



| Siemens AG

August 2022

Disclaimer

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.

Financial publications are available for download at:
www.siemens.com/ir

Technology to Transform the Everyday



Digitalization is transforming
the backbone of our economies:

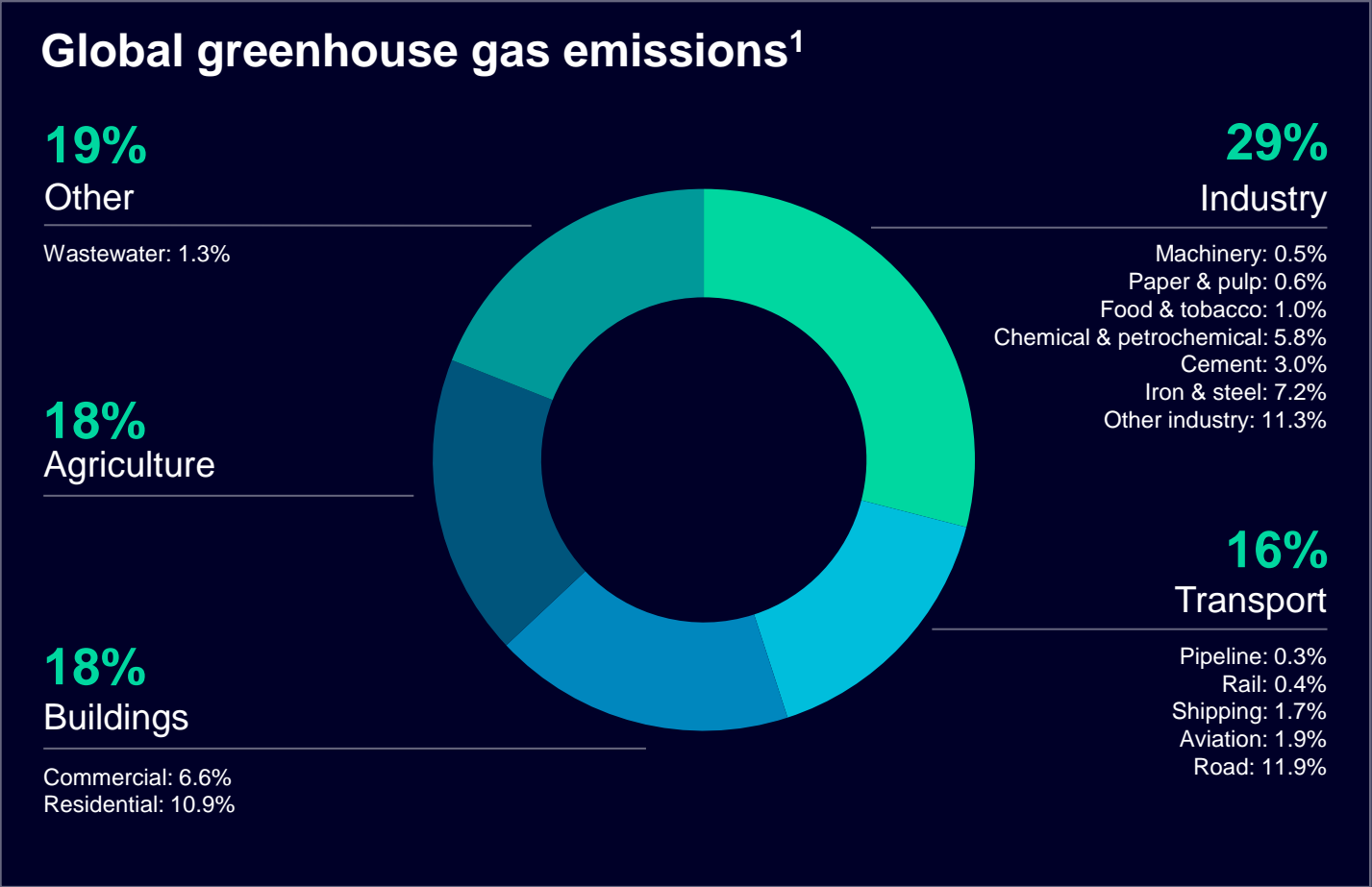
**Industry, infrastructure,
mobility, and healthcare.**

This transformation is key to business success
and for shaping a sustainable future.

With our technologies, we're helping our
customers to accelerate their own digital
transformation, to reinvent their companies and
industries, to become more sustainable.

