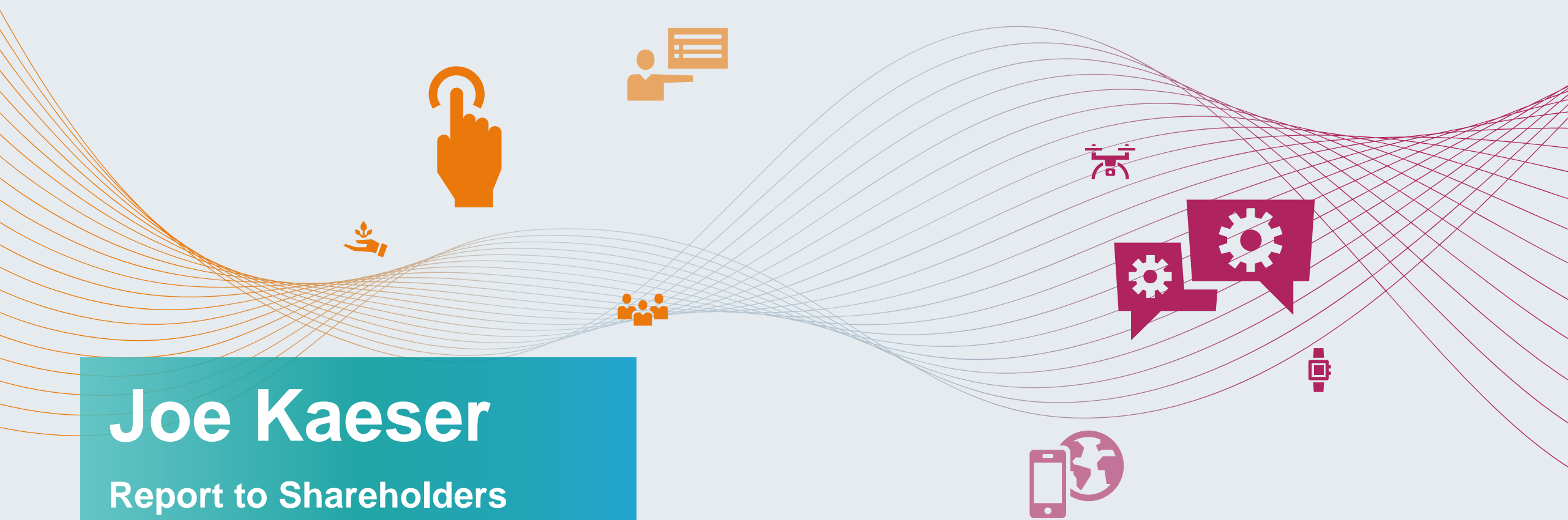


# Annual Shareholders' Meeting 2018

# Joe Kaeser

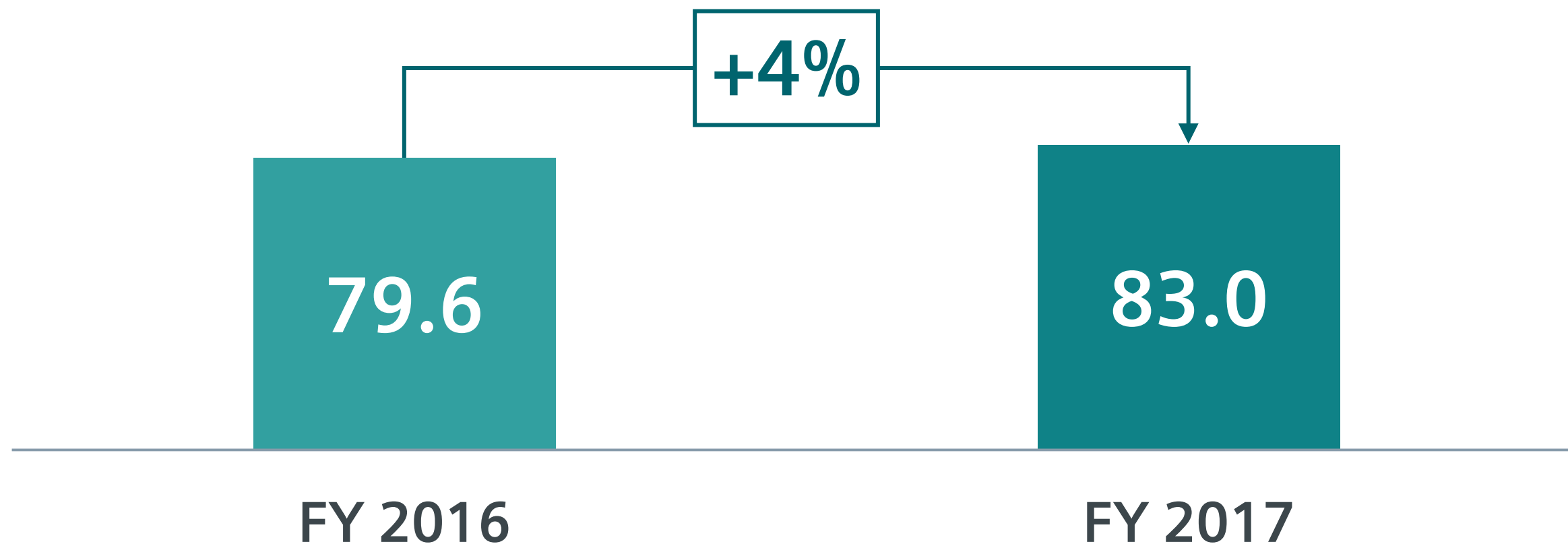
## Report to Shareholders



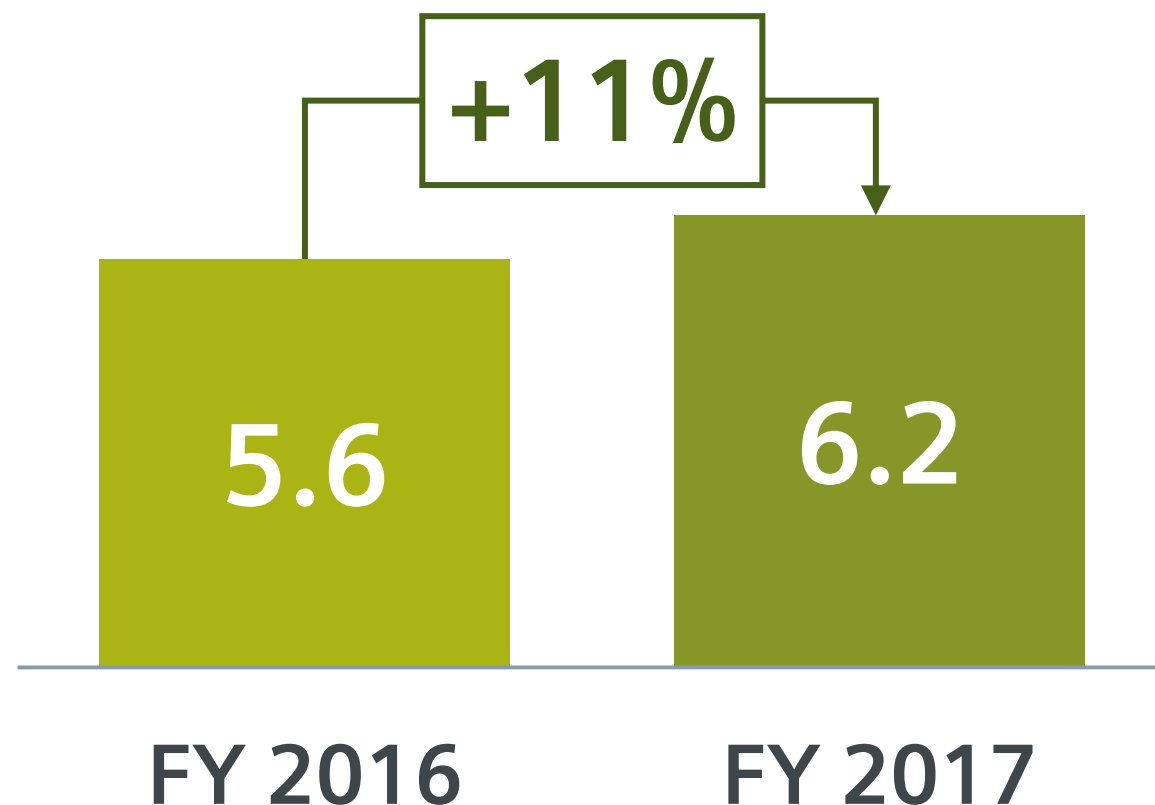
# 2017

the strongest operational  
