

# **Press conference**

## **Fiscal year 2009 – second quarter**

Peter Löscher, President and CEO  
Joe Kaeser, CFO  
Barbara Kux, Member of the Managing Board

Germany, Berlin, April 29, 2009

## Disclaimer

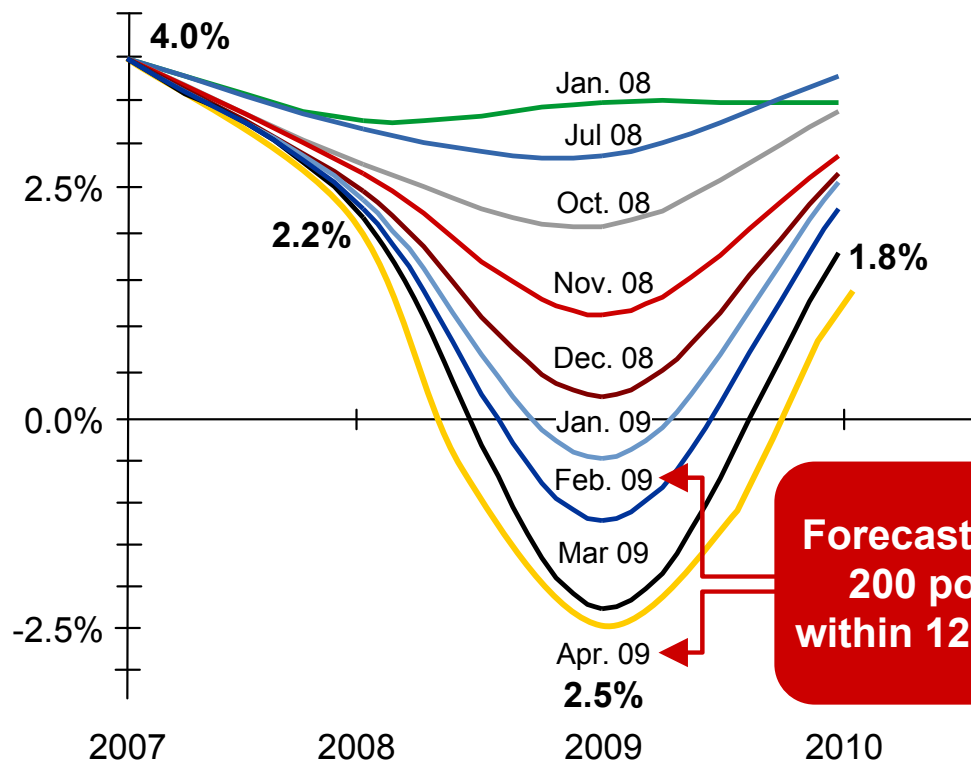
Adjusted or organic growth rates of revenue and new orders; Return on equity, or ROE; Return on capital employed, or ROCE; Cash conversion rate, or CCR; Free cash flow; Earnings before interest, taxes, depreciation and amortization, or EBITDA (adjusted); and Net debt are or may be non-GAAP financial measures. These supplemental financial measures should not be viewed in isolation as alternatives to measures of our financial condition, results of operations or cash flows as presented in accordance with IFRS in our Consolidated Financial Statements. A definition of these supplemental financial measures, a reconciliation to the most directly comparable IFRS financial measures and information regarding the usefulness and limitations of these supplemental financial measures can be found on our Investor Relations website at [www.siemens.com/nonGAAP](http://www.siemens.com/nonGAAP).

This document contains forward-looking statements and information – that is, statements related to future, not past, events. These statements may be identified by words such as “expects,” “looks forward to,” “anticipates,” “intends,” “plans,” “believes,” “seeks,” “estimates,” “will,” “project” or words of similar meaning. Such statements are based on our current expectations and certain assumptions, and are, therefore, subject to certain risks and uncertainties. A variety of factors, many of which are beyond Siemens’ control, affect our operations, performance, business strategy and results and could cause the actual results, performance or achievements of Siemens to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements. For us, particular uncertainties arise, among others, from changes in general economic and business conditions (including margin developments in major business areas and recessionary trends); the possibility that customers will delay conversion of booked orders into revenue or that our pricing power will be diminished by continued adverse market developments, to a greater extent than we currently expect; the behavior of financial markets, including fluctuations in interest and exchange rates, commodity and equity prices, debt prices (credit spreads) and financial assets generally; continued volatility and further deterioration of the capital markets; the commercial credit environment and, in particular, additional uncertainties arising out of the subprime, financial market and liquidity crises; future financial performance of major industries that we serve, including, without limitation, the Sectors Industry, Energy and Healthcare; the challenges of integrating major acquisitions and implementing joint ventures and other significant portfolio measures; introduction of competing products or technologies by other companies; lack of acceptance of new products or services by customers targeted by Siemens; changes in business strategy; the outcome of pending investigations and legal proceedings, including corruption investigations to which we are currently subject and actions resulting from the findings of these investigations; the potential impact of such investigations and proceedings on our ongoing business including our relationships with governments and other customers; the potential impact of such matters on our financial statements; as well as various other factors. More detailed information about certain of these factors is contained throughout this report and in our other filings with the SEC, which are available on the Siemens website, [www.siemens.com](http://www.siemens.com), and on the SEC’s website, [www.sec.gov](http://www.sec.gov). Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described in the relevant forward-looking statement as expected, anticipated, intended, planned, believed, sought, estimated or projected. Siemens does not intend or assume any obligation to update or revise these forward-looking statements in light of developments which differ from those anticipated.

