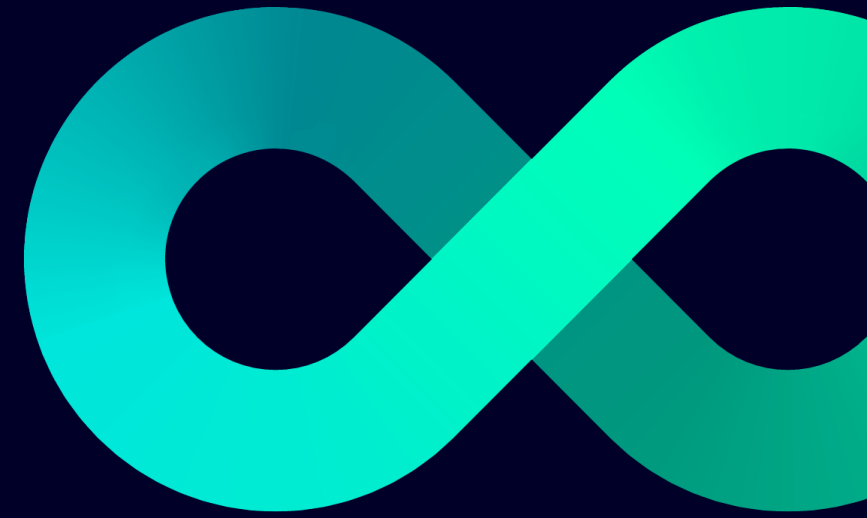


Siemens – Business Fact Sheets



Siemens Investor Relations

Notes and forward-looking statements

This document contains statements related to our future business and financial performance and future events or developments involving Siemens that may constitute forward-looking statements. These statements may be identified by words such as “expect,” “look forward to,” “anticipate,” “intend,” “plan,” “believe,” “seek,” “estimate,” “will,” “project” or words of similar meaning. We may also make forward-looking statements in other reports, in prospectuses, in presentations, in material delivered to shareholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements. Such statements are based on the current expectations and certain assumptions of Siemens’ management, of which many are beyond Siemens’ control.

These are subject to a number of risks, uncertainties and factors, including, but not limited to those described in disclosures, in particular in the chapter Report on expected developments and associated material opportunities and risks in the Combined Management Report of the Siemens Report ([siemens.com/siemensreport](https://www.siemens.com/siemensreport)), and in the Interim Group Management Report of the Half-year Financial Report (provided that it is already available for the current reporting year), which should be read in conjunction with the Combined Management Report.

Should one or more of these risks or uncertainties materialize, should decisions, assessments or requirements of regulatory authorities deviate from our expectations, should events of force majeure, such as pandemics, unrest or acts of war, occur or should underlying expectations including

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

This document includes – in the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-measures). These supplemental financial measures should not be viewed in isolation or as alternatives to measures of Siemens’ net assets and financial positions or results of operations as presented in accordance with the applicable financial reporting framework in its Consolidated Financial Statements. Other companies that report or describe similarly titled alternative performance measures may calculate them differently.

Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

Siemens Industrial Businesses by numbers

Digital Industries

Smart Infrastructure

Mobility

Siemens Healthineers¹



FY 2022
In €

Revenue
(comp. growth)

19.5bn
+13%

17.4bn
+10%

9.7bn
+3%

21.7bn
+6%

Profit margin

19.9%

12.8%

8.2%

15.5%

Employees

76.2k

72.7k

38.2k

69.5k

¹ Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers: 75%

Digital Industries (DI)



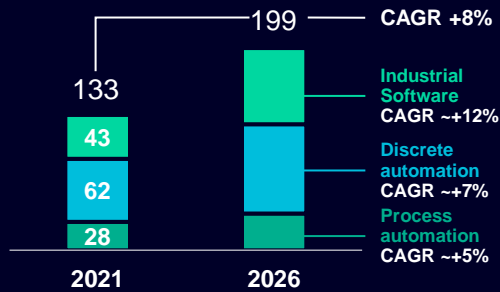
Cedrik Neike
CEO



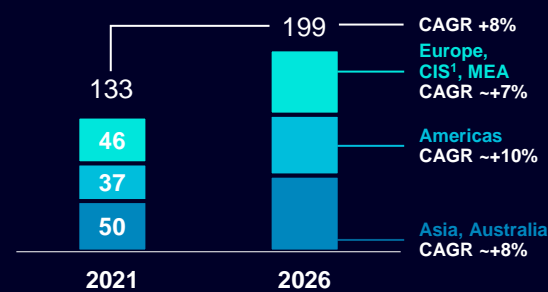
Rudolf Basson
CFO

Market

Business mix – in billion €



Geographical – in billion €



Source: Siemens common market model based on market analysts' data 1 Commonwealth of Independent States excluding Russia and Belarus

