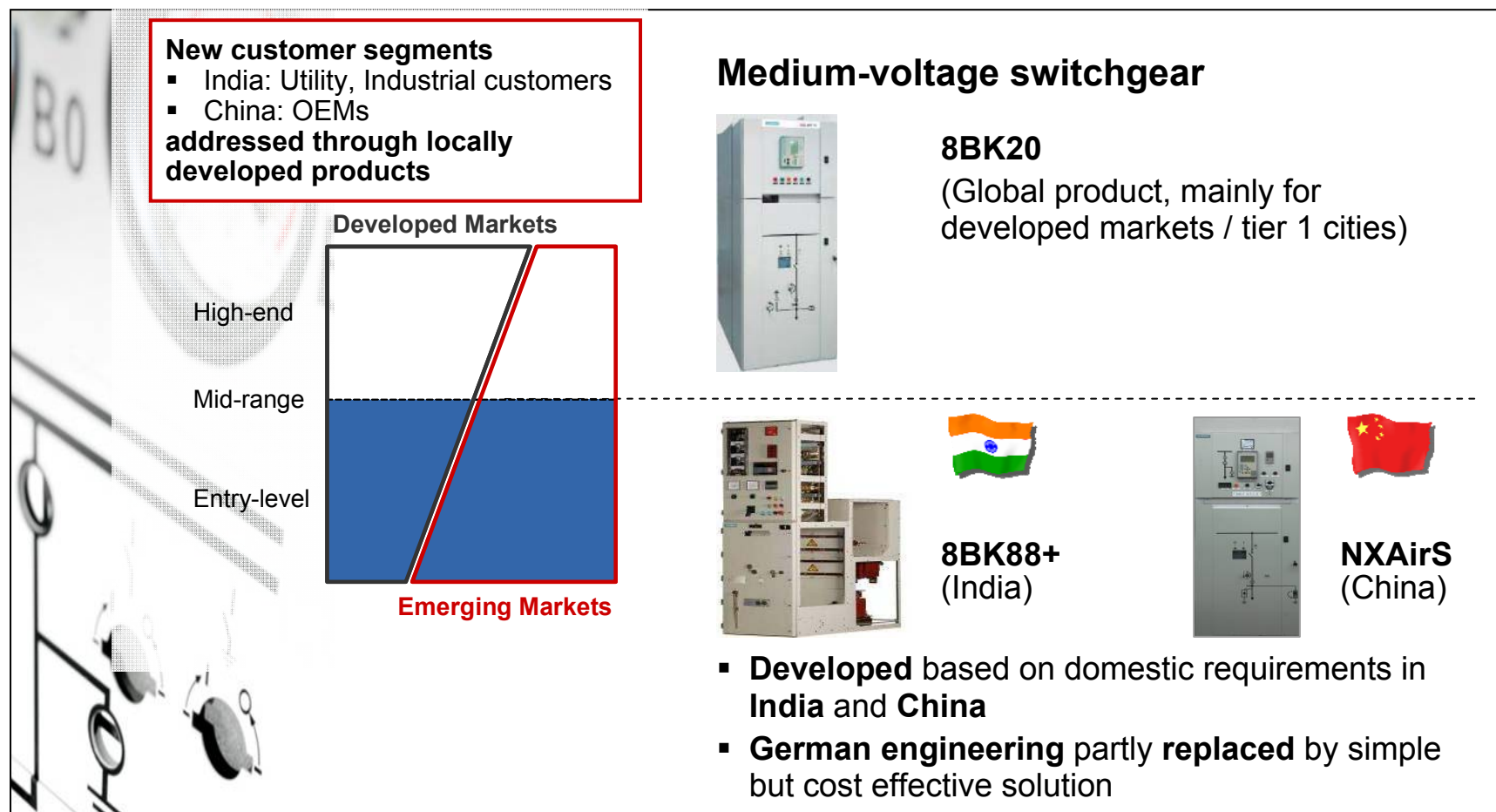
**SIEMENS**



# Medium-voltage switchgear is a great example for a Siemens SMART product

SIEMENS

SMART example Sector Energy: Medium-voltage switchgear



**Simple + Maintenance-friendly + Affordable + Reliable + Timely-to-market = strong growth and solid returns** **SIEMENS**

SMART market perspective and Siemens volume and margin <sup>1)</sup>

## SMART

### Market view



- The global entry-level market currently grows at a rate of 7%
- In China and India the entry-level market grows at 10%

### Siemens volume



- We generate a volume of ~ € 10bn globally in entry-level markets
- Our volume in the entry-level grew 19% last year

### Siemens margin



- If done right, SMART products are at margin or better
- Localization of the complete value chain is key

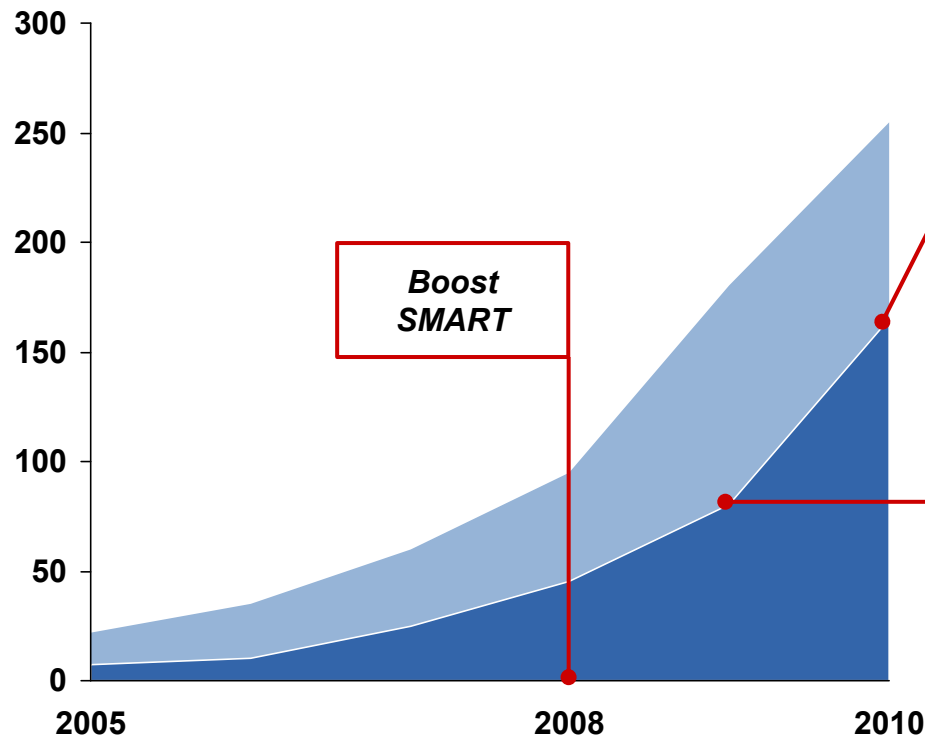
1) Excluding Energy Fossil, Energy Service, Osram and SIS market, volume and profit; figures based on internal estimates

# SMART is rolling out at a more rapid pace with currently >160 products in market

SIEMENS

Development of SMART products 2005-2010

# of SMART Projects



## Steam turbine

- Localization reached at target costs
- Launched 2010 with positive margin from the start

EXAMPLE



## Fire alarm system

- Fire detection system from China rolled out in EM
- More than 500 k detectors sold since market launch in FY09







EXAMPLE

SMART development pipeline (new products & next generation)
 SMART products in market