Dr. Roland Busch,
President and CEO of Siemens AG

Siemens' technologies help decarbonize sectors that today account for nearly three-quarters of global greenhouse gas emissions



Siemens contribution to decarbonization of customers' and own operations

88 m

metric tons of greenhouse gas reduction achieved by customers through the use of Siemens technology in fiscal 2021

36%

reduction of Scope 1 & 2 emissions since 2019 according to Siemens' SBTI²-based reduction path

78%

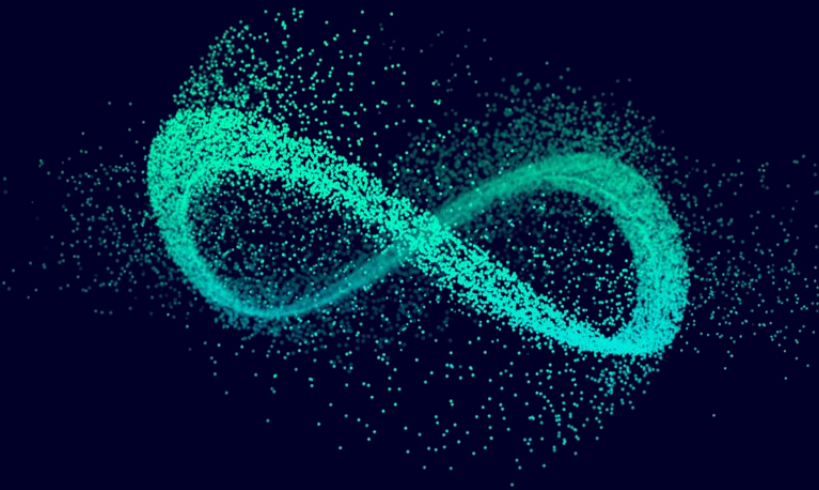
of Siemens' total energy consumption is green electricity

¹ Ritchie, H. (2020). Sector by sector: where do global greenhouse gas emissions come from? ourworldindata.org.
² Science Based Target Initiative; base year 2019.

By combining the real and the digital worlds, Siemens empowers customers to master their digital transformation and sustainability challenges

- Automotive Manufacturing
- Airports
- Electronics Industry
- Water and wastewater Industry
- Data Centers
- Machinery and Plant Production
- Food and Beverage
- Chemical Industry
- Municipalities and DSOs
- Cranes
- Intralogistics
- Aerospace
- Battery Manufacturing

Real world



Digital world

- Glass Production
- Pharmaceutical Industry
- Campus
- Tire Industry
- Mining Industry
- Cement
- Transportation and Logistics
- Panel Building
- Wind Energy
- Pulp and Paper
- Life Science
- Healthcare
- Oil and Gas Industry



Siemens Xcelerator will make it easier than ever before for companies **to navigate digital transformation – faster and at scale**. By combining the real and the digital worlds across operational and information technology, we empower customers and partners to boost productivity, competitiveness and scale up innovations.”

Dr. Roland Busch,
President and CEO of Siemens AG

Xcelerator – Siemens is the partner of choice in digital transformation



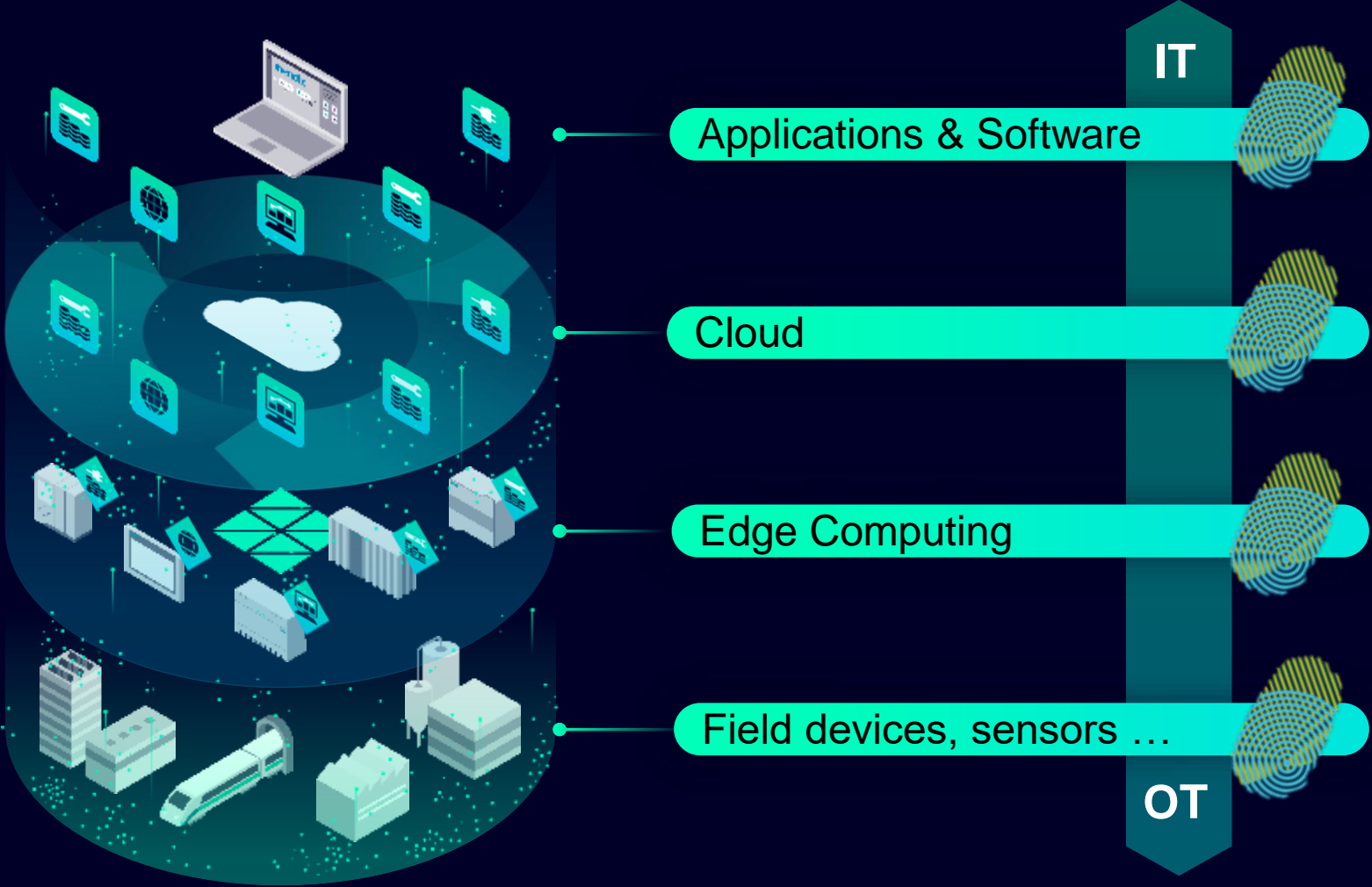
A comprehensive, curated **portfolio** that includes digital and IoT-enabled offerings from Siemens, and certified partners