year in the company's history

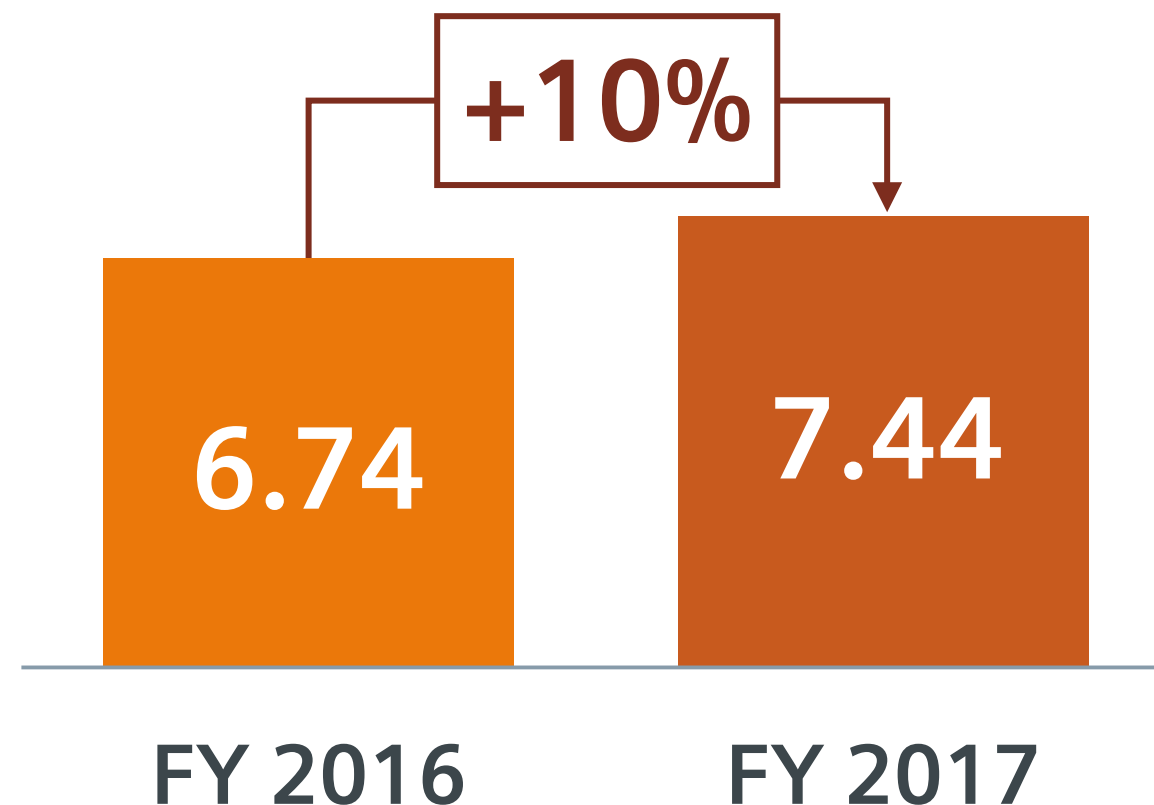
**Revenue**  
in billions of €



**Net income**  
in billions of €

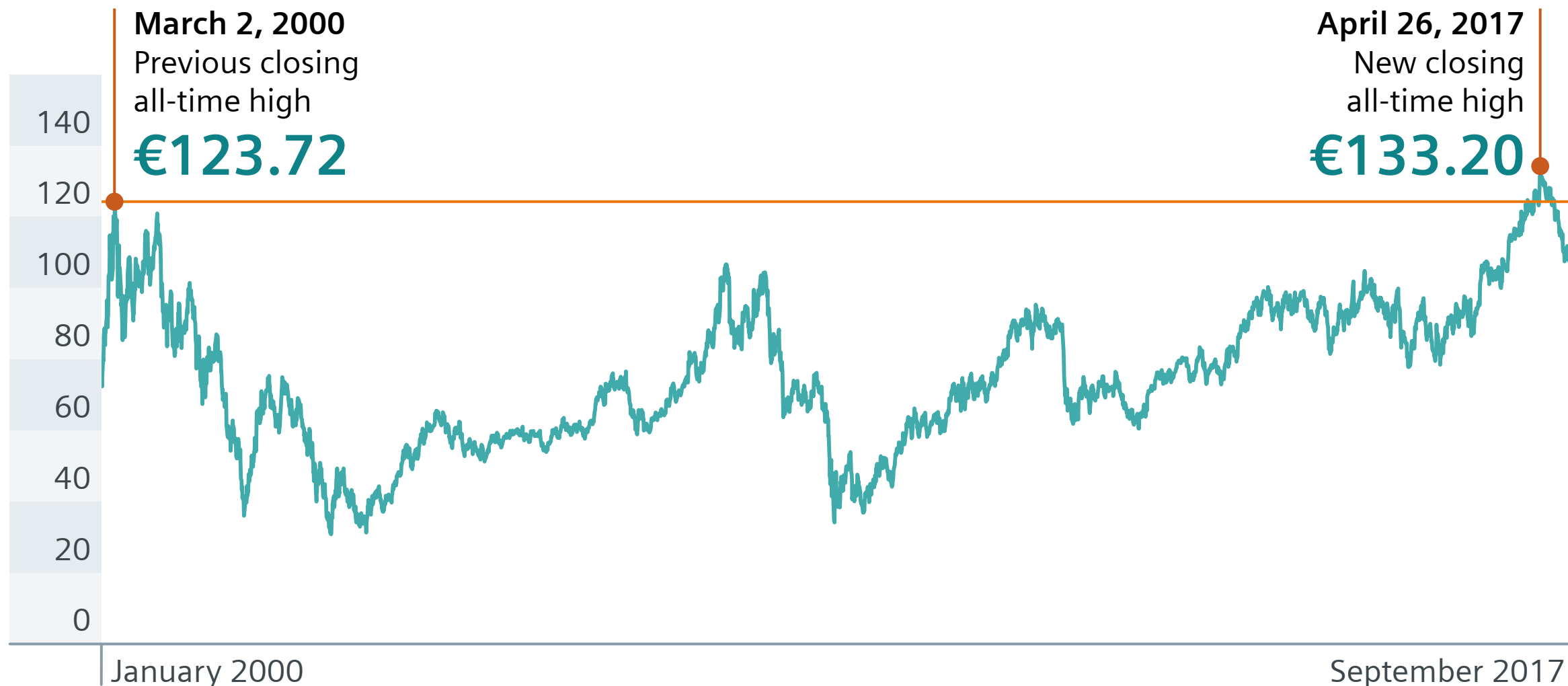


**Earnings per share**  
in €



## After 17 years, a new all-time high

**SIEMENS**  
*Ingenuity for life*



€1 28 billion

A decorative graphic consisting of multiple thin, wavy lines in shades of teal and light blue, flowing from the left side of the page towards the right, creating a sense of movement and depth.