## Exporting SMART products to profit from global entry-level market

**SIEMENS**

**EXAMPLE**

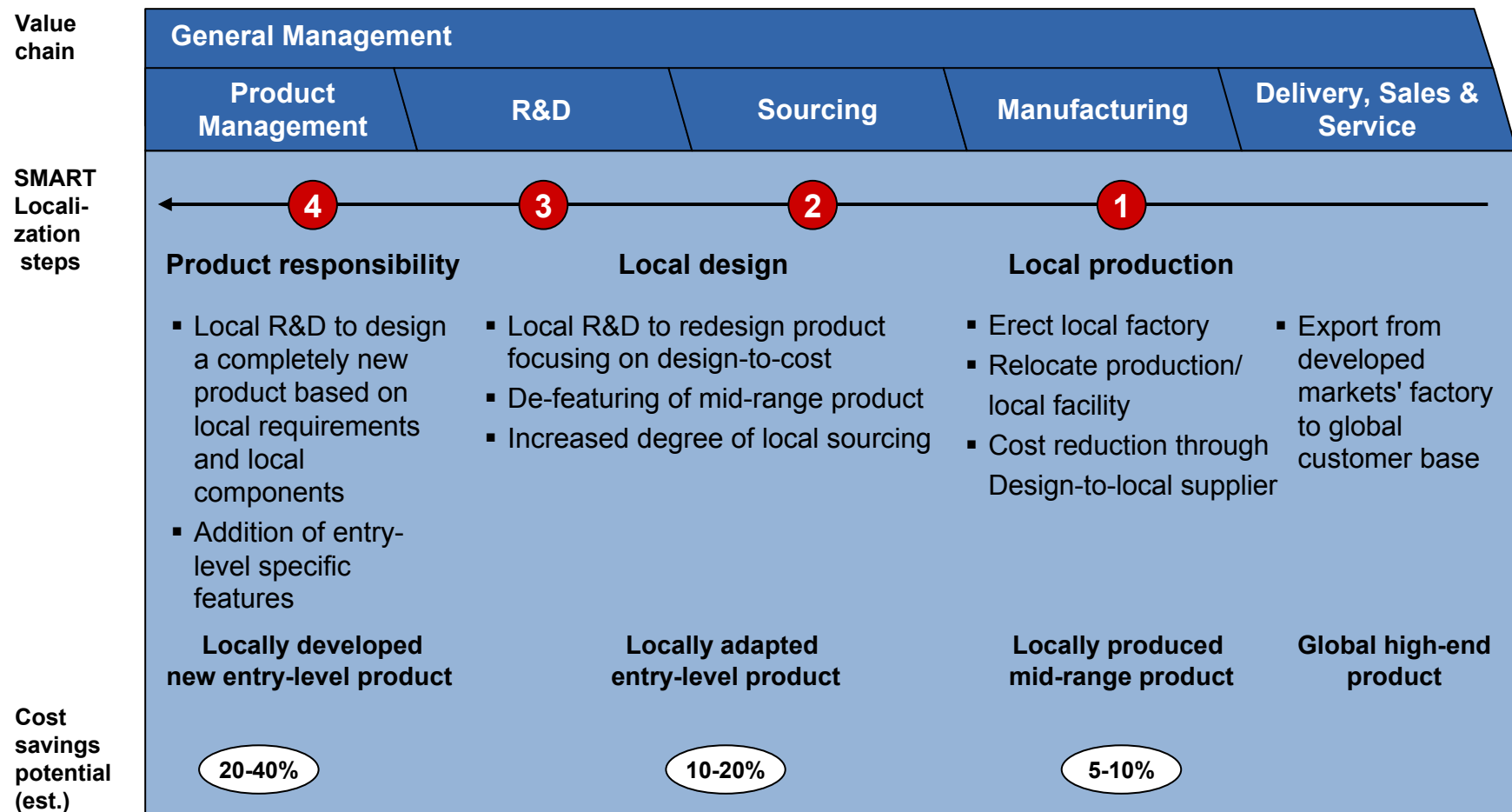
|                 |   | Product                           | Country of origin   | Success story   |
|-----------------|---|-----------------------------------|---|---|
| Local to local  |    | MRI Magnetom ESSENZA              |    | <ul style="list-style-type: none"> <li>State-of-the-art 1.5T MRI system</li> <li>Manufactured in China</li> <li>&gt;550 systems sold</li> </ul> |
|                 |   |                                   |   |   |
| Local to global |   | MSC Mechanical Switched Capacitor |   | Exporting to Europe, Asia / Pacific, Latin America (since 2009)   |
|                 |  | Large electrical motors           |  | Export to Asia / Pacific, Africa, Middle- / South America (since 2006)  |
|                 |   |                                   |   |   |



# Localization reduces costs and enhances competitiveness – Product design is key for SMART



Localization steps and their respective cost saving potentials



## Investing in world-class Emerging Market production sites – Example Turkey

SIEMENS

EXAMPLE

Manufacturing



### Gebze Campus – Turkey



- Production area: **16,000 m<sup>2</sup>**  
→ **extension to 110,000 m<sup>2</sup>** by 2014
- Total investment: **€ ~100 m**
- First manufacturing facility in Turkey with **LEED Gold Certificate**<sup>1)</sup>
- Facilities and competence for Energy & Industry
- New and modern production facility designed for capacity increase, fast and high quality products



#### Main Machinery Equipment

- Production Lines (MV & LV panels, VCB<sup>2)</sup>)
- Punching & Bending
- Laboratory / Test infrastructure

#### Green and sustainable production facility:

- Water Efficiency: 50% Water saving
- Energy Efficiency: 25% Energy Saving

**World-class technological infrastructure for a global production center**





1) LEED: Leadership in Energy and Environmental Design

2) MV: Medium-voltage; LV: Low-voltage; VCB: Vacuum Circuit Breaker

## Localization continues to move up the value chain

**EXAMPLE**

Manufacturing

| Russia  |  |
|--|--|
|           | <p><b>Sector Industry: Mobility</b></p> <ul style="list-style-type: none"> <li>▪ Production of double-section electric freight locomotives since 2010</li> <li>▪ Capacity: 60 locomotives p.a.</li> <li>▪ First Orders received: 221 locomotives for Russian Railway RZD (&gt; € 1bn)</li> <li>▪ JV with SINARA, Yekatarinburg</li> </ul> <p>➔ <b>Doubling of manufacturing capacity planned</b></p> |

| China  |  |
|---|--|
|        | <p><b>Sector Energy: Renewable</b></p> <ul style="list-style-type: none"> <li>▪ First factory opened in 2010 in Lingang, Shanghai</li> <li>▪ Investment: € 35 m</li> <li>▪ Blades for 2.3 MW turbines</li> <li>▪ Initial capacity: 500 MW p.a.</li> <li>▪ Employees: 120 in 2010</li> <li>▪ For local &amp; global market</li> </ul> <p>➔ <b>Manufacturing to be extended to complete turbines</b></p> |

## Emerging Market supplier "EcoSystem" continues to grow

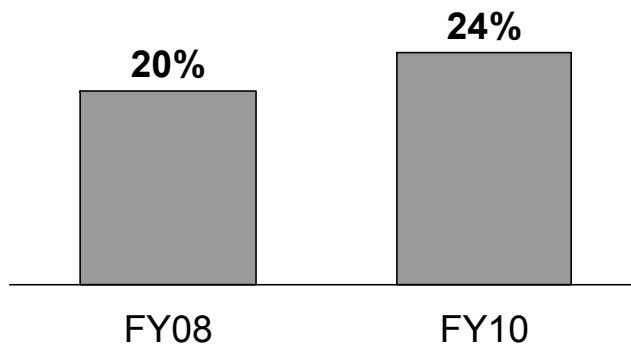
**SIEMENS**

**EXAMPLE**

Sourcing

### Share of sourcing from Emerging Markets

% of global purchasing volume



- Company-wide program in all sectors and country organizations
- Sourcing goes hand-in-hand with further boost of SMART portfolio

### Example Cross-sector pooling of iron casting



- >100 single purchasing projects pooled
- Share of sourcing in Emerging Markets to increase from 42% to 55%



## Committed to world class R&D in Emerging Markets

**EXAMPLE**

Research & development



### Example: Brazil



**Industrial steam turbines for sugar and ethanol industry in Latin America**

### Optimized use of resources

#### Development of a new market

- Customers in sugar and ethanol process industry are diversifying into energy production by using the remaining biomass

#### Siemens offering

- Local adaptation and "tropicalization" of global steam turbine SST-300 design (high temperature and high pressure technology)
- Local engineering and sourcing
- Set up of a state of the art manufacturing facility in Jundiai

#### Sales success

- 20 units sold to sugar process industry (> 600 MW)



## Research and development at the heart of localization

SIEMENS

EXAMPLE

### R&D center for numerical control in Nanjing, China



#### Joint venture

80% Siemens

20% Corinco (CNGC)

Established in 1996 in Nanjing, China

#### Scope

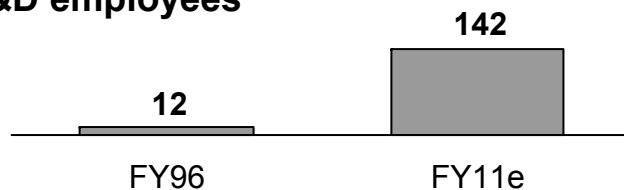
Development and manufacturing of products, system and application for Factory Automation

Full value chain located in China

>25% of business is export to world markets

# of patents <sup>1)</sup>: 85

#### R&D employees



SINAMICS V10 won the "Product Innovation Award" in CAMRS (China Automation Marketing Seminar) annual award 2008

#### Local products for entry-level market

##### Motor



##### Drive (SINAMICS)



##### MC Controller (SINUMERIK)



##### HMI



##### PLC (S7)



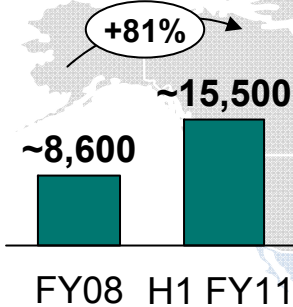
1) Number of invention disclosure

## R&D on a fast track in BRIC / ME

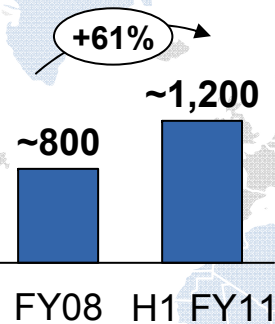
### R&D<sup>1)</sup>

(# of R&D employees)