# Economic downturn accelerates dramatically

## Global economy weakens

### Change in global GDP forecasts since 2007



**Forecast drops 200 points within 12 weeks**

## Key facts/observations

- **Entire global economy** is in most severe recession since Great Depression
- Significant downward revisions for **developed countries (OECD)**: -3.9%
  - **USA** -3.5%
  - **Germany** -4.8%
- Growth projections for **threshold and emerging countries** approaches zero (last forecast: +0.9%)

Source: Global Insight, April 2009

## Key figures for Q2 – Substantial increase in income

In millions of euros (continuing operations)	Q2/2008	Q2/2009	Change
New orders	23,371	<b>20,864</b>	-11%
Revenue	18,094	<b>18,955</b>	+5%
Profit Total Sectors	1,288	<b>1,844</b>	+43%
Net income <sup>1</sup>	412	<b>1,013</b>	+146%
Earnings per share (undiluted) <sup>1</sup> , in euros	0.42	<b>1.11</b>	+0.69
Free cash flow	1,623	<b>1,138</b>	-30%

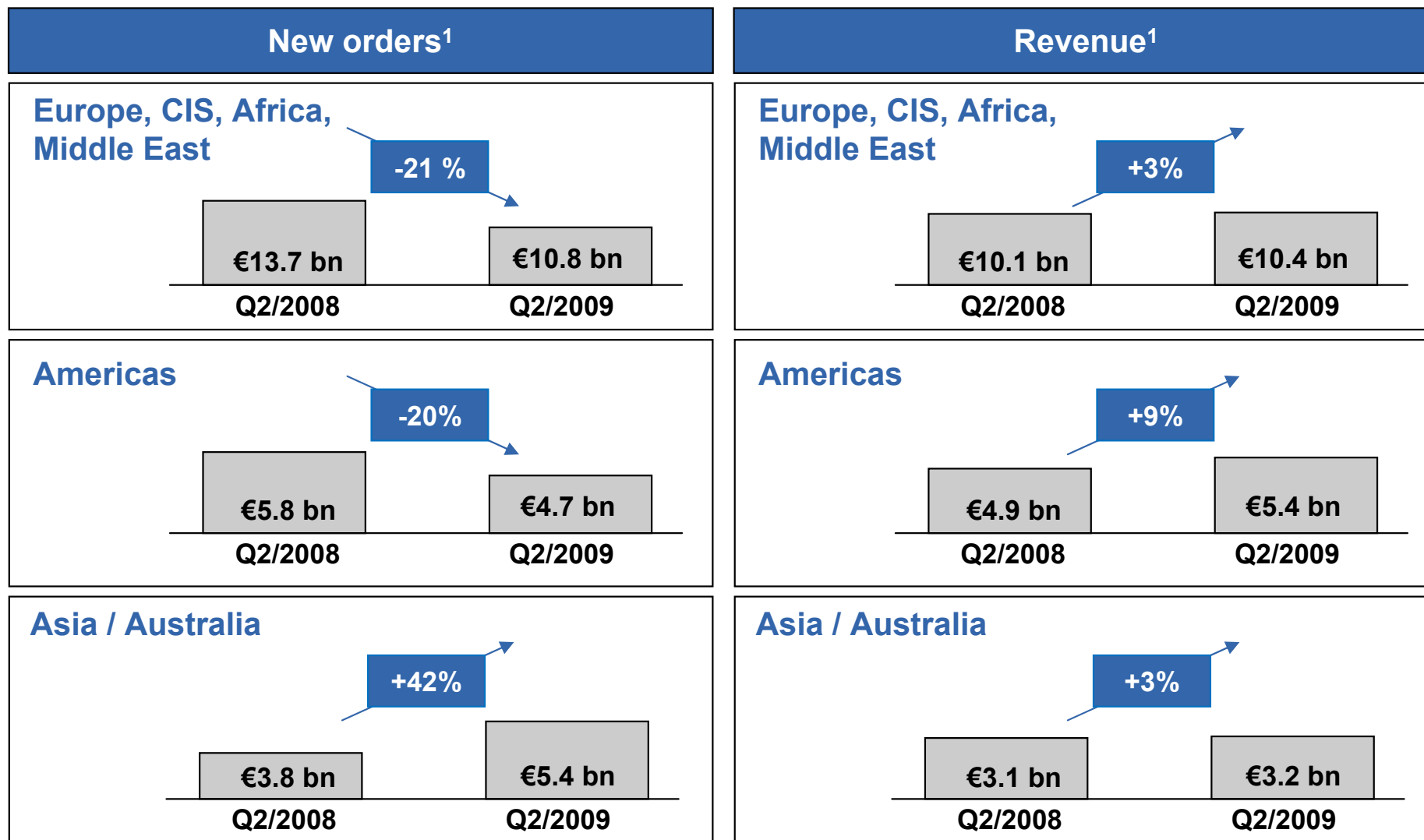
<sup>1)</sup> Including discontinued operations