A continuously growing, powerful **ecosystem** of partners

An evolving **marketplace** that enables education, exploration, exchange, and transaction within a community of customers, partners and experts

Portfolio design principles

- Interoperable
- Flexible
- Open
- As a service



Digital transformation has the potential to drive progress and growth in all countries and to reduce resource consumption in all industries

Industry



60%

of manufacturing tasks can be automated, improving productivity, quality and safety.

Infrastructure



80%

of lifecycle costs arise from operations. Digital technologies can unlock savings potential of up to 20%.

Mobility



20%

potential increase in transport capacity through digital signaling technology without building additional infrastructure.

Healthcare



50%

of stroke-related costs could be reduced by AI and digital-twin technologies.

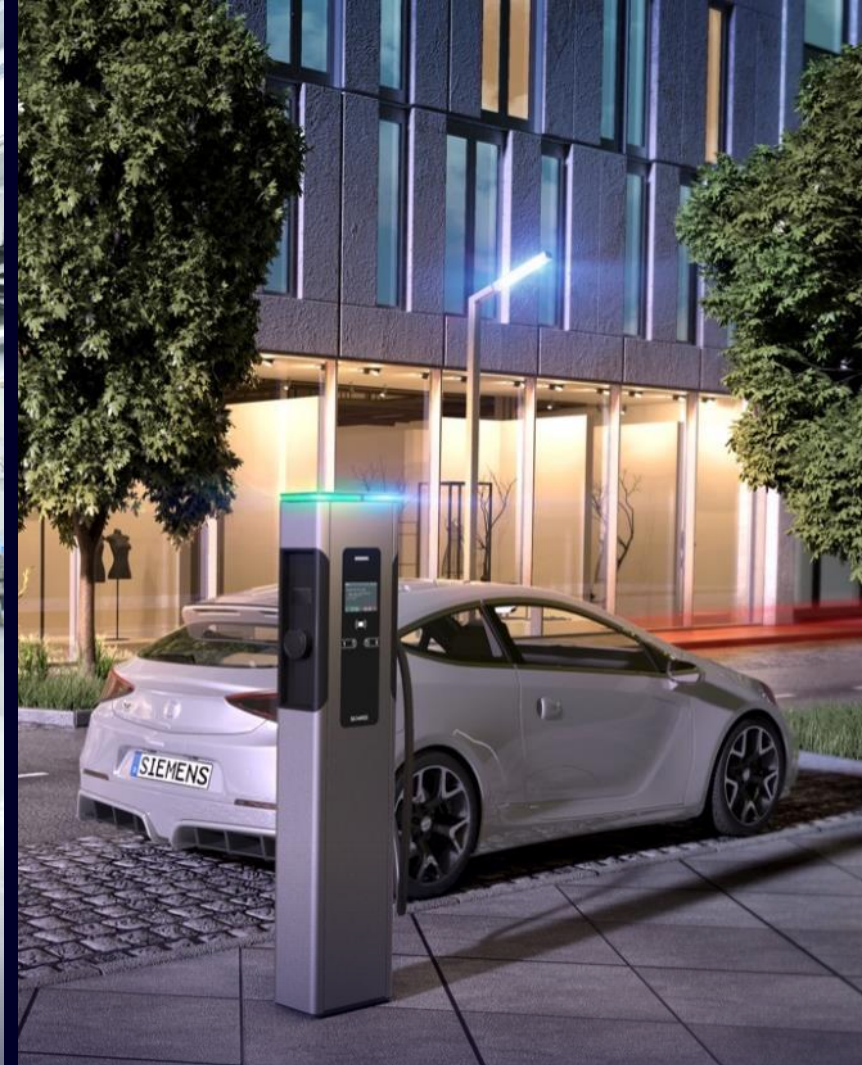
Source: McKinsey, BCG, Siemens Healthineers