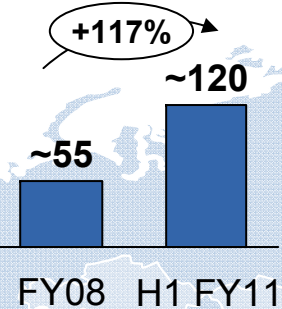
#### Siemens in EM<sup>2)</sup>



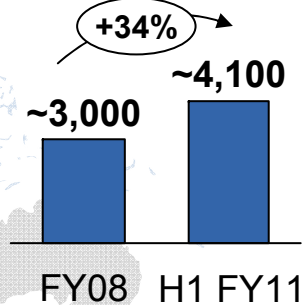
#### Middle East



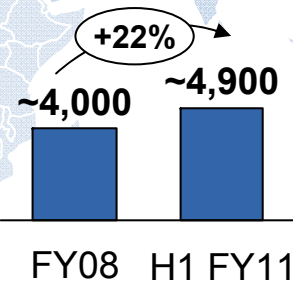
#### Russia



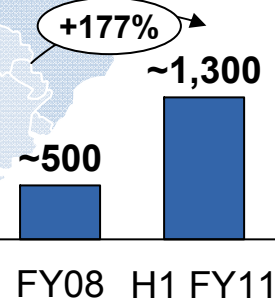
#### China



#### India



#### Brazil



Growth abs.  $\rightarrow +x\%$

Color code of map:

- Developed Markets
- Emerging Markets
- BRIC / Middle East

1) Includes Engineering; 2) Emerging Markets

## Siemens selects the right partner to outperform in its key markets

**SIEMENS**

**EXAMPLE**

### Joint Ventures and partnerships

#### China



- 8 JVs with Shanghai Electric since foundation in 1996
- Equipment for power plants with a total capacity of >100 GW delivered
- JV is market leader in the 1,000-megawatt (MW) class of advanced steam power plant technology in China
- Siemens holds the majority in the export JVs

#### Russia

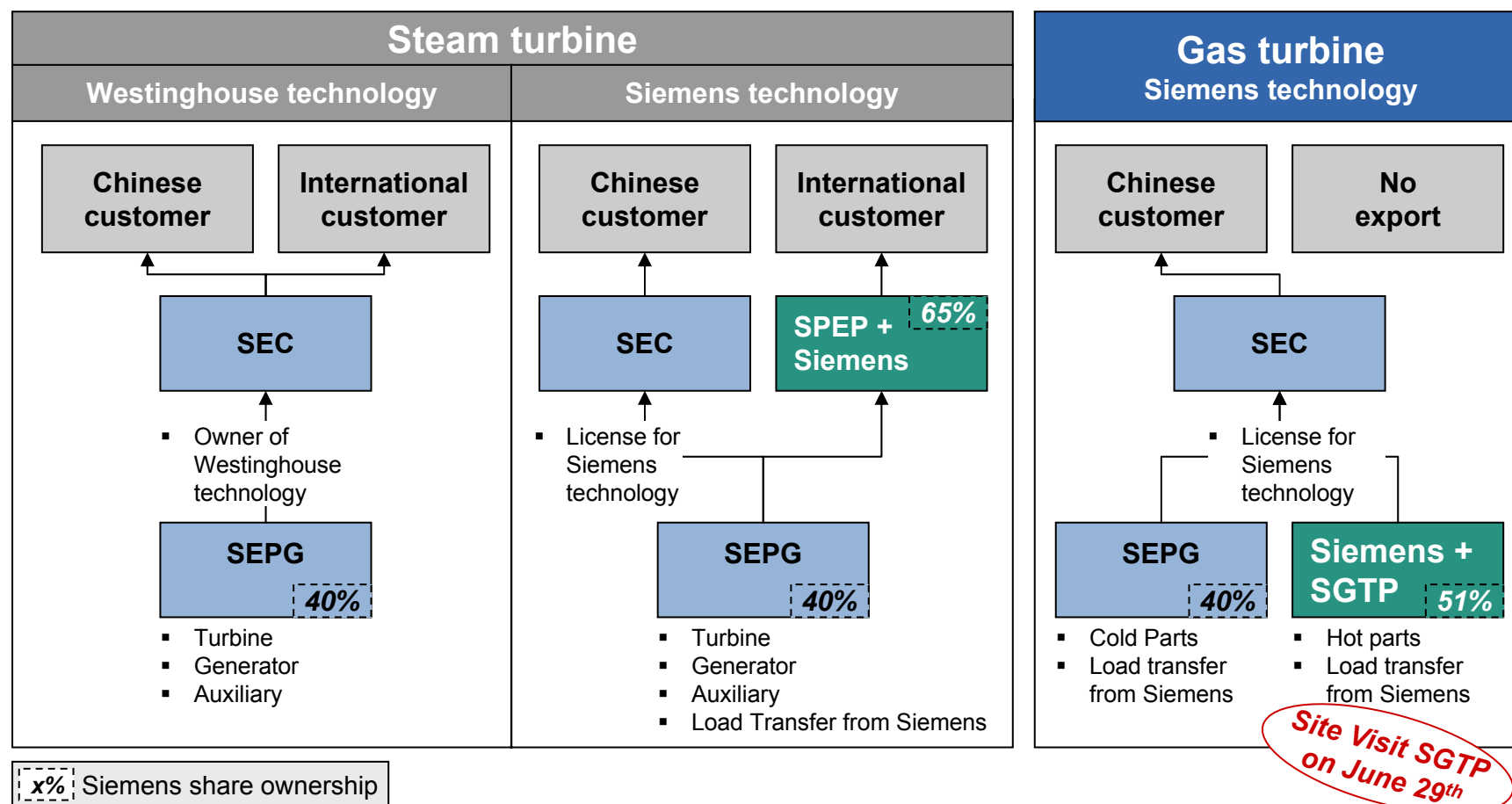


- RZD and Siemens JV produce 240 regional trains (1.200 coaches)
- Manufacturing of 16 Desiro trains in Russia (for Sochi Olympic game) is starting 2012
- JV with Sinara to produce 221 locomotives for RZD in Yekaterinburg
- JV LCC Russian Turbo Machinery producing compressors for gas pipelines in Perm

# Siemens has set up a strong partnership model with Shanghai Electric

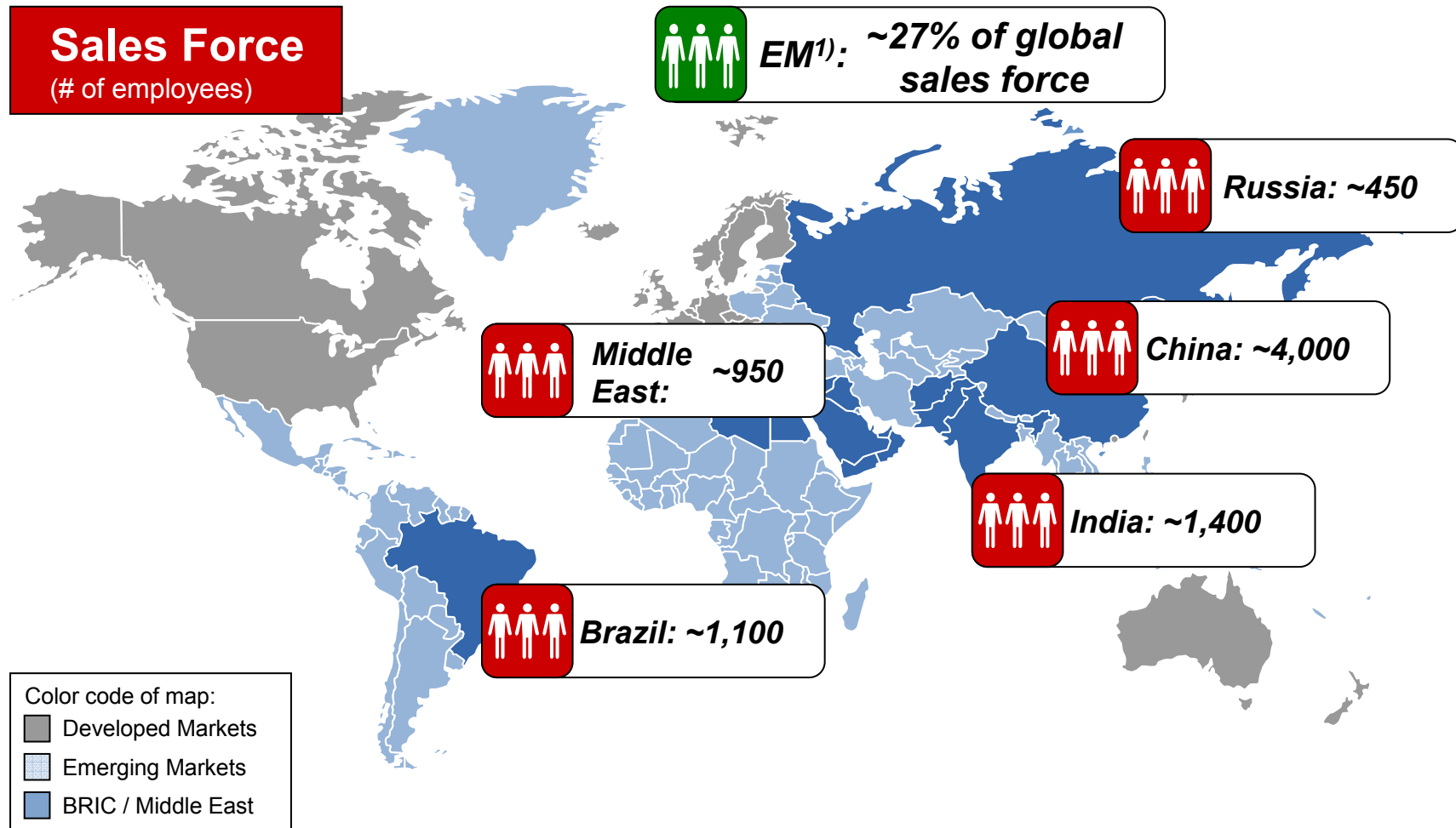
**SIEMENS**

Principles of partnership model with Shanghai Electric in fossil power



SEC = Shanghai Electric Corporation, SEPG = Shanghai Electric Power Generation Equipment  
 SPEP = Siemens Power Equipment Packages, SGTP = Siemens Gas Turbine Parts