## Sectors – Robust in challenging market environment

Operations	New orders <sup>1</sup>	Revenue <sup>1</sup>	Profit margin	
<b>Industry</b>	<b>-11%</b>	<b>-4%</b>	<b>7.8%</b>	<b>Industry</b>
Industry Automation	-28%	-21%	5.8%	<ul style="list-style-type: none"> <li>▪ Recession hitting Industry hardest, particularly short-cycle Divisions</li> <li>▪ Market developments negatively impacting volume</li> <li>▪ Mobility profiting from major orders</li> </ul>
Drive Technologies	-37%	-7%	12.5%	
Building Technologies	-12%	+1%	6.7%	
Osram	-18%	-18%	0.8%	
Industry Solutions	-13%	+11%	6.7%	
Mobility	+69%	+14%	6.9%	
<b>Energy</b>	<b>-9%</b>	<b>+28%</b>	<b>12.9%</b>	<b>Energy</b>
Fossil Power Generation	-17%	+37%	13.1%	<ul style="list-style-type: none"> <li>▪ New orders 1.3 x higher than revenue</li> <li>▪ Basis effect negatively impacting new orders at Fossil Power Generation</li> </ul>
Renewable Energy	+65%	+92%	13.1%	
Oil & Gas	-16%	+6%	11.6%	
Power Transmission	-20%	+20%	11.2%	
Power Distribution	-17%	+23%	12.5%	
<b>Healthcare</b>	<b>+6%</b>	<b>+10%</b>	<b>11.9%</b>	<b>Healthcare</b>
Imaging & IT	+4%	+9%	14.9%	<ul style="list-style-type: none"> <li>▪ Robust in tense market environment</li> <li>▪ Again world-leader in Imaging &amp; IT market</li> </ul>
Workflow & Solutions	+7%	+10%	7.3%	
Diagnostics	+5%	+6%	6.2%	

<sup>1)</sup> Q2/2009 compared to Q2/2008

## Regions – Major orders benefit Asia



<sup>1)</sup> Q2/2009 compared to Q2/2008

## Outlook for fiscal 2009

- **Growth target remains unchanged:  
2x global GDP growth<sup>1)</sup>**
- **Total Sectors profit is expected to  
exceed the prior year level of €6.6 billion**
- **Growth in income from continuing  
operations expected to exceed growth in  
Total Sectors profit**

This outlook excludes portfolio effects and impacts that may arise from legal and regulatory matters



1) If global GDP growth is negative, the Siemens growth target would be less than half of this (i.e. a -2% GDP decline would correspond to less than a -1% decline in Siemens growth).

## Siemens is getting more efficient and competitive

### 1. Orientation toward megatrends

- Concentrating on core business
- Portfolio aligned rigorously

### 2. Restructured organization

- CEO principle
- Clear responsibilities

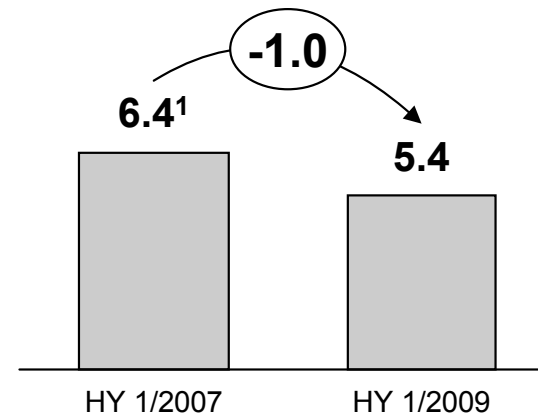
### 3. Streamlined administration

- Sectors, headquarters
- Regions

### 4. Optimized procurement

- Procurement, value generation
- Supply management

### Sales, general and administrative costs



<sup>1</sup>) HY 1/2007 figure based on FY 2007 SG&A costs (€12.1 billion) and portfolio adjustments = €12.8 billion

- Savings target of €1.2 billion will be reached by 2010
- Savings target for IT will be reached one year ahead of schedule



## Drive Supply Chain Management (SCM) within Siemens

### Importance

- External spend amounts to approx. €40bn
- SCM is an enabler to support profitability

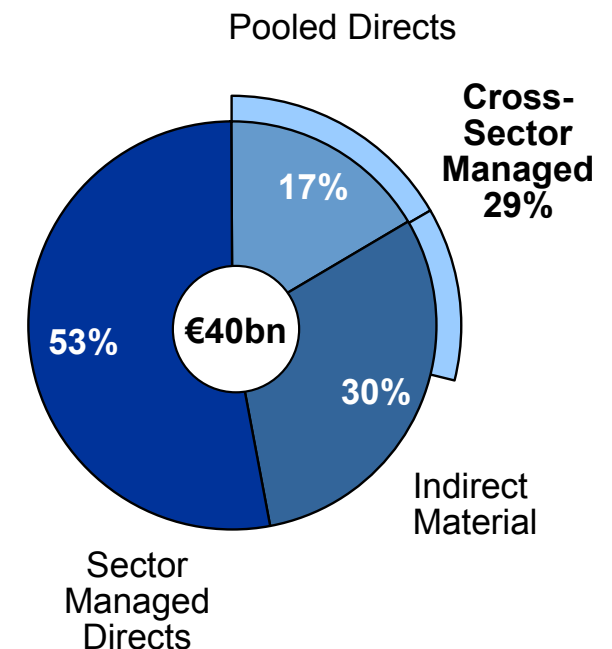
### Short-term

- Utilize opportunities from economic environment
  - Falling raw material prices
  - Growing under-utilization of supplier capacity
- Manage supplier risks
  - Material availability and quality
  - Financial risks