**SIEMENS** Gamesa  
RENEWABLE ENERGY





**SIEMENS ALSTOM**



**SIEMENS**  
**Healthineers**





## Cooperating with adidas to create the digital factory of the future

**SIEMENS**  
*Ingenuity for life*





# Expo 2020's technology partner

**SIEMENS**  
*Ingenuity for life*



**EXPO  
2020  
DUBAI  
UAE**

**SIEMENS**  
*Ingenuity for life*

OFFICIAL PREMIER PARTNER



# Strong performance of mobility business

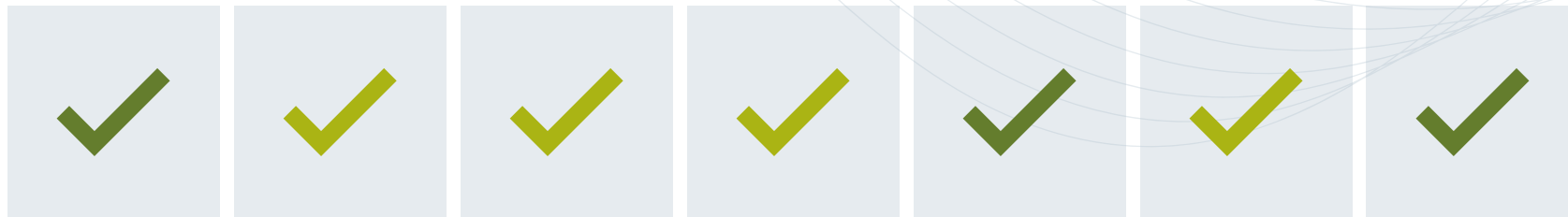
**SIEMENS**  
*Ingenuity for life*