# We have the feet on the street in Emerging Markets



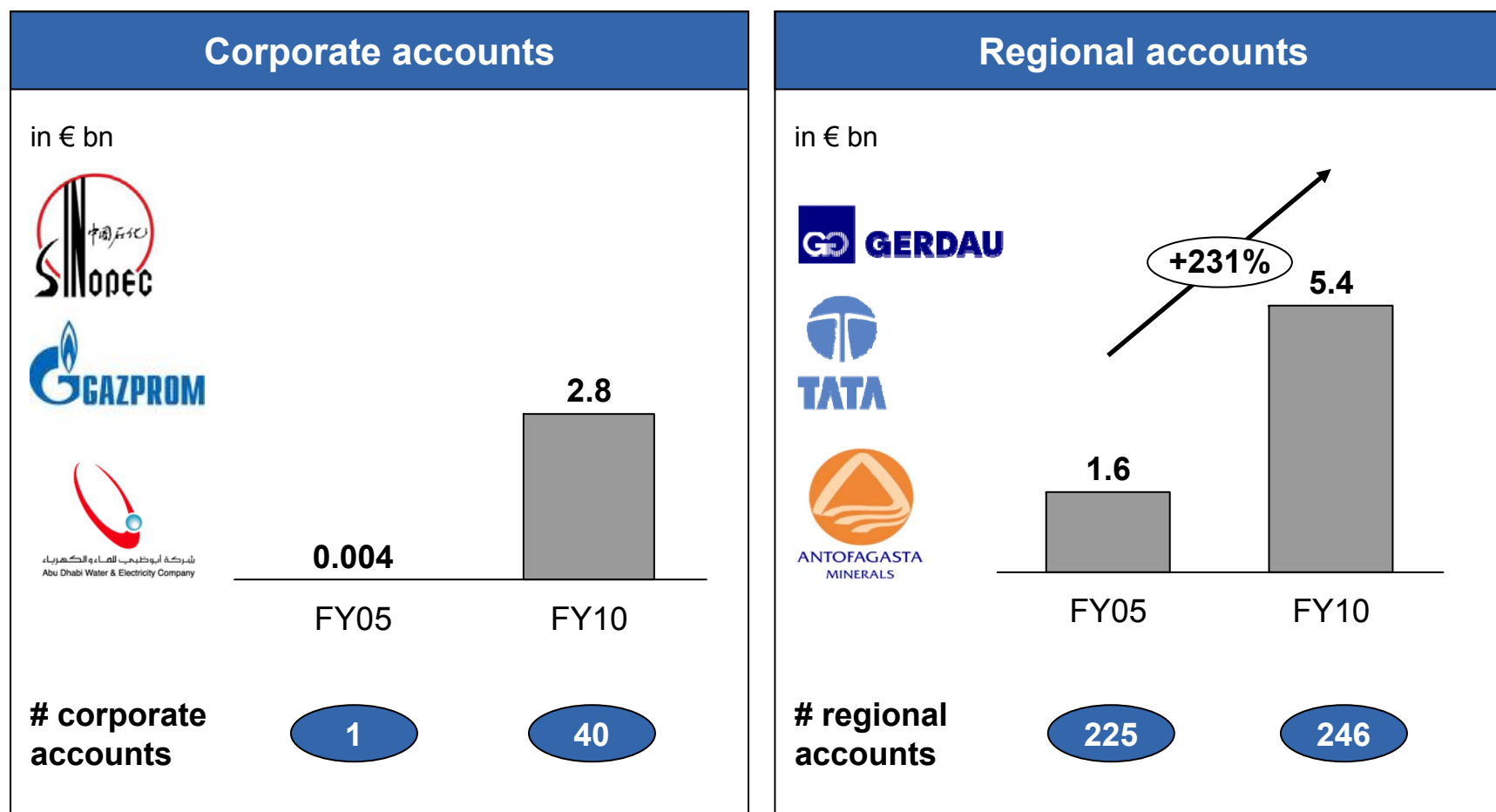
1) EM: Emerging Markets



# Account Management is driving order intake in Emerging Markets

**SIEMENS**

Number of corporate and regional accounts in Emerging Markets and respective order intake in € bn



**We are the partner of choice for lighthouse projects**

**EXAMPLE**

## EXPO 2010 Shanghai

Siemens wins orders  
> € 1 bn for EXPO  
and EXPO related  
projects

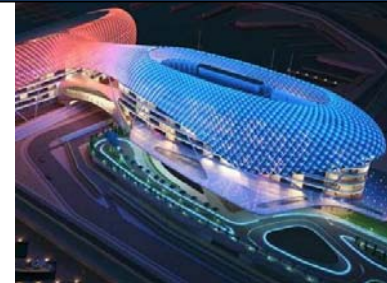


### Siemens project scope

- **Power distribution**, low-voltage
- **Building automation**, Security systems / access control
- Medical service center
- EXPO link metro line
- Waigaoqiao Huaneng **power plants**
- Sino-German Friendship **hospital**

## Yas Marina Circuit Abu Dhabi

The PKE <sup>1)</sup> and  
Siemens-consortium  
powers up the Yas  
Marina Circuit Abu  
Dhabi



### Siemens project scope

- Project management, **system integration** and installation for all race track systems
- External and architectural lighting
- Access control system, **building management**, security and public surveillance systems
- 22 KV **Medium-voltage network** and Low-voltage primary **power distribution**

1) PKE Electronics AG

## Our staff quality and retention lead the industry

| Key challenges                  | Siemens approach   |
|---------------------------------|--|
| <b>Getting the right people</b> | <ul style="list-style-type: none"> <li>▪ More than 70% of <b>Chinese Management team are locals</b></li> <li>▪ In all Emerging Market countries at least 50% are locals</li> <li>▪ University liaisons with top 10 universities in China, e.g. Tsinghua and Tongji</li> </ul> <div data-bbox="1330 555 1973 938">  </div> |
| <b>Retaining local talents</b>  | <ul style="list-style-type: none"> <li>▪ R&amp;D engineers: interesting projects due to local SMART products</li> <li>▪ Competitive compensation package &amp; localized fringe benefits</li> <li>▪ Global career opportunities</li> </ul> <div data-bbox="1330 979 1899 1358">  </div>                                  |

## **Content**

- **Winning in Emerging Markets**
- **Emerging Market potential is increasing**
- **Geared for outperformance in Emerging Markets**
- **Sector snapshots in Emerging Markets**
- **Winning in the Emerging Markets – The second wave**

# Healthcare – Expanding our presence in Emerging Markets



## Sector snapshot

### Imaging & Therapy Sys.



- **Clear market leader** globally and in Emerging Markets, in terms of **market share and installed base**
- Global products to **leverage our global scale**, with **local responsibility for R&D, sourcing & manufacturing** (in Asia for all entry level products)
- Further build on our **innovation leadership** both in high-end and in the entry level segment, while **expanding our low cost footprint**

### Clinical Products



- **Driving above-market growth** in **Ultrasound and X-ray**
- **Optimizing market access** and **channel mix** to match specific business dynamics of our Clinical Products portfolio
- Focus on **enhancing cost competitiveness through global scale** while maintaining **innovation leadership in high-end** markets
- **Aggressively expanding our Emerging Markets footprint**, e.g. China

### Diagnostics








- Key focus on **accelerating revenue growth on a global basis**
- Achieved **double digit growth in Emerging Markets** in past 12 months
- **Largest installed instrument base**, broad product portfolio & menu and strong presence in Point-of-Care
- **Driving innovation**, further **broadening value-based product offering** and **expansion of manufacturing footprint**



# Industry – Clear market leader in Automation and Drives in BRIC

SIEMENS

## Sector snapshot

|                    |   |   |
|--------------------|---|---|
| Industry Autom.    |    | <ul style="list-style-type: none"><li>▪ Strong growing machine building market (e.g. in China) and basic industries (e.g. in India)</li><li>▪ <b>Clear market leader in Industry Automation and Drive Technologies</b> in BRIC and other Emerging Markets based on leading global and local portfolio for industrial customers</li><li>▪ <b>Large sales and engineering force</b> on the ground in the Emerging Markets drive growth by supporting <b>direct and indirect channels</b></li><li>▪ <b>Metals achieved leading position</b> supported by <b>competence centers for iron &amp; steelmaking in India and casting &amp; rolling in China</b></li><li>▪ <b>BT with focus on high value commercial buildings</b> with large automation content as well as on product business with <b>market adapted products</b></li><li>▪ <b>MO driving partnerships with local suppliers or train operators</b>, which are key for success, e.g. <b>locomotive JV in Russia or supplier to Chinese train manufacturer for high speed and metro</b></li></ul> |
| Drive Techn.       |    |   |
| Industry Solutions |    |   |
| Building Techn.    |  |   |
| Mobility           |  |   |