### Strategic

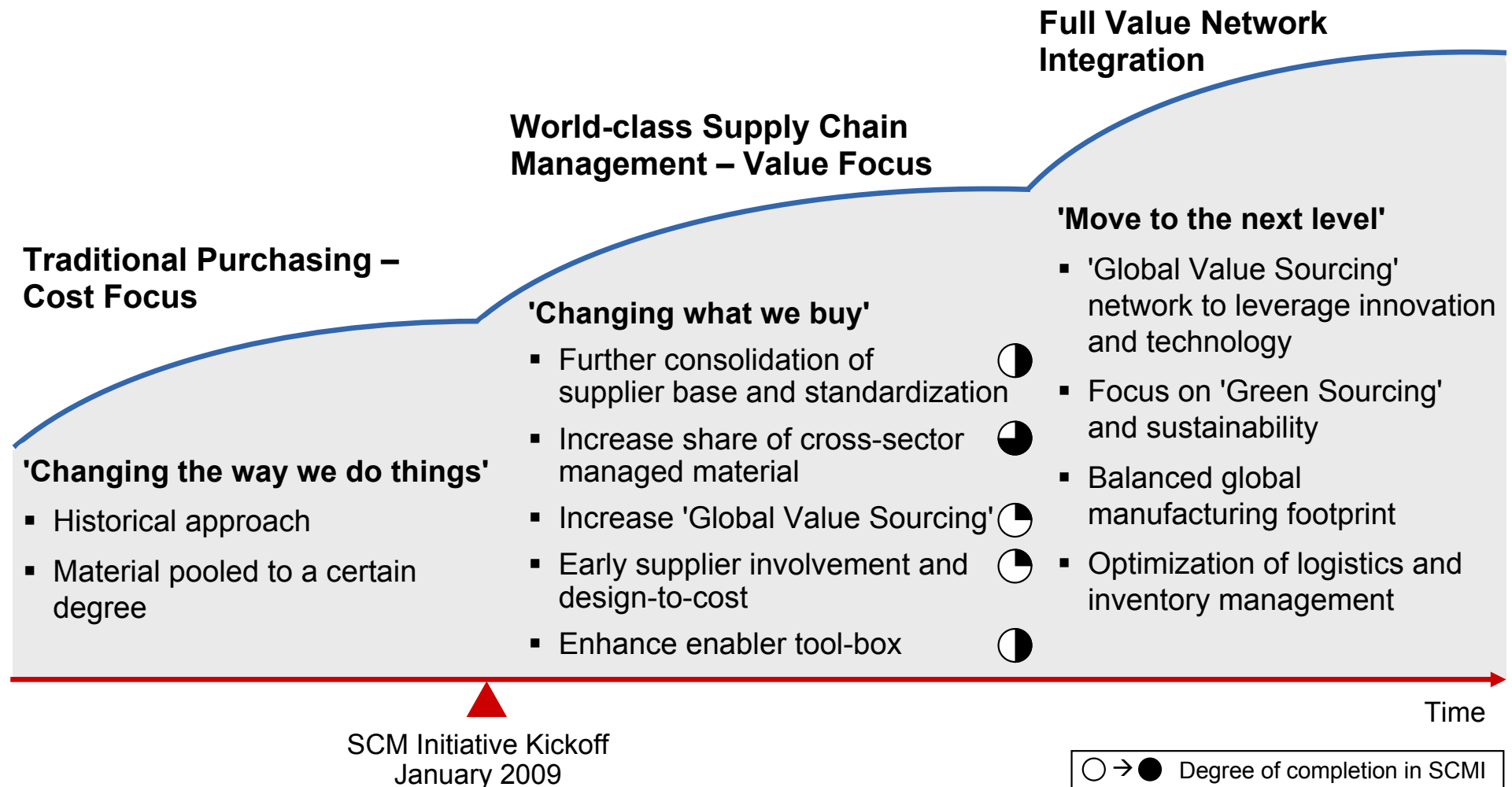
- Balance global manufacturing and sourcing footprint to support growth – increase ‘Global Value Sourcing’ share
- Build ‘Global Value Sourcing’ networks – suppliers, innovations and sustainability