Goals of Vision 2020 largely achieved

**SIEMENS**  
*Ingenuity for life*

# Vision 2020

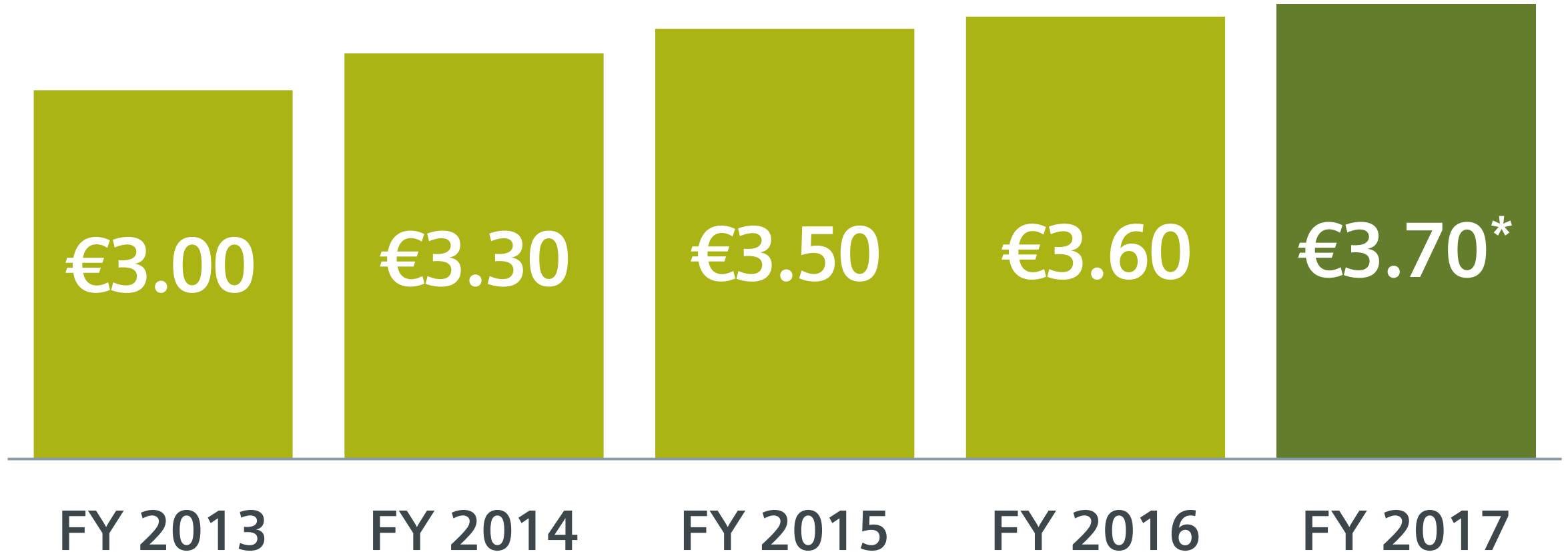


## Forecasts met four years in a row





## Dividend raised again



\* Proposal to the Annual Shareholders' Meeting

Number of employee shareholders grows



186,000

**"I am willing to put in  
a great deal of effort  
beyond what is  
normally expected to  
help Siemens succeed."**

**91%**

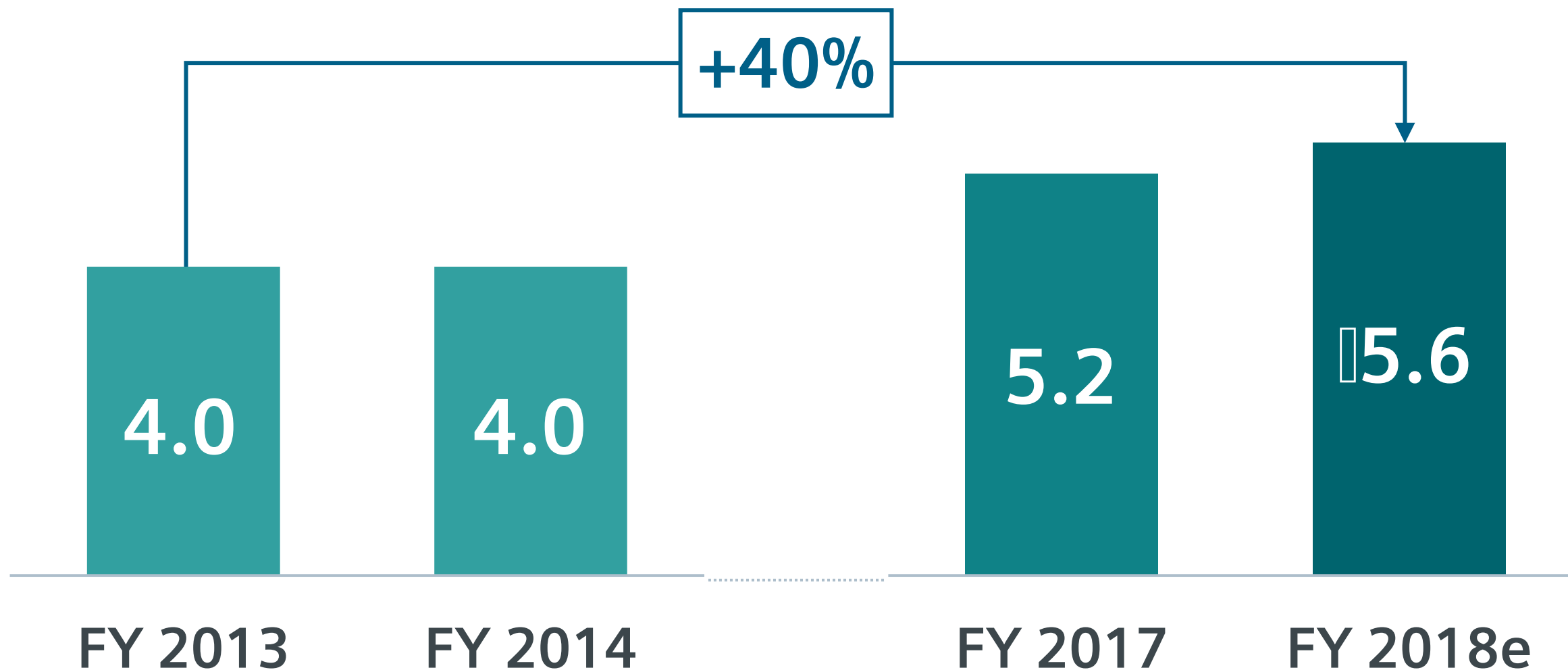
## Customer satisfaction (Net Promoter Score)