# Energy – Answering Emerging Market needs throughout the energy chain

**SIEMENS**

Sector snapshot (I/II)

## Energy



- Extremely good **portfolio** (generation, transmission, distribution)
- **Customized footprint** strategy defined and in implementation

## Renewable



- **China is the biggest market for wind** in the world
- Strong **regionalization activities** to strengthen organic growth
- **Manufacturing plant for blades** established in Lingang, **Shanghai**

## Oil & Gas



- **HQ moved to Middle East**
- **Successful localization** of steam turbines & compressors in India (Vadodara)
- Brazil: **Strong customer relationship** with Petrobras leading to No. 1 position

# Energy – Answering Emerging Market needs throughout the energy chain

SIEMENS

Sector snapshot (II/II)

## Fossil



- Entry-level markets successfully **addressed via JV partners and licensees**
- Strong **partnering activities with EPCs** <sup>1)</sup> in Asia, Brazil and Middle East to strengthen product sales channel
- Steam segment: Serve the **world-wide steam market out of Chinese JV and Indian footprint**

## Service



- Emerging markets grow significantly faster than developed markets
- Strong **regionalization activities** to foster customer intimacy and regional growth

## Distribution



- **Sector leading emerging market presence:** 17 factories around the globe, 12 of these located in Emerging Markets
- **Continue localization of products and business processes** to benefit from local resources, competencies and cost structures

1) EPC: Engineering, Procurement & Construction

## **Content**

- **Winning in Emerging Markets**
- **Emerging Market potential is increasing**
- **Geared for outperformance in Emerging Markets**
- **Sector snapshots in Emerging Markets**
- **Winning in the Emerging Markets – The second wave**

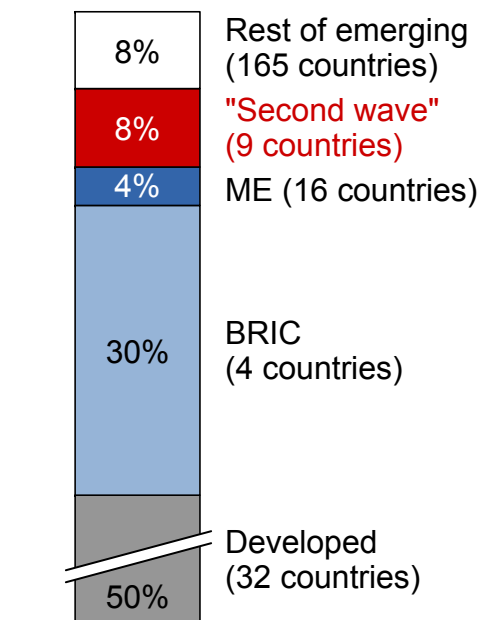
# Emerging Market potential goes beyond BRIC and Middle East

**SIEMENS**

## Share of global GDP

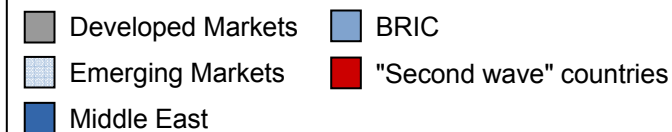
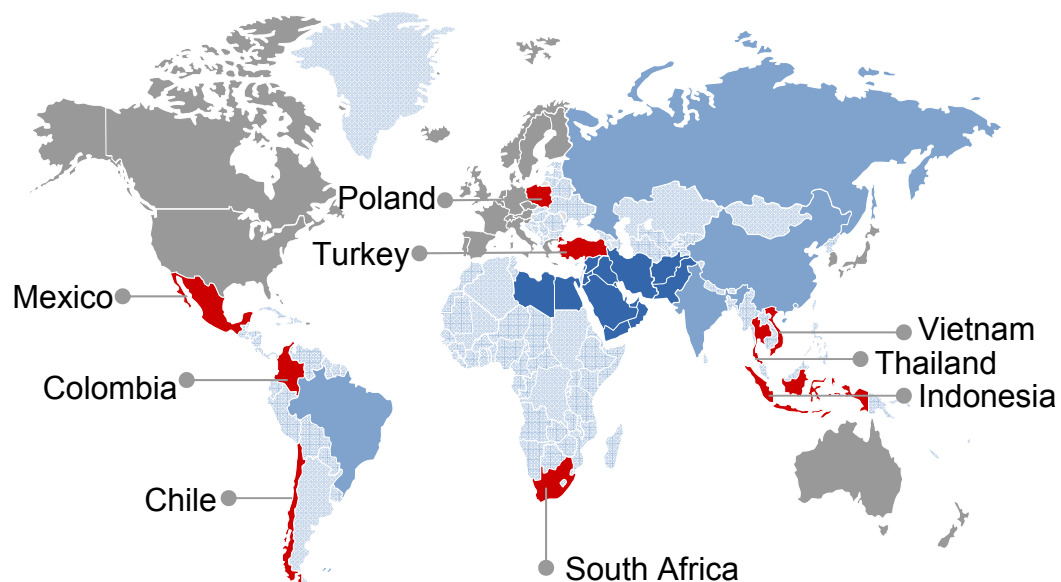
in USD tr

**126**



**2030**

## Classification of countries



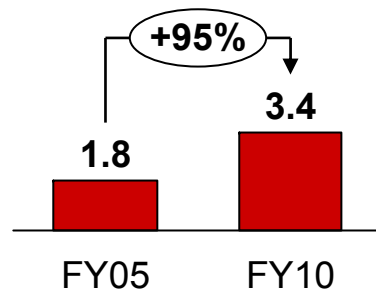
Source: IMF, IHS Global Insight

**We are actively pushing growth into the "Second Wave Emerging Countries"**

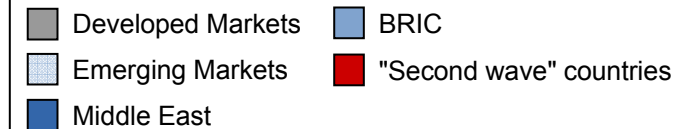
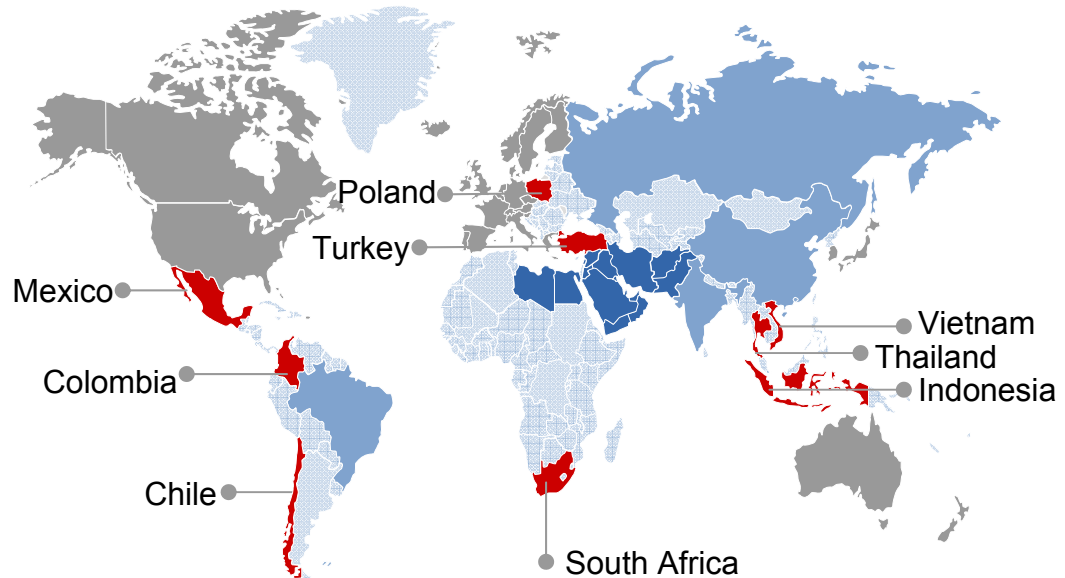
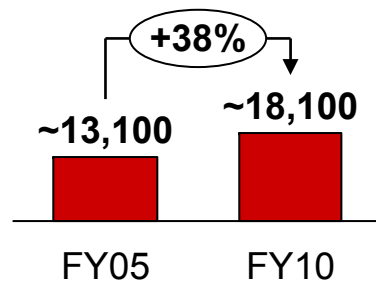
**SIEMENS**

### 9 focus Emerging Markets – The Second Wave

**Sales**  
(in € bn)



**Employees**



Source: IMF, IHS Global Insight



## New Sector "Infrastructure & Cities" is growth opportunity for both Emerging and Developed Markets

**SIEMENS**

Dedicated units for **Infrastructure & Cities** with focus on **IT and Solution, strong product business** and **services**

**Mobility and logistics** offerings for **efficient transportation** of people and goods

**Combining Building, Distribution and Smart Grid Applications** serving the smart grid / smart consumption markets with integrated solution offering

**Complete offering of Low and Medium-voltage products** for buildings, industry and utilities

**Clear customer / market focus:** cities, municipalities, city hubs (airports, harbors), railway and utilities



## **Powerful Emerging Market platform in place – More success to come**

**SIEMENS**

- 1 Keep fast pace in developing right products with right setup  
in Emerging Markets**
- 2 Further enhance customer intimacy**
- 3 Put more emphasis to acquire & retain the best talents in the countries**
- 4 Continuously outperform competitors**

**All Divisions will outperform the market in the emerging countries  
for the next 5 years**

# Reconciliation and Definitions for Non-GAAP Measures (I)



To supplement Siemens' Consolidated Financial Statements presented in accordance with International Financial Reporting Standards, or IFRS, Siemens presents the following supplemental financial measures:

- New orders and order backlog;
- Adjusted or organic growth rates of Revenue and new orders;
- Book-to-bill ratio;
- Total Sectors Profit;
- Return on equity (after tax), or ROE (after tax);
- Return on capital employed (adjusted), or ROCE (adjusted);
- Free cash flow and cash conversion rate, or CCR;
- Adjusted EBITDA, adjusted EBIT and adjusted EBITDA margins;
- Earnings effect from purchase price allocation, or PPA effects;
- Net debt; and
- Adjusted industrial net debt.