### External Spend<sup>1)</sup>

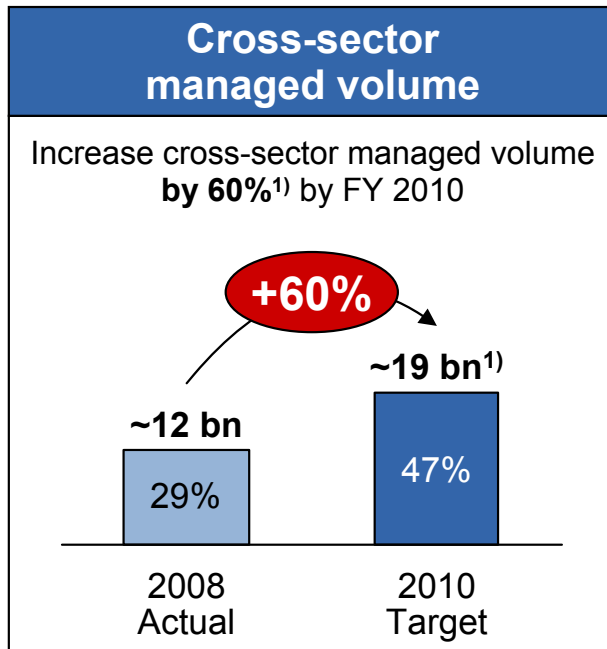


<sup>1)</sup> FY 2008, not including capex, non-audited figures

# Path to sustainable performance in SCM

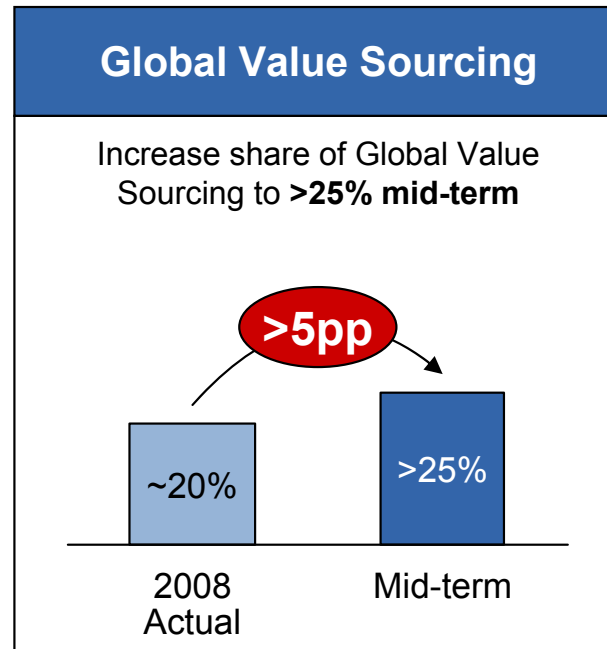


# Clear targets for Value Creation in SCM



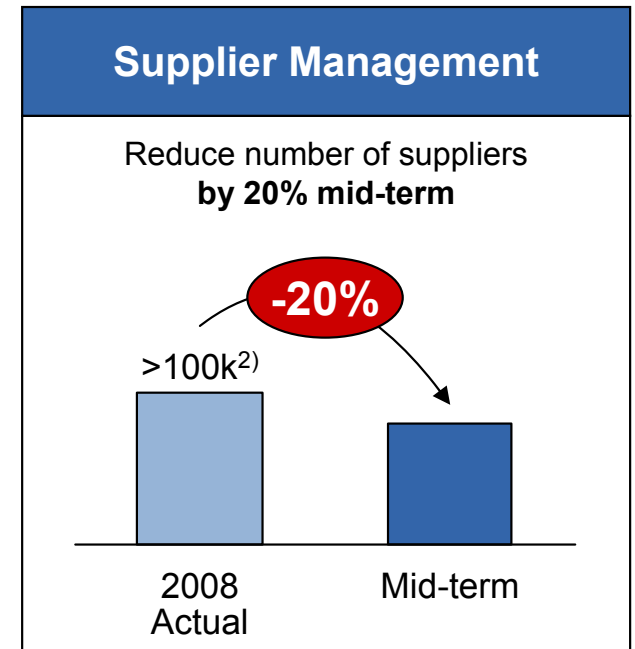
#### Selected examples

- Mechanics
- IT Hard- and Software
- Travel/Fleet
- Factory Supplies



#### Selected examples

- Optimize R&D and Manufacturing footprint
- Localization of portfolio and complete value chains
- Leverage supply base in emerging countries



#### Selected examples

- Focus on Supplier Management
- Central management for setup of new suppliers
- Integrator concepts
- Purchasing card

<sup>1)</sup> Based on FY 2008 structure and purchasing order volume

<sup>2)</sup> Base lining in progress

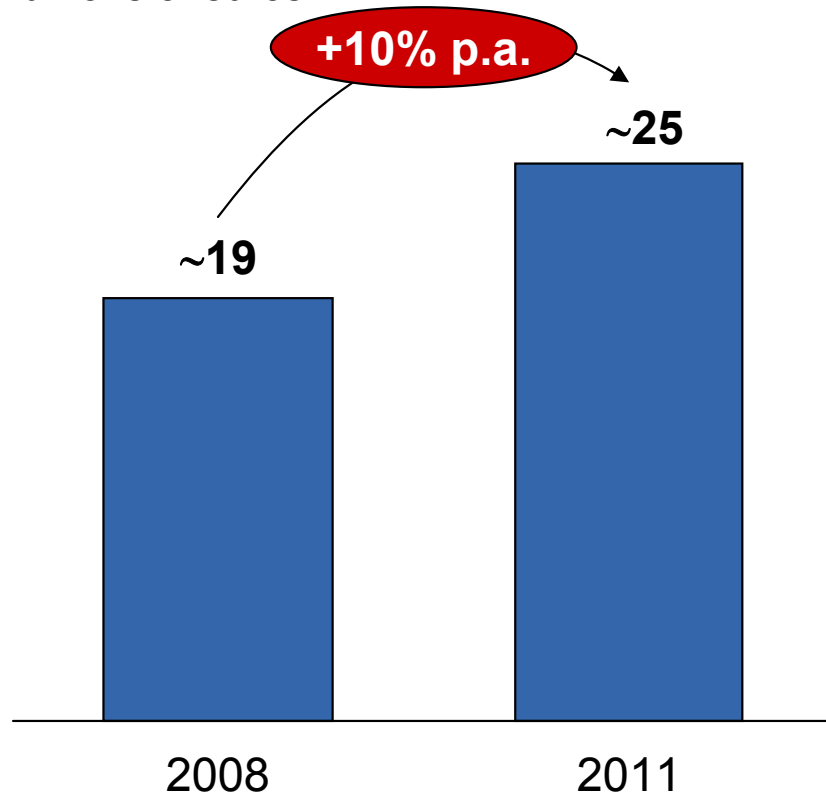
Note: All figures are indicative and non-audited

## Siemens is a green infrastructure giant

In FY 2008, our green portfolio generated revenue of €19 billion.