+55%

seit 2013

## Investment in research and development in billions of €



Open, cloud-based operating system for the Internet of Things



# MindSphere



Of the 30 leading global automakers,  
29 use Siemens PLM software

**SIEMENS**  
*Ingenuity for life*





Of the 20 leading aerospace companies,  
18 use Siemens PLM software

**SIEMENS**  
*Ingenuity for life*



**Forbes**

The World's  
Top Regarded  
Companies  
2017

Trustworthiness

Honesty

Social conduct

Reputation

Performance

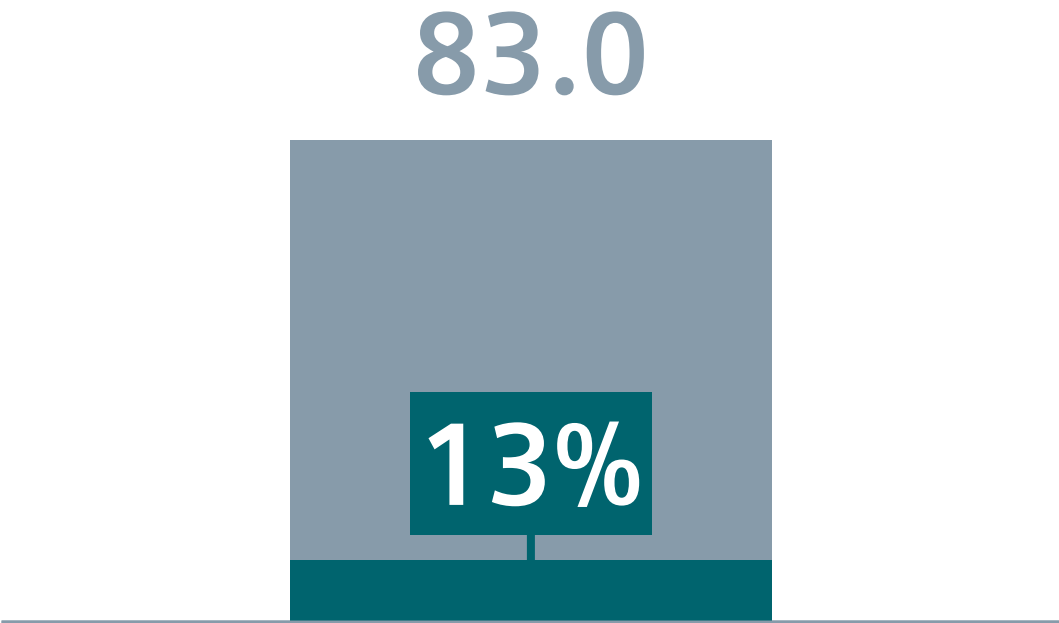
Quality

**#1 Siemens**

# Siemens worldwide and in Germany



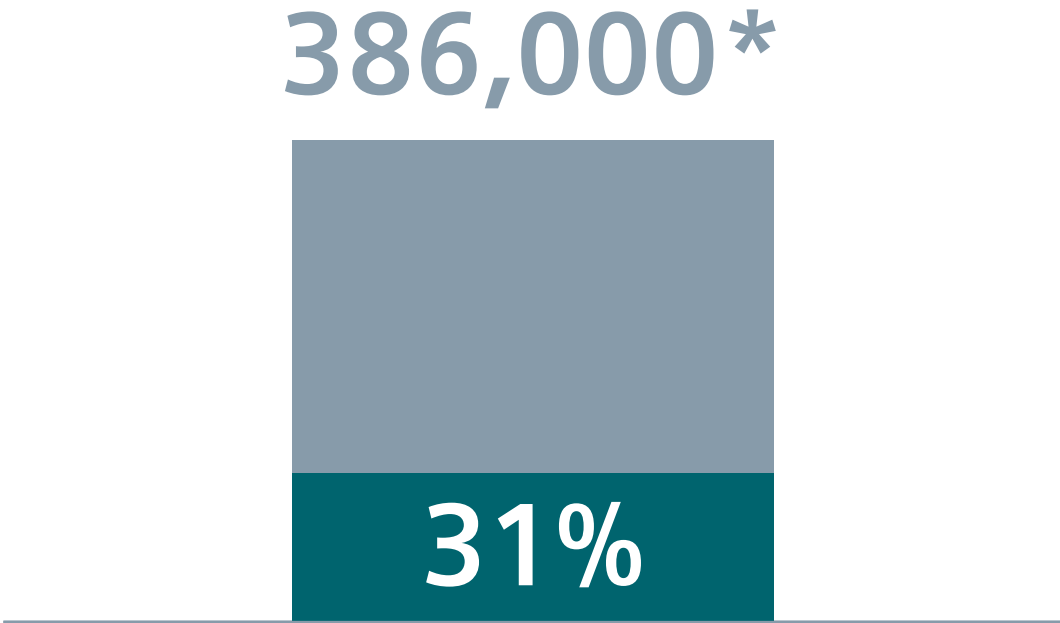
Revenue worldwide  
in billions of €



GJ 2017

■ Share in Germany

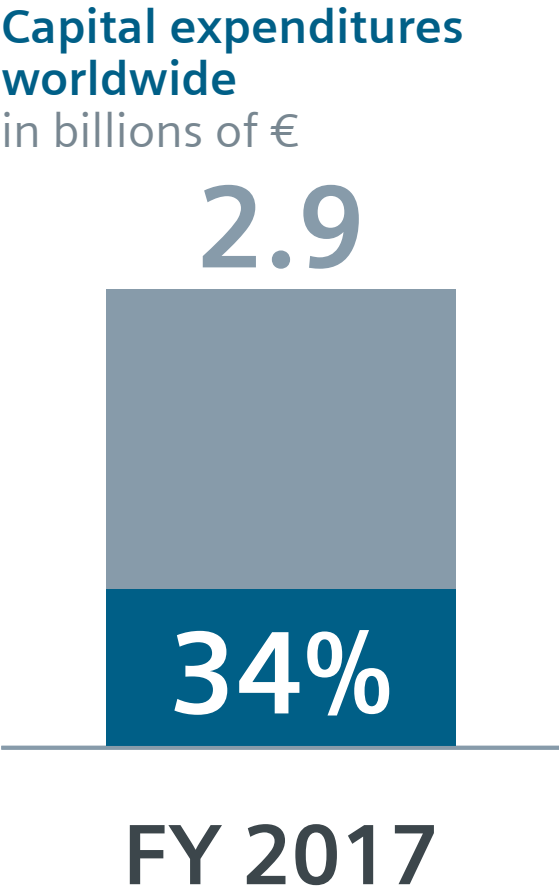
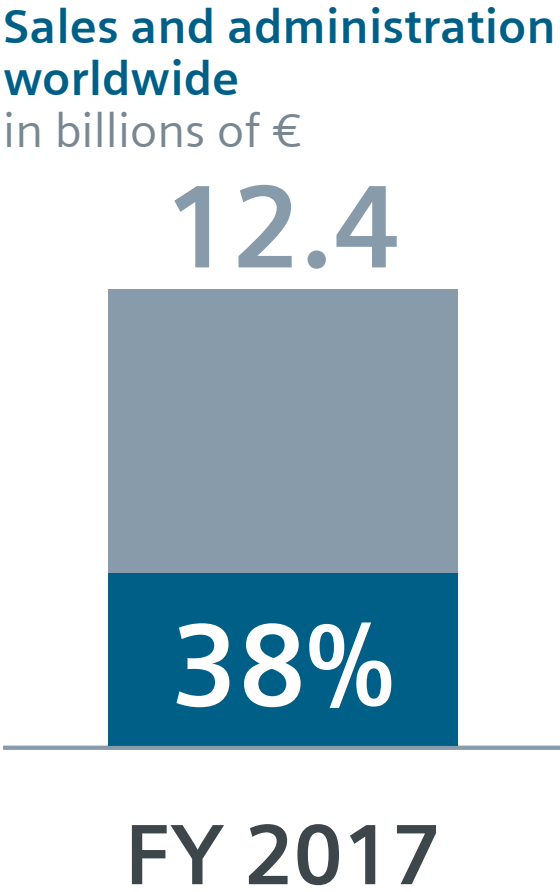
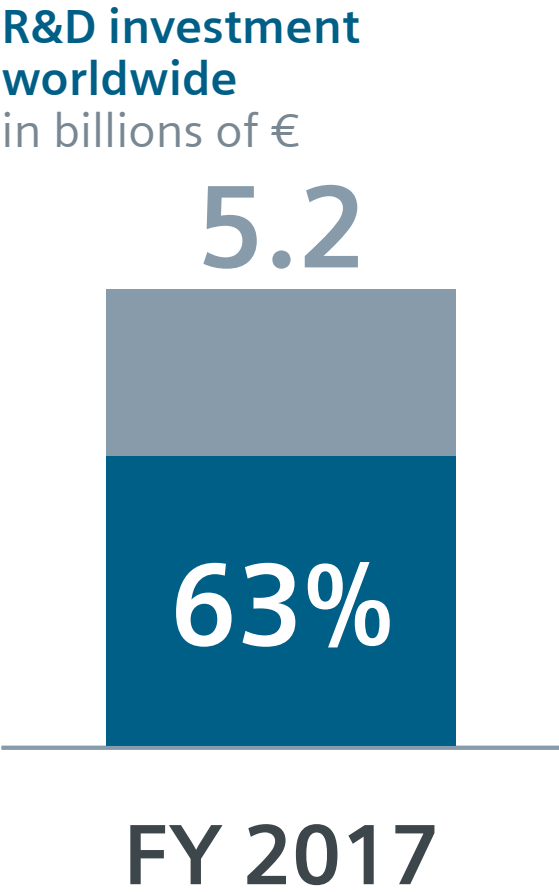
Employees worldwide