We commute in cars designed with Siemens software ...



... built in factories running on Siemens automation ...



... and charged by a Siemens smart grid.



We work in smart buildings that promote our health and safety ...



... that use energy with maximum efficiency ...



... and connect the physical and the digital workplace.



We book our train tickets
with Siemens software ...



... to travel on trains
made by Siemens ...



... operated with Siemens
infrastructure technology.



We rely on life-saving drugs and treatments ...



... as well as accurate medical diagnoses, ...



... all of which are made possible by Siemens solutions.

A focused technology company

Our four strategic priorities

Customer impact

We anticipate what our customers need before they even know they need it.

Technology with purpose

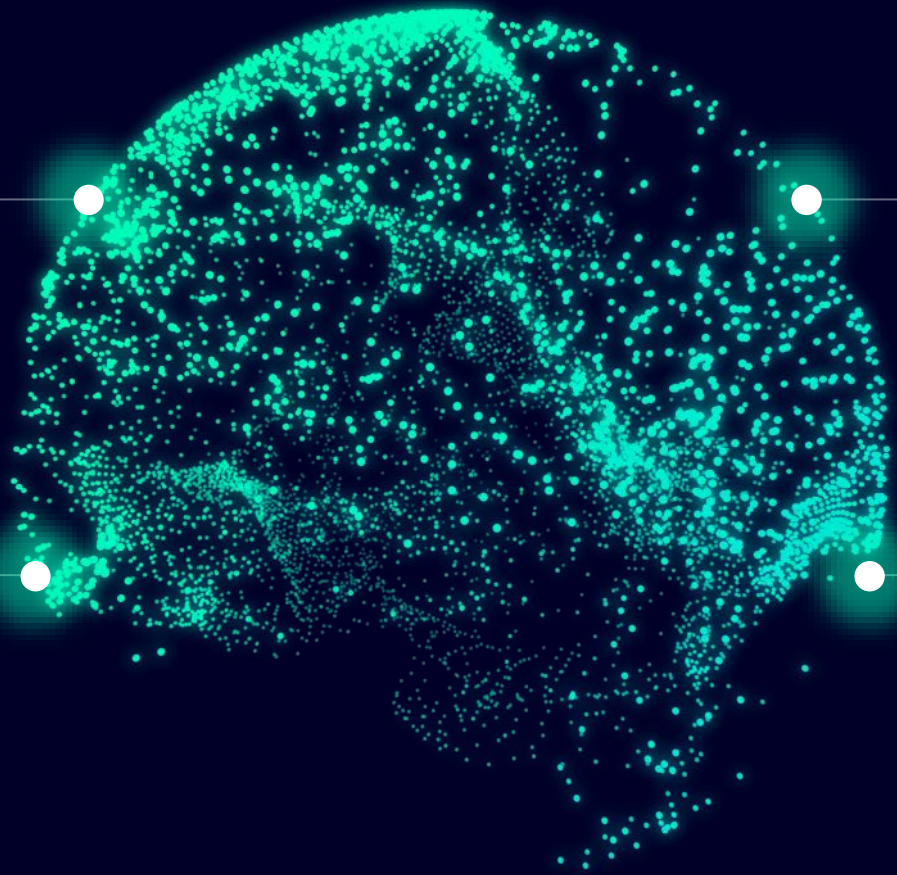
Innovative technology has been at the core of Siemens for more than 170 years and it will remain at the core of the future we're building.

Empowered people

Driving progress by empowering our customers, partners and employees.

Growth mindset

Rather than make yesterday last, we are committed to building tomorrow – by learning and being open to change.