### Growth levers

in billions of euros



Energy efficiency



Wind power



Solar power

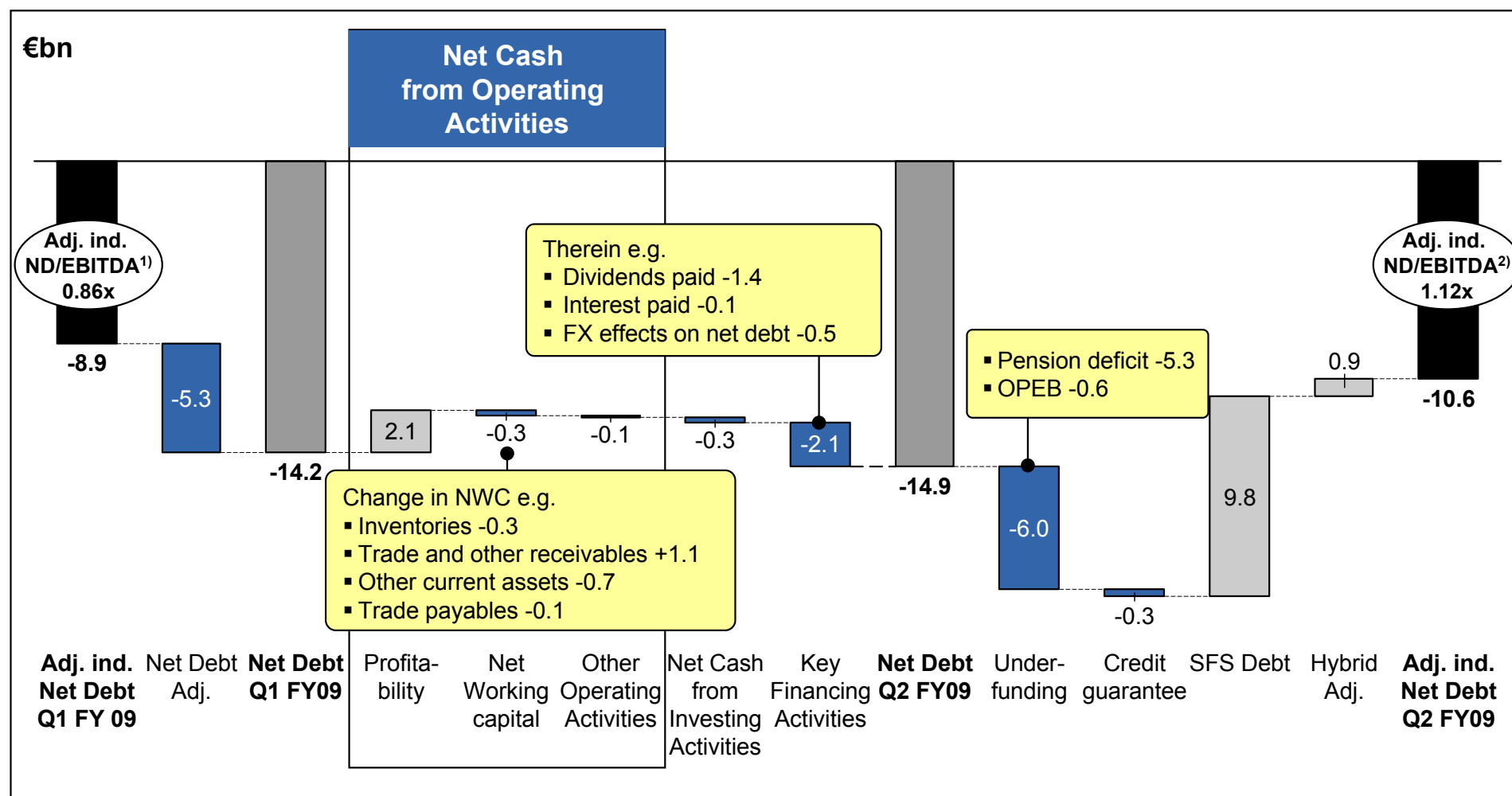


## Conclusion

- **Siemens robust in the crisis**
  - Revenue and order backlog further increased
  - Siemens in better shape than competitors
  
- **Siemens weatherized and additional levers applied early on**
  - Reduction of administrative costs
  - Launch of procurement initiative
  
- **We're continuing to pursue our long-term goal of strengthening competitiveness, even in the crisis**
  - Siemens' green portfolio is No. 1 worldwide.
  - We're continuing to expand this leading position.