These supplemental financial measures are or may be "non-GAAP financial measures," as defined in the rules of the U.S. Securities and Exchange Commission, or SEC. They may exclude or include amounts that are included or excluded, as applicable, in the calculation of the most directly comparable financial measures calculated in accordance with IFRS, and their usefulness is therefore subject to limitations, which are described below under "Limitations on the usefulness of Siemens' supplemental financial measures." Accordingly, they should not be viewed in isolation or as alternatives to the most directly comparable financial measures calculated in accordance with IFRS, as identified in the following discussion, and they should be considered in conjunction with Siemens' Consolidated Financial Statements presented in accordance with IFRS and the Notes thereto. Siemens' most recent annual Consolidated Financial Statements at any given time (the "Annual Financial Statements") can be found in the most recent Annual Report on Form 20-F filed with the SEC (the "Annual Report"), which can also be accessed at [www.siemens.com/annual-report](http://www.siemens.com/annual-report). Siemens' most recent interim Consolidated Financial Statements at any given time (the "Interim Financial Statements") can be found in the most recent Interim Report on Form 6-K furnished to the SEC (the "Interim Report"), which can also be accessed at [www.siemens.com/quarterly-reports](http://www.siemens.com/quarterly-reports). Alternatively, the reports can be found at [www.siemens.com/investors](http://www.siemens.com/investors) under the heading "Financials."

In addition, in considering these supplemental financial measures, investors should bear in mind that other companies that report or describe similarly titled financial measures may calculate them differently. Accordingly, investors should exercise appropriate caution in comparing these supplemental financial measures to similarly titled financial measures reported by other companies.

## **Definitions, most directly comparable IFRS financial measures and usefulness of Siemens' supplemental financial measures**

Siemens' supplemental financial measures are designed to measure growth, capital efficiency, cash and profit generation and optimization of Siemens' capital structure and therefore may be used to formulate targets for Siemens. The following discussion provides definitions of these supplemental financial measures, the most directly comparable IFRS financial measures and information regarding the usefulness of these supplemental financial measures.

### **New orders and order backlog**

Under its policy for the recognition of new orders, Siemens generally recognizes a new order when we enter into a contract that we consider "legally effective and compulsory" based on a number of different criteria. In general, if a contract is considered legally effective and compulsory, Siemens recognizes the total contract value. The contract value is the agreed price or fee for that portion of the contract for which the delivery of goods and/or the provision of services has been irrevocably agreed. Future revenues from service, maintenance and outsourcing contracts are recognized as new orders in the amount of the total contract value only if there is adequate assurance that the contract will remain in effect for its entire duration (e.g., due to high exit barriers for the customer).

New orders are generally recognized immediately when the relevant contract becomes legally effective and compulsory. The only exceptions are orders with short overall contract terms. In this case, a separate reporting of new orders would provide no significant additional information regarding our performance. For orders of this type the recognition of new orders thus occurs when the underlying revenue is recognized.

# Reconciliation and Definitions for Non-GAAP Measures (II)



## **New orders and order backlog (continued)**

Order backlog represents an indicator for the future revenues of our Company resulting from already recognized new orders. Order backlog is calculated by adding the new orders of the current fiscal year to the balance of the order backlog from the prior fiscal year and by subtracting the revenue recognized in the current fiscal year. If an order from the current fiscal year is cancelled or its amount is modified, Siemens adjusts its new order total for the current quarter accordingly, but does not retroactively adjust previously published new order totals. However, if an order from a previous fiscal year is cancelled, new orders of the current quarter and, accordingly, the current fiscal year are generally not adjusted, instead, if the adjustment exceeds a certain threshold, the existing order backlog is revised. Aside from cancellations, the order backlog is also subject to changes in the consolidation group and to currency translation effects.

## **Adjusted or organic growth rates of Revenue and new orders**

Siemens presents, on a worldwide basis and for Sectors and Divisions, the percentage change from period to period in Revenue and new orders as adjusted for currency translation effects and portfolio effects. The adjusted percentage changes are called adjusted or organic growth rates. The IFRS financial measure most directly comparable to the adjusted or organic growth rate of Revenue is the unadjusted growth rate calculated based on the actual Revenue figures presented in the Consolidated Statements of Income. There is no comparable IFRS financial measure for the adjusted or organic growth rate of new orders.

Siemens presents its Consolidated Financial Statements in euros; however, a significant proportion of the operations of its Sectors, Divisions and Cross-Sector Business takes place in a functional currency other than the euro and is therefore subject to foreign currency translation effects. Converting figures from these currencies into euros affects the comparability of Siemens' results and financial position when the exchange rates for these currencies fluctuate. Some Divisions are significantly affected due to the large proportion of international operations, particularly in the U.S. In addition, the effect of acquisitions and dispositions on Siemens' consolidated revenues and expenses affects the comparability of the Consolidated Financial Statements between different periods.

The adjusted or organic growth rates of Revenue and new orders, as the case may be, are calculated by subtracting currency translation effects and portfolio effects from the relevant actual growth rates. The currency translation effect is calculated as (1) (a) Revenues or new orders, as the case may be, for the current period, based on the currency exchange rate of the current period minus (b) Revenues or new orders for the current period, based on the currency exchange rate of the previous period, divided by (2) Revenues or new orders for the previous period, based on the currency exchange rate of the previous period. The portfolio effect is calculated, in the case of acquisitions, as the percentage change in Revenues or new orders, as the case may be, attributable to the acquired business and, in the case of dispositions, as the percentage change in Revenues or new orders on the assumption that the disposed business had not been part of Siemens in the previous period. Portfolio effects are always considered in the calculation of adjusted or organic growth rates for a period of twelve months. Siemens is making portfolio adjustments for certain carve-in and carve-out transactions, including the carve-outs of Siemens Home and Office Communication Devices GmbH & Co. KG and the Wireless Modules business, as well as for other minor transactions and reclassifications in the Sectors, Cross-Sector Business and Centrally managed portfolio activities. For further information regarding major acquisitions and dispositions, see "Notes to Consolidated Financial Statements" in the Annual Report or in the Interim Report.

Siemens believes that the presentation of an adjusted or organic growth rate of Revenue and new orders provides useful information to investors because a meaningful analysis of trends in Revenue and new orders from one period to the next requires comparable data and therefore an understanding of the developments in the operational business net of the impact of currency translation and portfolio effects. Siemens' management considers adjusted or organic rates of growth in its management of Siemens' business. For this reason, Siemens believes that investors' ability to assess Siemens' overall performance may be improved by disclosure of this information.

## **Book-to-bill ratio**

The book-to-bill ratio measures the relationship between orders received and the amount of products and services shipped and billed. A book-to-bill ratio of above 1 indicates that more orders were received than billed, indicating stronger demand, whereas a book-to-bill ratio of below 1 points to weaker demand. The book-to-bill ratio is not required or defined by IFRS.

## **Total Sectors Profit**

Siemens uses Total Sectors Profit to measure the sum of Profit of the three Sectors Industry, Energy and Healthcare. Profit of the Sectors is earnings before financing interest, certain pension costs and income taxes. Certain other items not considered performance indicative by management may be excluded. Profit or loss for each reportable segment is the measure reviewed by the chief operating decision maker in accordance with IFRS 8, "Operating Segments." The IFRS financial measure most directly comparable to Total Sectors Profit is Income from continuing operations.

Siemens believes that investors' ability to assess Siemens' overall performance may be improved by disclosure of Total Sectors Profit as a measure of the operational performance of the three Sectors representing the core industrial activities of Siemens.