Businesses and Services of Siemens AG

Industrial Business

Digital Industries



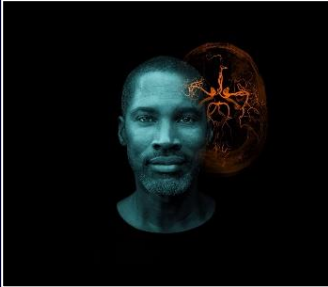
Smart Infrastructure



Mobility



Siemens Healthineers¹



Portfolio Companies



Siemens Advanta



Services

Siemens Financial Services



Siemens Real Estate



Global Business Services



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

Managing Board of Siemens AG



**Dr. Roland
Busch**

President and CEO



**Cedrik
Neike**



**Matthias
Rebellius**



**Prof. Dr. Ralf P.
Thomas**

CFO



**Judith
Wiese**

CPSO

Management of Siemens businesses

Digital Industries



Cedrik Neike
CEO



Rudolf Basson
CFO

Smart Infrastructure



Matthias Rebellius
CEO



Axel Meier
CFO

Mobility



Michael Peter
CEO



Karl Blaim
CFO

Siemens Advanta



Aymeric Sarrazin
CEO



Gerlinde Sturm
CFO

Portfolio Companies



Dr. Horst J. Kayser
Chairman



Dr. Martin Meyer
Head of Finance

Siemens Healthineers



Dr. Bernd Montag
CEO



Darleen Caron
CHRO



Dr. Jochen Schmitz
CFO



Elisabeth Staudinger
Board Member

We utilize our Company Core Technologies in all businesses



Simulation
and Digital Twin



Sustainable Energy
and Infrastructure



User Experience



Software Systems
and Processes



Connectivity
and Edge



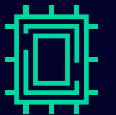
Cybersecurity
and Trust



Data Analytics
and AI



Integrated Circuits
and Electronics



Power Electronics



Automation



Additive Manufacturing
and Materials

Company Core Technologies

Innovation examples



Industrial 5G

- Siemens is driving 5G in industry
- First 5G router launched
- Standalone private 5G networks in trial operation
- 5G is prerequisite for IoT



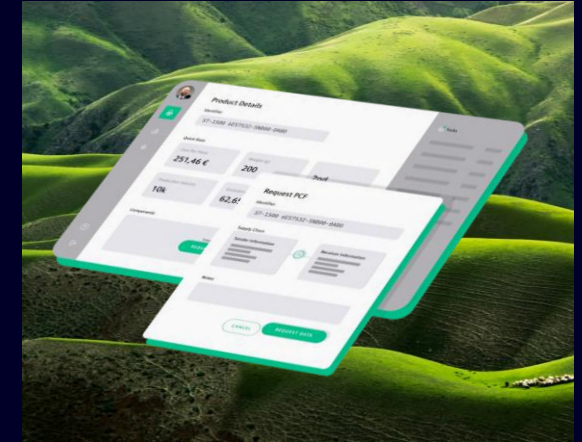
Industrial Edge

- Market-leading solutions for industrial edge
- Extending the industrial edge to the field offers customers substantial advantages



Product PKI

- Employing digital certificates and signatures for devices and software significantly improves cybersecurity
- More than one million certificates already in use



SiGREEN

- SiGREEN enables the trustworthy exchange of actionable product carbon footprints throughout value chains
- Use of verifiable credentials to address transparency, confidentiality, and data control in supply chains

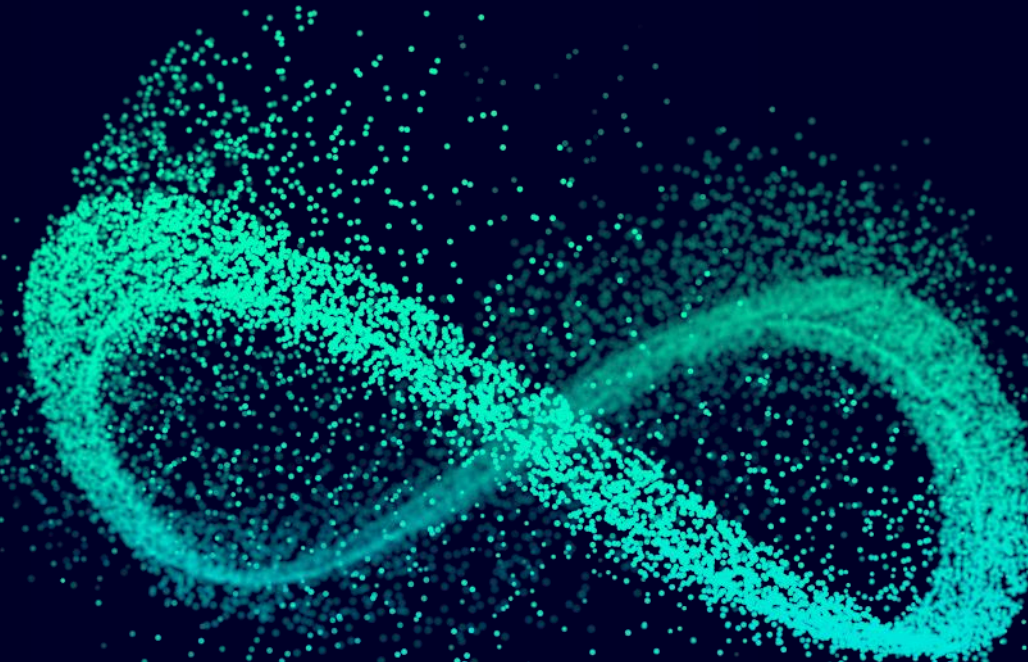
Our core business and our digital business reinforce each other in a virtuous cycle, accelerating high value growth