# Appendix

## Industrial net debt increase mostly driven by gap in pension funding



1) EBITDA annualised: Q1 FY09 x 4

2) EBITDA annualised: H1 FY09 x 2

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



**The United States (U.S.) Securities and Exchange Commission requires to reconcile financial measures, that are not compliant with International Financial Reporting Standards (IFRS) and that are targeted to U.S. investors to the closest comparable IFRS financial measures.**

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

- Adjusted or organic growth rates of Revenue and new orders;
- Return on equity, or ROE;
- Return on capital employed, or ROCE;
- Cash conversion rate, or CCR, and free cash flow;
- Earnings before interest, taxes, depreciation and amortization, or EBITDA (adjusted); and
- 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. They 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 Usefulness of Non-GAAP Financial Measures." Accordingly, they should not be viewed in isolation 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 to Consolidated Financial Statements. Siemens' most recent annual Consolidated Financial Statements at any given time (the "Annual Financial Statements") can be found in the most recent Annual Report of Siemens (the "Annual Report"), which can be accessed at [www.siemens.com/annual-report](http://www.siemens.com/annual-report). Siemens' most recent interim Consolidated Financial Statements (the "Interim Financial Statements") at any given time can be found at [www.siemens.com/investors](http://www.siemens.com/investors) under the heading "Publications" – "Financial Publications" – "Financial Statements" or in the most recent Quarterly Report of Siemens (the "Quarterly Reports"), which can be accessed at [www.siemens.com/quarterly-reports](http://www.siemens.com/quarterly-reports).

In addition, in considering these supplemental financial measures, investors should bear in mind that other companies that report 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 focus on growth, capital efficiency, cash generation, and optimization of Siemens' capital structure and therefore are included within Siemens' Fit42010 strategic program. 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.



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



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## Adjusted or organic growth rates of Revenue and orders

In its financial reports, Siemens presents, on a worldwide basis and for its Sectors and Cross-Sector Businesses, the percentage change from period to period in Revenue as adjusted for currency translation effects and portfolio effects, i.e., the effects of acquisitions and dispositions. These adjusted percentage changes are called adjusted or organic rates of growth in Revenue. The IFRS financial measure most directly comparable to adjusted or organic growth rates of Revenue is the growth rate of Revenue calculated based on the Revenue figure as presented in the Consolidated Income Statement. Siemens believes that meaningful analysis of trends in Revenue from one period to the next requires an understanding of the quantitative impact of these effects, and accordingly Siemens management considers adjusted or organic rates of growth in Revenue 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.

Under Siemens' policy for the recognition of new orders, Siemens generally recognizes a new order when it enters into a contract that it considers "effective and binding" based on its review of a number of different criteria. In general, if a contract is considered effective and binding, Siemens recognizes the total contract value as promptly as practicable. There is no standard system for compiling new order information among companies in our fields of activities. Accordingly, Siemens' new order totals may not be comparable with new order totals reported by other companies. Contract value is the agreed price or fee of the irrevocable portion of the contract to deliver goods and/or render services. New orders is not required or defined by IFRS. Furthermore, Siemens' new order totals are not audited; however Siemens does subject its new orders to internal documentation and review requirements.

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## Return on equity, or ROE

In contrast, and in line with common practice in financial services, the profitability measure for Siemens Financial Services (SFS) is return on equity, or ROE. Siemens defines ROE as annualized Income before income taxes

of SFS divided by the average allocated equity for SFS. The allocated equity for SFS is determined and influenced by the size and quality of its portfolio of commercial finance assets (primarily leases) 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. The actual risk portfolio 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. Annualized income before income taxes of SFS for any quarter is calculated as Income before income taxes multiplied by four.

Return on equity is reported only for the segment SFS. Because Siemens management uses ROE as a supplement to Siemens' Consolidated Financial Statements in evaluating the business performance of SFS, Siemens believes that investors' ability to assess Siemens' overall performance may be improved by disclosure of this information.

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



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## Return on Capital Employed, or ROCE

Return on capital employed, or ROCE is Siemens' measure of capital efficiency. Siemens 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. ROCE is used as a measure of how capital invested in the Company or the Sectors yields competitive returns. Achievement of predetermined targets relating to ROCE is one of the factors taken into account in determining the amount of performance-based or variable compensation received by Siemens management.

Because Siemens management uses ROCE as a supplement to Siemens' Consolidated Financial Statements in evaluating Siemens' business performance, Siemens believes that investors' ability to assess Siemens' overall performance may be improved by disclosure of this information.

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## ROCE on a Siemens group level

Siemens defines ROCE as Net income (before interest) divided by average capital employed, or CE.

Net income (before interest), the numerator in the ROCE calculation, is defined as Net income excluding Other interest income (expense), net and excluding taxes on Other interest income (expense), net. Taxes on Other interest (expense), net are calculated in a simplified form by applying the current tax rate, which can be derived from the Consolidated Statements of Income, to Other interest income (expense), net.

Capital employed, the denominator in the ROCE calculation, is defined as Total equity plus Long-term debt plus Short-term debt and current maturities of long-term debt minus Cash and cash equivalents. Each of the components of capital employed appears on the face of the Consolidated Balance Sheet.

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## ROCE on a Siemens group level, on a continuing operations basis

Siemens also presents ROCE on a continuing operations basis. For this purpose, the numerator is Income from continuing operations and the denominator is capital employed, less Assets classified as held for disposal presented as discontinued operations net of Liabilities associated with assets held for disposal presented as discontinued operations.