# Reconciliation and Definitions for Non-GAAP Measures (III)



## **Return on equity (after tax), or ROE (after tax)**

In line with common practice in the financial services industry, Financial Services, or SFS uses return on equity (after tax), or ROE (after tax), as one of its key (after tax) profitability measures. Starting with fiscal 2011, we define ROE (after tax) as SFS Profit after tax (annualized for purposes of interim reporting), divided by SFS average allocated equity. SFS Profit as reported in the Segment Information is defined as Income before income taxes, or IBIT. For purposes of calculating ROE (after tax), however, the relevant income taxes are calculated on a simplified basis, by applying an assumed flat tax rate of 30% to SFS Profit, excluding Income (loss) from investments accounted for using the equity method, net, which is basically net of tax already, and tax-free income components and other components which have already been taxed or are basically tax free. The allocated equity for SFS is determined and influenced by the size and quality of its portfolio of commercial finance assets (primarily leases and loans) and equity investments. This allocation is designed to cover the risks of the underlying business and is in line with common credit risk management standards in banking and applicable regulatory requirements, respectively. The actual risk of the SFS portfolio is evaluated and controlled monthly and is reflected in the quarterly (commercial finance) and annual (equity investments) adjustments of allocated equity. ROE (after tax) is reported only for the SFS segment. Siemens believes that the presentation of ROE (after tax) and average allocated equity provides useful information to investors because management uses ROE (after tax) as a supplement to Siemens' Consolidated Financial Statements in evaluating the business performance of SFS, and therefore the measure could assist investors in assessing Siemens' overall performance.

## **ROCE (adjusted)**

Return on capital employed (adjusted), or ROCE (adjusted), is Siemens' measure of capital efficiency and sustainable value creation. Siemens presents ROCE (adjusted) at the Siemens group level and uses this financial performance ratio in order to assess its income generation from the point of view of its shareholders and creditors, who provide Siemens with equity and debt. Siemens believes that the presentation of ROCE (adjusted) and the various supplemental financial measures involved in its calculation provides useful information to investors because ROCE (adjusted) can be used to determine whether capital invested in the Company yields competitive returns. In addition, achievement of predetermined targets relating to ROCE (adjusted) is one of the factors Siemens takes into account in determining the amount of performance-based compensation received by its management.

## **ROCE (adjusted) at the Siemens group level on a continuing operations basis**

Income from continuing operations before interest after tax, the numerator in the ROCE (adjusted) (continuing operations) calculation, is defined as Income from continuing operations, excluding Other interest income (expense), net (but not Other interest income (expense) of SFS) (both as reported in "Consolidated Financial Statements" or in the "Notes to Consolidated Financial Statements" in the Annual Report or Interim Report), and excluding interest cost on Pension plans and similar commitments and taxes thereon. SFS Other income (expense) is included in Other interest income (expense), net. Adding back SFS Other income (expense) in the numerator corresponds to the adjustment for SFS debt in the denominator. For fiscal 2011 and 2010, interest cost on Pension plans and similar commitments is calculated using the weighted average discount rate of our principal pension benefit plans at period-end for the fiscal year ended September 30, 2010 (4.2%) and for the fiscal year ended September 30, 2009 (5.3%) (both as reported in "Notes to Consolidated Financial Statements" in the Annual Report 2010) applied to Pension plans and similar commitments as reported in the "Consolidated Statements of Financial Position" as of September 30, 2010 and 2009, respectively. Pension plans and similar commitments primarily represents the funded status of pension plans and other post-employment benefits as well as the liabilities for other long-term post-employment benefits and for deferred compensation.

Average capital employed (continuing operations), or CE (continuing operations), the denominator in the ROCE (adjusted) calculation, is defined as the average of Total equity plus Long-term debt, plus Short-term debt and current maturities of long-term debt, less Cash and cash equivalents, plus Pension plans and similar commitments, less SFS Debt, less Fair value hedge accounting adjustment and less Assets classified as held for disposal presented as discontinued operations, net of Liabilities associated with assets held for disposal presented as discontinued operations. For further information on fair value hedges, see "Adjusted industrial net debt" within this document and "Notes to Consolidated Financial Statements" in the Annual Report. Each of the components of capital employed appears on the face of the "Consolidated Statements of Financial Position" or in the "Notes to Consolidated Financial Statements" or in the relevant tables of Item 5: "Operating and financial review and prospects" in the Annual Report or in the "Interim group management report" of the Interim Report.

## **ROCE (adjusted) at the Siemens group level on a continuing and discontinued operations basis**

Siemens also presents group ROCE (adjusted) on a continuing and discontinued operations basis. For this purpose, the numerator is Income before interest after tax and the denominator is CE (continuing operations) plus Assets classified as held for disposal presented as discontinued operations, net of Liabilities associated with assets held for disposal presented as discontinued operations.

# Reconciliation and Definitions for Non-GAAP Measures (IV)



## Free cash flow and cash conversion rate

Siemens defines Free cash flow as Net cash provided by (used in) operating activities less Additions to intangible assets and property, plant and equipment. The IFRS financial measure most directly comparable to Free cash flow is Net cash provided by (used in) operating activities.

Siemens believes that the presentation of Free cash flow provides useful information to investors because it is a measure of cash generated by our operations after deducting cash outflows for Additions to intangible assets and property, plant and equipment. Therefore, the measure gives an indication of the long-term cash generating ability of our business. In addition, because Free cash flow is not impacted by portfolio activities, it is less volatile than the total of Net cash provided by (used in) operating activities and Net cash provided by (used in) investing activities. For this reason, Free cash flow is reported on a regular basis to Siemens' management, who uses it to assess and manage cash generation among the various reportable segments of Siemens and for the worldwide Siemens group. Achievement of predetermined targets relating to Free cash flow generation is one of the factors Siemens takes into account in determining the amount of performance-based compensation received by its management, both at the level of the worldwide Siemens group and at the level of individual reportable segments.

Cash conversion rate, or CCR, is defined as Free cash flow divided by Net income. Siemens believes that the presentation of the CCR provides useful information to investors because it is an operational performance measure that shows how much of its income Siemens converts into Free cash flow. CCR is reported on a regular basis to Siemens' management.

## Adjusted EBITDA, adjusted EBIT and adjusted EBITDA margins

### Adjusted EBITDA and adjusted EBIT at the Siemens group level

Siemens reports adjusted EBITDA and adjusted EBIT on a continuing basis. Siemens defines adjusted EBITDA as adjusted EBIT before amortization (which in turn is defined as Amortization and impairments of intangible assets other than goodwill) and Depreciation and impairment of property, plant and equipment and goodwill. Siemens defines adjusted EBIT as Income from continuing operations before income taxes less Other financial income (expense), net, plus Interest expense, less Interest income, as well as less Income (loss) from investments accounted for using the equity method, net. Each of the components of adjusted EBIT appears on the face of the "Consolidated Financial Statements," and each of the additional components of adjusted EBITDA appears in the "Consolidated Financial Statements" in the Annual Report or Interim Report and in "—Reconciliation to adjusted EBITDA (continuing operations)" within Item 5: "Operating and financial review and prospects" of the Annual Report on Form 20-F, within "Interim group management report" in the Interim Report or within this document for the current quarter.

We disclose adjusted EBITDA and EBIT as supplemental non-GAAP financial performance measures, as we believe they are useful metrics by which to compare the performance of our business from period to period. We understand that these measures are broadly used by analysts, rating agencies and investors in assessing our performance. The IFRS financial measure most directly comparable to adjusted EBIT and adjusted EBITDA is Net income.

Adjusted EBITDA is included in the ratio of adjusted industrial net debt to adjusted EBITDA, a measure of our capital structure. Measures similar to adjusted EBITDA and adjusted EBIT are also broadly used by analysts, rating agencies and investors to assess the performance of a company. Accordingly, Siemens believes that the presentation of adjusted EBITDA and adjusted EBIT provides useful information to investors. For further information regarding the ratio of adjusted industrial net debt to adjusted EBITDA, see "—Adjusted industrial net debt."

### Adjusted EBITDA and adjusted EBIT at the Sector level

Siemens also presents adjusted EBITDA and adjusted EBIT on the Sector level on a continuing basis. Siemens defines adjusted EBITDA on the Sector level as adjusted EBIT before amortization (which in turn is defined as Amortization and impairments of intangible assets other than goodwill) and Depreciation and impairment of property, plant and equipment and goodwill on the Sector level. Siemens defines adjusted EBIT on the Sector level as Profit as presented in the Segment Information less Other financial income (expense), net, plus Interest expense, less Interest income, as well as less Income (loss) from investments accounted for using the equity method, net. Each of the components of adjusted EBITDA and adjusted EBIT on the level of each Sector, respectively, is presented in the table "— Reconciliation to adjusted EBITDA (continuing operations)" within Item 5: "Operating and financial review and prospects" of the Annual Report, within "Interim group management report" in the Interim Report or within this document for the current quarter. The IFRS financial measure most directly comparable to adjusted EBITDA and adjusted EBIT on the Sector level is Profit of the relevant Sector as presented in the "Notes to Consolidated Financial Statements" in the Annual Report or Interim Report.

Accordingly, we believe that reporting adjusted EBITDA and adjusted EBIT on a segment level enhances the ability of investors to compare performance across segments.



# Reconciliation and Definitions for Non-GAAP Measures (V)



## **Adjusted EBITDA margins at the Sector level**

Siemens defines adjusted EBITDA margins on the Sector level as the ratio of adjusted EBITDA to revenue (as presented in the "Notes to Consolidated Financial Statements"). Siemens intends to maintain and further improve the profitability of its businesses and to achieve margins on the level of the best competitors in our industries – throughout the complete business cycle. Accordingly, within One Siemens we defined adjusted EBITDA margin ranges for the respective industries of our three Sectors. Siemens believes that the presentation of adjusted EBITDA margins as a part of One Siemens provides useful information on how successfully Siemens operated in its markets and enhances the ability of investors to compare profitability across segments.