Core business

We grow our core business by leveraging our digital capabilities

Digital business

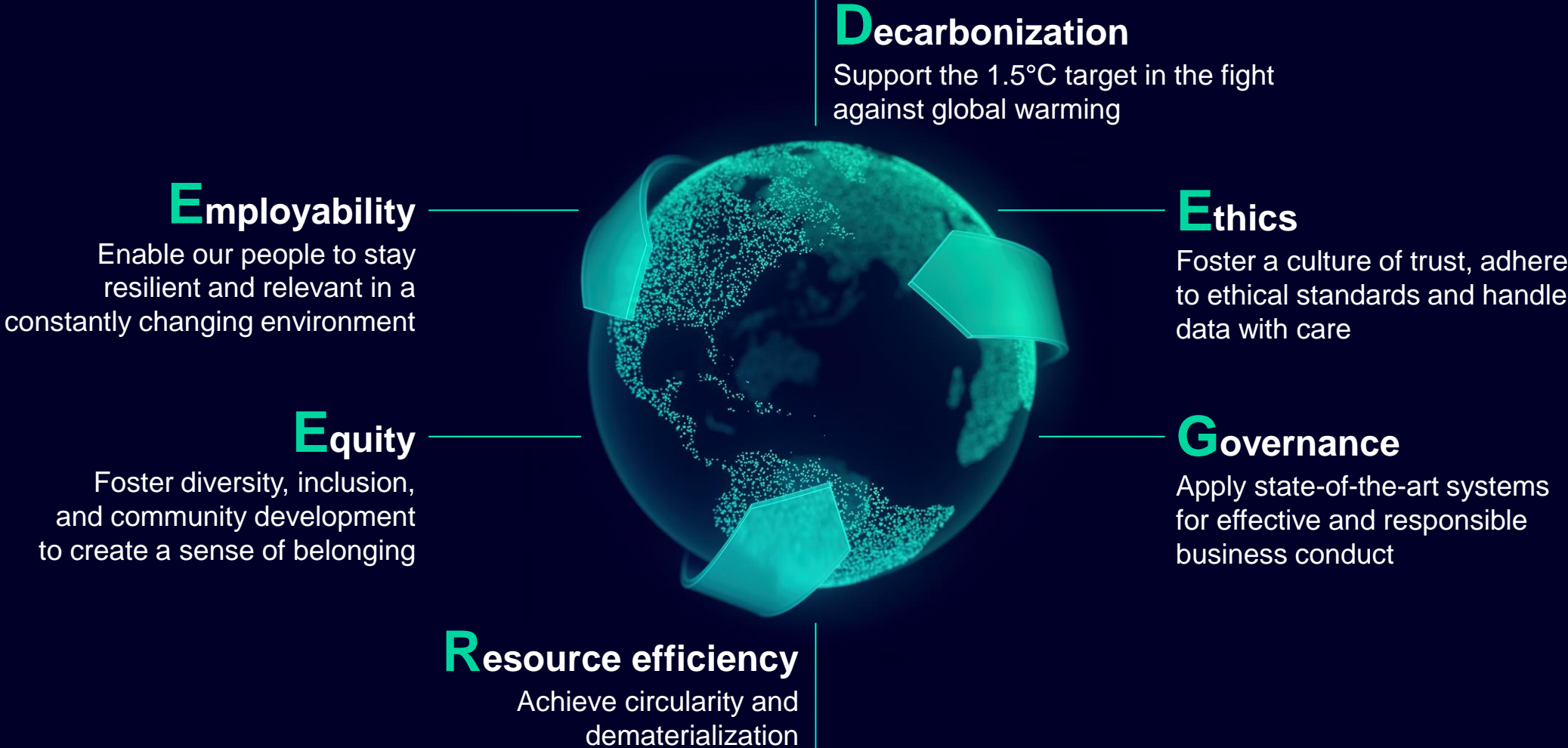
We grow our digital business by leveraging our core business and domain know-how