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## ROCE on a Sector level

For the Sectors, ROCE is defined as Profit divided by average Assets. Profit for each Sector is defined as earnings before financing interest, certain pension costs and income taxes; certain items not considered performance-indicative by management may be excluded. Assets for each Sector are defined as Total assets less intragroup financing receivables and investments, less income tax assets, less non-interest-bearing liabilities/provisions other than tax liabilities.

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



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## **Cash conversion rate and free cash flow**

Cash conversion rate, or CCR is a operational performance measure, which shows us how much of our income we are converting to free cash flow. Siemens defines cash conversion rate as free cash flow divided by Net income. Cash conversion rate is reported on a regular basis to Siemens management.

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.

Free cash flow is a cash measure that is not impacted by cash flows related to portfolio activities, and it is therefore 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 and used by management 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 taken into account in determining the amount of performance-based or variable compensation received by Siemens management, both at the level of the worldwide Siemens group and at the level of individual reportable segments. For these reasons, Siemens believes that investors' ability to assess Siemens' overall performance may be improved by disclosure of this information.

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## **EBITDA (adjusted)**

Siemens defines EBITDA (adjusted) as EBIT (adjusted) before amortization (which is in turn defined as Amortization and impairments of intangible assets other than goodwill) and Depreciation and impairment of property, plant and equipment and goodwill. Siemens defines EBIT (adjusted) as Income from continuing operations before income taxes less Financial income (expense), net and Income (loss) from investments accounted for using the equity method, net. Each of these components of EBIT (adjusted) appears on the face of the Consolidated Financial Statements presented in accordance with IFRS. Each of the additional components of EBITDA (adjusted) appears in the Consolidated Financial Statements or the MD&A thereto. The IFRS financial measure most directly comparable to EBIT (adjusted) and EBITDA (adjusted) is Income from continuing operations before income taxes.

EBITDA (adjusted) is part of a capital structure measure which is calculated as the ratio of adjusted industrial net debt to EBITDA (adjusted). Adjusted industrial net debt is defined as net debt (see below) less (1) SFS debt excluding SFS internally purchased receivables, less (2) 50% of the nominal amount of our hybrid bond; plus (3) the funded status of pension benefits; plus (4) the funded status of other post-employment benefits; and plus (5) credit guarantees. Further information concerning adjusted industrial net debt can be found in the Annual Report under the heading "Management's discussion and analysis – Liquidity and capital resources – Capital structure." Siemens management uses this measure to manage its debt-equity ratio with the goal of ensuring both unrestricted access to debt financing instruments in the capital markets and its ability to meet scheduled debt service obligations.

Further EBIT (adjusted) and EBITDA (adjusted) are also broadly used by analysts, rating agencies and investors for performance assessment, and Siemens therefore believes that investors' ability to assess Siemens' overall performance may be improved by disclosure of this information.

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



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## Net debt

Siemens defines net debt as total debt less total liquidity. Total debt is defined as Short-term debt plus 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 Balance Sheet. The IFRS financial measure most directly comparable to net debt is total debt as reported in the Notes to Consolidated Financial Statements.

Siemens management reviews net debt regularly as part of its management of Siemens' overall liquidity, financial flexibility, capital structure and leverage. Furthermore, certain debt rating agencies, creditors and credit analysts monitor Siemens' net debt as part of their assessments of Siemens' business. For these reasons, Siemens believes that investors' ability to assess Siemens' overall performance may be improved by disclosure of this information.

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## Limitations Associated with Siemens' Supplemental Financial Measures

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

In particular:

- With respect to adjusted or organic percentage change in 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 return on equity, or ROE: This measure is not adjusted for special items, such as the disposition of equity investments (allocated to SFS) or impairments, and therefore it has been volatile over prior year periods. In addition, the use of this measure is inherently limited by the fact that it is a ratio.
- With respect to return on capital employed, or ROCE: The use of this measure is inherently limited by the fact that it is a ratio.
- With respect to cash conversion rate and free cash flow: 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. Free cash flow therefore should not be viewed as a measure of cash generated by operations that is available exclusively for discretionary expenditures. In addition, the use of cash conversion rate is inherently limited by the fact that it is a ratio.
- With respect to EBIT (adjusted) and EBITDA (adjusted): Financial income and taxes are significant cash expenses that may reduce the amount of cash available for distribution to shareholders or reinvestment in the business. EBIT (adjusted) does not reflect these expenses. Items such as depreciation and amortization, while not directly affecting Siemens' cash position, represent the loss in value of assets over time. The expense associated with, and accordingly the full economic effect of this loss in value are not reflected in EBITDA (adjusted).
- With respect to net debt: Siemens typically needs a considerable portion of its cash, cash equivalents and available-for-sale financial assets at any given time for purposes other than debt reduction. The deduction of these items from total debt in the calculation of net debt therefore should not be understood to mean that these items are available exclusively for debt reduction at any given time.

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

**SIEMENS**

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## **Compensation for Limitations Associated with Siemens' Supplemental Financial Measure**

Siemens provides a quantitative reconciliation of each supplemental financial measure to the most directly comparable IFRS financial measure either in this document, in the Notes to Consolidated Financial Statements or in the Annual Reports and Quarterly Reports under the heading "Management's discussion and analysis," and Siemens encourages investors to review those reconciliations carefully.

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