Key Targets and Priorities

Four growth levers: Existing customers, Verticals, Regions & SMEs

Successfully transition to **Software as a Service**

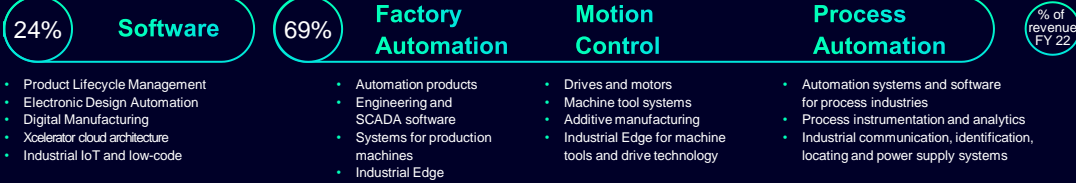
Addressing value drivers:
growth, resilient revenue, profitability and cash conversion rate

- Continuous productivity
- Flexible cost structure
- Efficient asset management
- Stringent capital allocation



Targets over 3-5 year cycle

Portfolio / Technology



Main Competitors



Key Figures

(in € million except otherwise stated)

	Fiscal 2022	Fiscal 2021	Comp. Change in %
Orders	25,283	18,427	+32%
Revenue	19,517	16,514	+13%
Profit	3,892	3,360	
Profit Margin	19.9%	20.3%	
Free cash flow	4,090	3,750	
Employees	76,200	72,700	

Smart Infrastructure (SI)



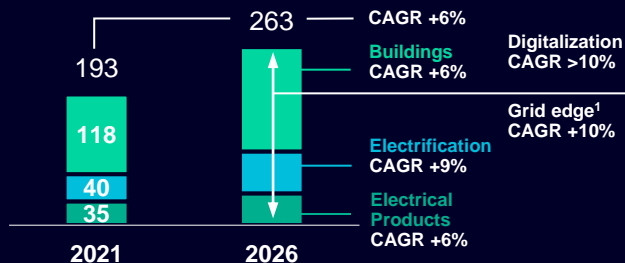
Matthias Rebellius
CEO



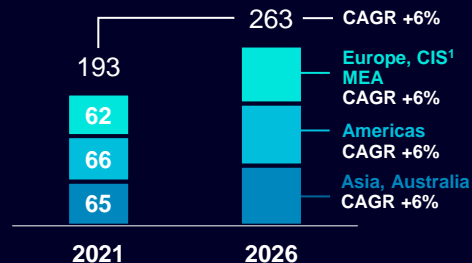
Axel Meier
CFO

Market

Portfolio mix – in billion €



Geographical – in billion €



Source: Siemens common market model based on market analysts' data

¹ "Grid edge" = technologies near or at the end of electrical grids - electric vehicle charging, distributed energy systems and storage

¹ Commonwealth of Independent States excl. Russia and Belarus

Portfolio / Technology

Electrification



- Grid simulation, operation and control software
- Substation automation and protection
- Medium-voltage primary and secondary switchgear, incl. SF₆-free
- Low-voltage switchboards
- eMobility charging infrastructure

27%

Buildings



- Integrated building management systems and software
- Heating, ventilation & air conditioning (HVAC) controls
- Fire safety/security products and systems
- Solutions and services, incl. energy and performance services

42%

Electrical Products



- Low-voltage switching, measuring and control equipment
- Low-voltage distribution systems and switchgear
- Circuit breakers, contactors and switching for medium-voltage

31%

% of revenue¹ (FY 22)

¹ Unconsolidated revenues

Main Competitors



Key Targets and Priorities

Addressing value drivers:
growth, resilient service revenue, profitability and cash conversion rate

- Delivering on CMD 2021 commitments
- Improving profitability and closing the gap to competition with strong execution of competitiveness program
- Stringent capital allocation to sustainably drive performance
- Being a reliable performer



Comparable revenue growth



Resilient service revenue growth p.a.



Profit margin



Cash conversion rate (CCR)

Targets over 3-5 year cycle

Key Figures

(in € million except otherwise stated)

	Fiscal 2022	Fiscal 2021	Comp. Change in %
Orders	20,798	16,071	+23%
Revenue	17,353	15,015	+10%
Profit	2,222	1,729	
Profit Margin	12.8%	11.5%	
Free cash flow	2,203	2,098	
Employees	72,700	70,400	

Mobility (MO)



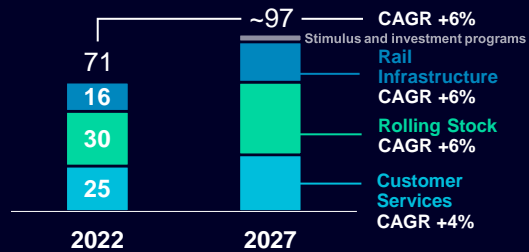
Michael Peter
CEO



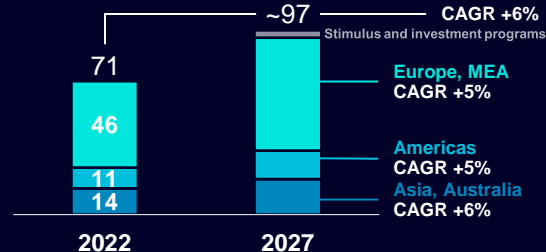
Karl Blaim
CFO

Market

Business mix – in billion €



Geographical – in billion €



Note: Siemens Mobility accessible market adjusted to own portfolio (excl. Russia market), estimate; figures 3-y-avg. market values (a FY 20-22, b FY 25-27)