**Transforming the
everyday to create
a better tomorrow**

Siemens' commitment to sustainability

Our DEGREE framework sets clear priorities



Our DEGREE framework sets clear goals

Decarbonization

- **Net zero operations by 2030** in line with SBTi pathway
- **Net zero supply chain by 2050, 20% emissions reduction by 2030**

Ethics

- **Business Conduct Guidelines** training for **100%** of the workforce every **three years**

Governance

- **ESG secured supply chain** based on supplier commitment to the **Supplier Code of Conduct**
- **Long-term incentives** based on **ESG criteria**¹

Resource efficiency

- Next-level **robust eco-design** for **100%** of relevant Siemens product families **by 2030**
- **Natural resource decoupling** through **increased purchase of secondary materials** for metals and resins
- **Circularity** through **waste-to-landfill reduction of 50% by 2025** and toward **zero landfill waste by 2030**

Equity

- **30% female** share in **top management** by FY25
- Access to **employee share plans**: maintain high level and **expand globally to 100%**²
- Global commitment to the **New Normal Working Model**

Employability

- **Double digital learning hours by 2025**
- Access to **employee assistance program**: maintain high level and **expand globally to 100%** by 2025
- **30% improvement** in Siemens' globally aggregated **LTIFR**³ **by 2025**

¹ Assessed on the basis of a Siemens internal ESG/Sustainability index, incl. Customer Net Promoter Score, CO₂ Reduction, Training Hours |

² Where legally possible and reasonable | ³ LTIFR: Lost time injury frequency rate (of Siemens employees and temp. workers) baseline FY2020

Siemens in figures

As a focused technology company, we empower our customers to transform their industries and markets, helping them to transform the everyday.

303,000

employees¹

€62.3 bn

in revenue²

€6.7 bn

in net income³

15.0%

adjusted EBITA margin
for the Industrial
Businesses²

¹ As of September 30, 2021 | ² In fiscal 2021 | ³ Continuing and discontinued operations

Fiscal 2021 figures in detail

(Slide 1 of 2)

(Continuing operations; in millions of € except where otherwise stated)

	Fiscal 2021	Fiscal 2020	Change in %
--	-------------	-------------	-------------

Volume

Orders	71,374	58,030	21% ¹
Revenue	62,265	55,254	11% ¹

Profitability and capital efficiency

Net income ²	6,697	4,200	59%
Return on capital employed (ROCE) ²	13.1%	7.8%	

	Fiscal 2021	Fiscal 2020
--	-------------	-------------

Liquidity

Free Cash Flow ²	8,237	6,404
-----------------------------	-------	-------

Employees

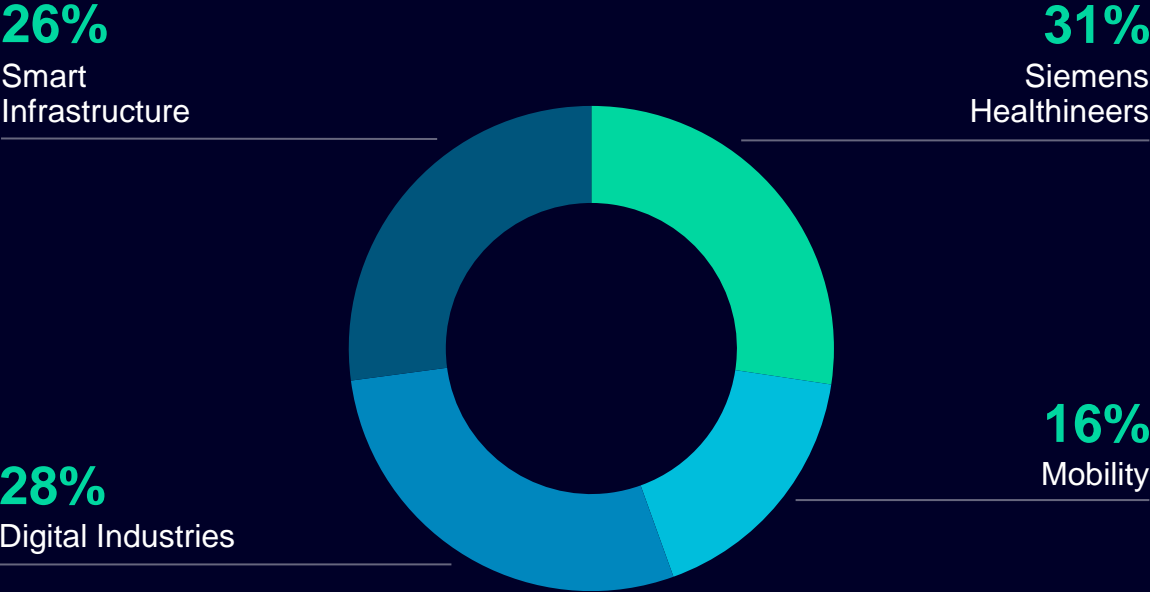
(in thousands)	Sept. 30, 2021 ²	Sept. 30, 2020 ²
Total	303	293
Germany	86	90
Outside Germany	217	203