## **Earnings effect from purchase price allocation**

The purchase price paid for an acquired business is allocated to the assets, liabilities and contingent liabilities acquired based on their fair values. The fair value step-ups result in an earnings effect over time, e.g. additional amortization of fair value step-ups of intangible assets, which is defined as PPA effects.

Siemens believes that the presentation of PPA effects provides useful information to investors as it allows investors to consider earnings impacts related to business combination accounting in the performance analysis.

## **Net debt**

Siemens defines net debt as total debt less total liquidity. Total debt is defined as Short-term debt and current maturities of long-term debt plus Long-term debt. Total liquidity is defined as Cash and cash equivalents plus current Available-for-sale financial assets. Each of these components appears in the Consolidated Statements of Financial Position. The IFRS financial measure most directly comparable to net debt is the total of Short-term debt and current maturities of long-term debt and Long-term debt as reported in the Notes to Consolidated Financial Statements.

Siemens believes that the presentation of net debt provides useful information to investors because its management reviews net debt as part of its management of Siemens' overall liquidity, financial flexibility, capital structure and leverage. In particular, net debt is an important component of adjusted industrial net debt. Furthermore, certain debt rating agencies, creditors and credit analysts monitor Siemens' net debt as part of their assessments of Siemens' business.

## **Adjusted industrial net debt**

Within One Siemens, we manage adjusted industrial net debt as one component of our capital. Siemens defines adjusted industrial net debt as net debt less SFS Debt; less 50% of the nominal amount of our hybrid bond, plus Pension plans and similar commitments (as presented in the "Consolidated Financial Statements"), plus credit guarantees; and less fair value hedge accounting adjustments. The adjustment for our hybrid bond considers the calculation of this financial ratio applied by rating agencies to classify 50% of our hybrid bond as equity and 50% as debt. This assignment follows the characteristics of our hybrid bond such as a long maturity date and subordination to all senior and debt obligations. Debt is generally reported with a value representing approximately the amount to be repaid. However for debt designated in a hedging relationship (fair value hedges), this amount is adjusted by changes in market value mainly due to changes in interest rates. Accordingly, we deduct these changes in market value in order to end up with an amount of debt that approximately will be repaid, which we believe is a more meaningful figure for the calculation. For further information on fair value hedges see, "Notes to Consolidated Financial Statements" in the Annual Report. Further information concerning adjusted industrial net debt can be found in Item 5: "Operating and financial review and prospects – Liquidity and capital resources – Capital structure" in the Annual Report or in "Liquidity, capital resources and requirements" within "Interim group management report" in the Interim Report. A key consideration in managing our capital structure is the maintenance of ready access to the capital markets through various debt products and the preservation of our ability to repay and service our debt obligations over time. In order to assist it in managing its business and achieving these goals. Siemens has therefore set a capital structure target that is measured by adjusted industrial net debt divided by adjusted EBITDA. We believe that adopting a metric comparing our earnings-based performance relative to our indebtedness ("leverage") assists us in managing our business to achieve these goals. We have selected adjusted EBITDA from continuing operations as the performance element of the metric because we believe our earnings-based performance is a key determinant of the willingness of lenders to provide us with debt on favorable conditions and our ability to meet our debt obligations in future periods.

Siemens believes that using the ratio of adjusted industrial net debt to adjusted EBITDA as a measure of its capital structure provides useful information to investors because management uses it to manage our debt-equity ratio in order to promote access to debt financing instruments in the capital markets and our ability to meet scheduled debt service obligations.

# Reconciliation and Definitions for Non-GAAP Measures (VI)



## Limitations on the usefulness of Siemens' supplemental financial measures

The supplemental financial measures reported by Siemens may be subject to limitations as analytical tools. In particular:

- With respect to new orders and order backlog: In particular, new order reporting for the current period may include adjustments to new orders added in previous quarters of the current fiscal year and prior fiscal years (except for cancellations). Order backlog is based on firm commitments which may be cancelled in future periods. There is no standard system for compiling and calculating new orders and order backlog information that applies across companies. Accordingly, Siemens' new orders and order backlog may not be comparable with new orders and order backlog as reported by other companies. Siemens subjects its new orders and its order backlog to internal documentation and review requirements. Siemens may change its policies for recognizing new orders and order backlog in the future without prior notice.
- With respect to adjusted or organic growth rates of Revenue and new orders: These measures are not adjusted for other effects, such as increases or decreases in prices or quantity/volume.
- With respect to book-to-bill ratio: The use of this measure is inherently limited by the fact that it is a ratio and thus does not provide information as to the absolute number of orders received by Siemens or the absolute amount of products and services shipped and billed by it.
- With respect to Total Sectors Profit: Profit of Equity Investments, Cross-Sector Business, Centrally managed portfolio activities, Siemens Real Estate, Corporate items and pensions as well as of Eliminations, Corporate Treasury and other reconciling items can have a material impact on Siemens' Income from continuing operations in any given period. In addition, Total Sectors Profit does not eliminate profit earned by one Sector on intragroup transactions with another Sector.
- With respect to ROE (after tax): as defined and as reported in the "Notes to Consolidated Financial Statements," SFS Profit after tax (used in the numerator) may exclude certain items not considered performance indicative by management. The relevant income taxes used to derive SFS Profit after tax are calculated by applying an assumed flat tax rate to SFS Profit, excluding Income (loss) from investments accounted for using the equity method, which are net of tax already, and tax-free income components derived from financing products. Accordingly, the actual amount of income taxes payable is likely to vary from the amount calculated by means of this simplified procedure. In addition, the use of ROE (after tax) is inherently limited by the fact that it is a ratio and thus does not provide information as to the absolute amount of Siemens' income.
- With respect to ROCE (adjusted): The use of this measure is inherently limited by the fact that it is a ratio and thus does not provide information as to the absolute amount of Siemens' income.
- With respect to Free cash flow and CCR: Free cash flow is not a measure of cash generated by operations that is available exclusively for discretionary expenditures. This is, because in addition to capital expenditures needed to maintain or grow its business, Siemens requires cash for a wide variety of non-discretionary expenditures, such as interest and principal payments on outstanding debt, dividend payments or other operating expenses. In addition, the use of CCR is inherently limited by the fact that it is a ratio and thus does not provide information about the amount of Siemens' Free cash flow or cash generated by operations.
- With respect to adjusted EBITDA, adjusted EBIT and adjusted EBITDA margins: As adjusted EBITDA excludes non-cash items such as depreciation, amortization and impairment, it does not reflect the expense associated with, and accordingly the full economic effect of, the loss in value of Siemens' assets over time. Similarly, neither adjusted EBITDA, adjusted EBIT nor adjusted EBITDA margins reflects the impact of Other financial income (expense), net, Interest expense, Interest income, Income (loss) from investments accounted for using the equity method, net and Income taxes.
- With respect to PPA effects: The fact that these effects are stated separately does not mean that they do not impact profit of the relevant segment in the "Consolidated Financial Statements."
- With respect to net debt and the ratio of adjusted industrial net debt to adjusted EBITDA: Siemens typically uses a considerable portion of its cash, cash equivalents and available-for-sale financial assets at any given time for purposes other than debt reduction. Therefore, the fact that these items are excluded from net debt does not mean that they are used exclusively for debt repayment. The use of the ratio adjusted industrial net debt to adjusted EBITDA is inherently limited by the fact that it is a ratio.

## Compensation for limitations associated with Siemens' supplemental financial measures

Information regarding the quantitative reconciliation of each supplemental financial measure to the most directly comparable IFRS financial measures are available on Siemens' Investor Relations website at [www.siemens.com/nonGAAP](http://www.siemens.com/nonGAAP). Siemens encourages investors to review these reconciliations carefully.

# Revenue growth - Performance against competition

## Definition



### Revenue growth - Performance against competition

To illustrate management's perspective on the Company's performance against competition, Siemens compares its own revenue growth rate with the weighted average revenue growth rate of its Sectors' most relevant competitors, including, among others, ABB, GE, Philips, Rockwell and Schneider. Revenue growth for Siemens and its competitors is calculated as the actual growth rate over a rolling four quarter period compared to the same period a year earlier. Siemens competitors revenue growth is derived as the weighted average growth rate of dedicated competitor baskets defined for each Siemens Sector. Each Sector basket's growth rate is based upon the most recent reported competitor revenues publicly available at the time of calculation. The Sector competitor baskets revenue growth rates are weighted by the revenue of the respective Siemens Sector.

This measure may provide useful information to investors with respect to management's view on Siemens' growth compared to competitor growth. However, we caution investors, that this measure is subject to certain limitations, which include the following: The metric is defined by Siemens and, as such, is not based on a generally accepted framework that is also relevant for other companies; accordingly, other companies may define a similarly titled measure differently. In calculating this measure, Siemens relies on data published by its competitors for which Siemens assumes no responsibility. In addition, the data may not be directly comparable as a result of differing presentation currencies and reporting standards being used by our competitors in the data's presentation. Furthermore, subject to limited exceptions, no adjustments are made for currency translation effects, portfolio changes and changes in reporting structure for either the Siemens or the competitor data. Because the public availability of relevant competitors' data at the time of calculation may not coincide with the availability of Siemens' data, some competitor data used may relate to a different time period than the Siemens data.