Portfolio / Technology

Rolling Stock



Short-distance, regional and long-distance rolling stock, product and system solutions for passenger and freight transport

e.g. Velaro high speed, Vectron locomotive, Mireo commuter platforms

Rail Infrastructure



Products and solutions for rail automation and electrification for Mainline, Freight and Mass Transit

e.g. Interlocking systems, European train control systems

Customer Services



Services for rolling stock and rail infrastructure, throughout the entire lifecycle

e.g. maintenance services, digital services with Railigent

Turnkey



Complete rail solutions integrating the entire rail portfolio and beyond

e.g. turnkey projects for high-speed rail, commuter and regional rail

Software



Software solutions for Train Planning, Inventory, Reservation and Ticketing, Mobility as a Service (MaaS)

e.g. apps and backend systems from Hacon, Sqlls, Padam

% of revenue¹ (FY 22)

46%

38%

16%

Included¹

Included²

¹ Revenue included in the other businesses ² Revenue included in Rail Infrastructure

Main Competitors

ALSTOM

中国中车
CRRC

STADLER

Key Targets and Priorities

Competitive Growth Program to secure mid-term target achievement

Growth & Scale e.g.

- Leverage market potential out of stimulus programs
- Increase service volume (>8% backlog growth¹)
- Leadership in H₂ and battery technology

Business Mix & Innovation e.g.

- Lead infrastructure in the cloud transition
- Digital inside Rolling Stock (100% Railigent inside²)
- Drive platform approach in Rolling Stock
- Selected accretive portfolio moves

Operational Excellence e.g.

- Add 2k engineers in Lead Cost Countries until FY 25
- Internal process digitalization
- ... in addition to 3% base productivity



Comparable revenue growth



Service backlog growth



Profit margin



Cash conversion rate (CCR)

Targets over 3-5 year cycle

¹ CAGR FY 20-25

² Goal is to ensure every product shipped out of our factories with 100% Railigent inside

Key Figures

(in € million except otherwise stated)

	Fiscal 2022	Fiscal 2021	Comp. Change in %
Orders	13,200	12,696	+2%
Revenue	9,692	9,232	+3%
Profit	794	850	
Profit Margin	8.2%	9.2%	
Free cash flow	771	898	
Employees	38,200 ¹	39,600	

Note: Key Figures incl. Yunex except otherwise stated ¹ excl. Yunex

Siemens Healthineers (SHS)



Dr. Bernd Montag
CEO



Dr. Jochen Schmitz
CFO



Darleen Caron
CHRO



Elisabeth Staudinger
Board Member

Market

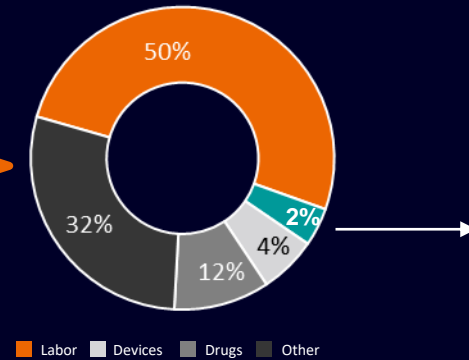
Healthcare trends ...

- Demographic shift
- Population growth
- Growing chronic diseases
- Patient as a consumer
- Staff shortage
- Increasing cost pressure
- Value-based reimbursement

... and implications
for providers

Managing health
Industrialization
Consolidation

Total healthcare market



¹ Total addressable market for IM, DX (ex MDX) and AT with current portfolio (2016); **Source:** Siemens Healthineers market model

Key Targets and Priorities

Imaging

Expand #1 position & create new markets, building on unmatched innovation power & scale

Varian

Accelerate cancer care impact together as one

Diagnostics

Accelerate growth & expand margins, building on workflow leadership & clinical innovations

Advanced Therapies

Grow and disrupt procedures in cardiovascular & neurovascular care

Fighting most threatening diseases

Enabling efficient operations

Expanding access to care

Portfolio / Technology

Imaging

- Computed tomography
- Magnetic resonance
- Molecular imaging
- X-ray products
- Ultrasound
- Digital solutions

Diagnostics

- Clinical chemistry, Immunoassay
- Hemostasis, hematology
- Blood gas, urinalysis
- Molecular virology and liquid biopsy
- Automation and IT

Varian

- Radiation Oncology Solutions
- Multi-Disciplinary Oncology
- Interventional Solutions

Advanced Therapies

- Angio systems
- Mobile C-arms
- Hybrid ORs
- Endovascular Robotics

Main Competitors



PHILIPS



Key Figures¹

(in € million except otherwise stated)

	Fiscal 2022	Fiscal 2021	Comp. Change in %
Orders	25,556	20,320	+9%
Revenue	21,715	17,997	+6%
Profit	3,369	2,847	
Profit Margin	15.5%	15.8%	
Free cash flow	2,625	3,101	
Employees	69,500	66,100	