As of September 30, 2017

\* Includes 9,000 trainees

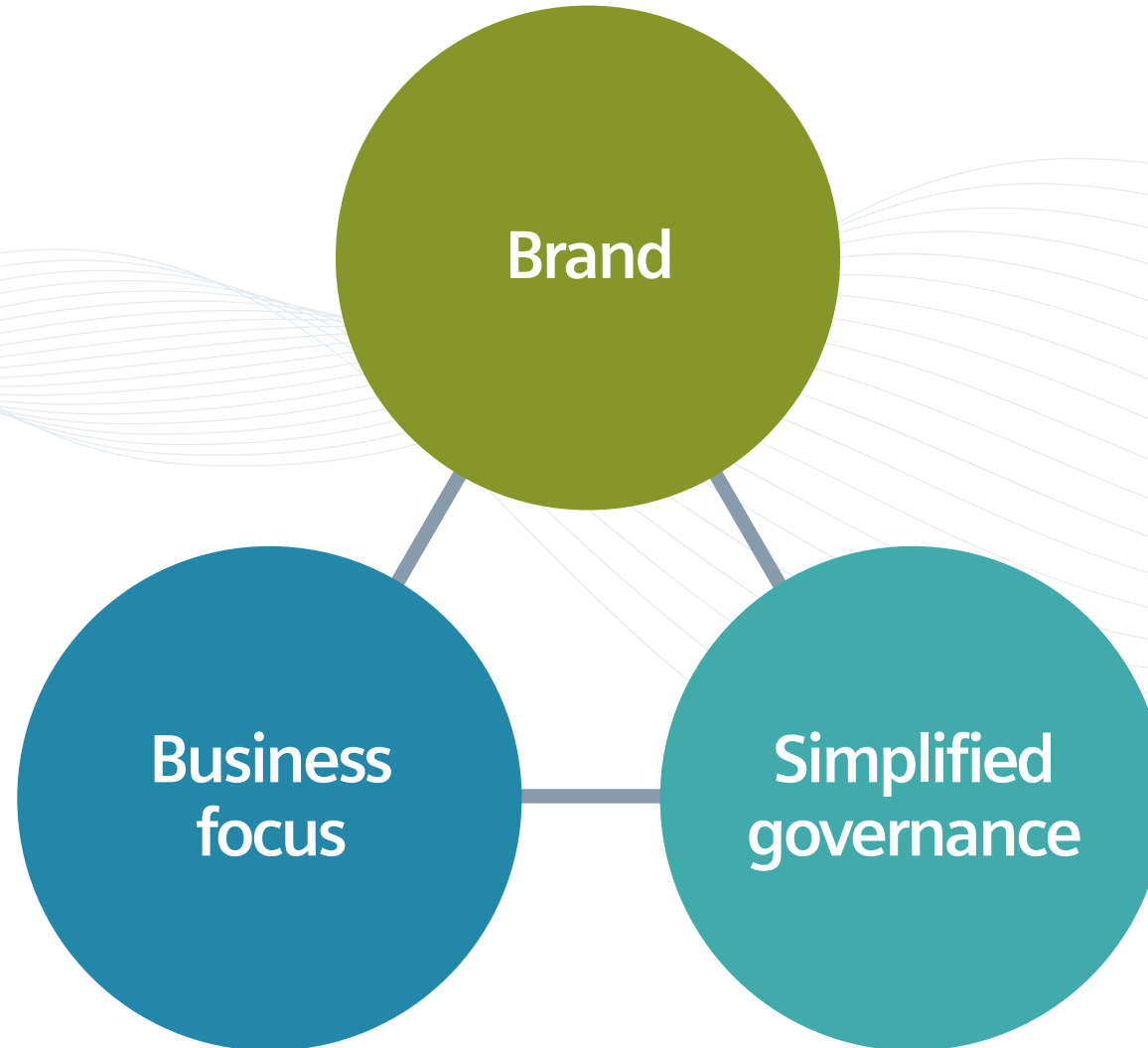
# Siemens worldwide and in Germany



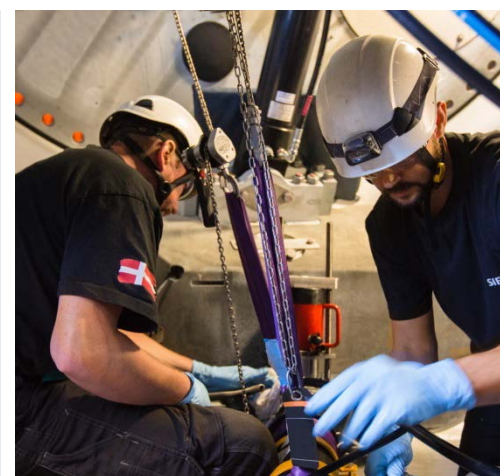
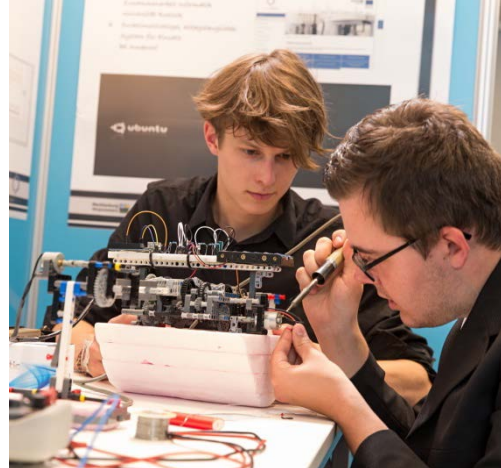
 Share in Germany

# Vision 2020+

## Three key aspects







A company that  
serves society





“I will not sell the future  
for short-term gain.”

Werner von Siemens

# Annual Shareholders' Meeting 2018