¹ Excluding currency translation and portfolio effects | ² Continuing and discontinued operations

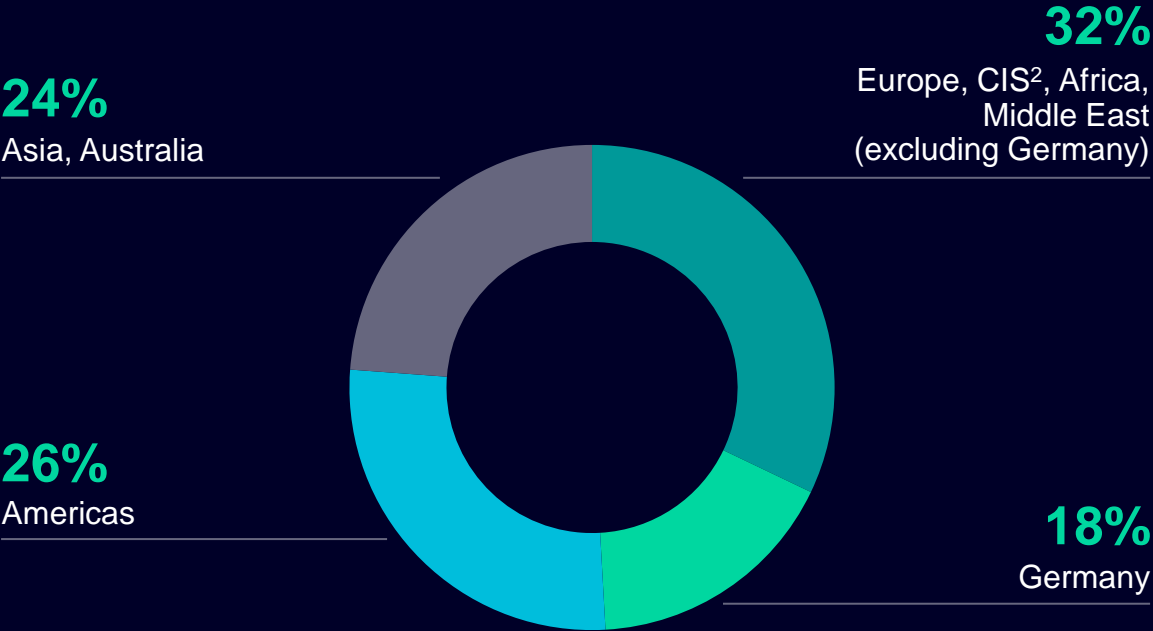
Fiscal 2021 figures in detail

(Slide 2 of 2)

Revenue by industrial business¹



Revenue by region¹



¹ All figures rounded | ² Commonwealth of Independent States

Third quarter of fiscal 2022

(Slide 1 of 2)

(Continuing operations; in millions of € except where otherwise stated)

Volume

	Q3 2022	Q3 2021	Change in %
Orders	22,006	20,486	1% ¹
Revenue	17,867	16,085	4% ¹

Profitability and capital efficiency

	Q3 2022	Q3 2021	Change in %
Net income (loss) ²	(1,531)	1,480	n/a
Return on capital employed (ROCE) ²	(11.8)%	14.0%	

Liquidity

	Q3 2022	Q3 2021
Free cash flow ²	2,287	2,274

Employees (in thousands)

	Dec. 31, 2021
Total	305
Germany	86
Outside Germany	219

¹ Continuously adjusted for currency translation and portfolio effects | ² Continuing and discontinued operations

Third quarter of fiscal 2022

(Slide 2 of 2)

Results of operations

(in millions of €)	Industrial Business				Siemens Financial Services	Portfolio Companies
	Digital Industries	Smart Infrastructure	Mobility	Siemens Healthineers		
Orders	6,544	5,455	2,763	6,092		1,067
Revenue	4,930	4,369	2,456	5,186		801
Profit	901	562	704	715	75 ¹	5
Profit margin	18.3%	12.9%	28.7%	13.8%	12.0% ²	0.6%

¹ Income before income taxes | ² Return on equity (RoE); after tax

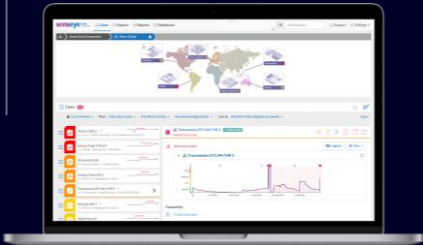
Businesses and Services

Recent highlights

Amtrak orders 50 more Charger Locomotives from **Siemens** Mobility



Siemens acquires **Senseye** - predictive maintenance and asset intelligence for industrial companies



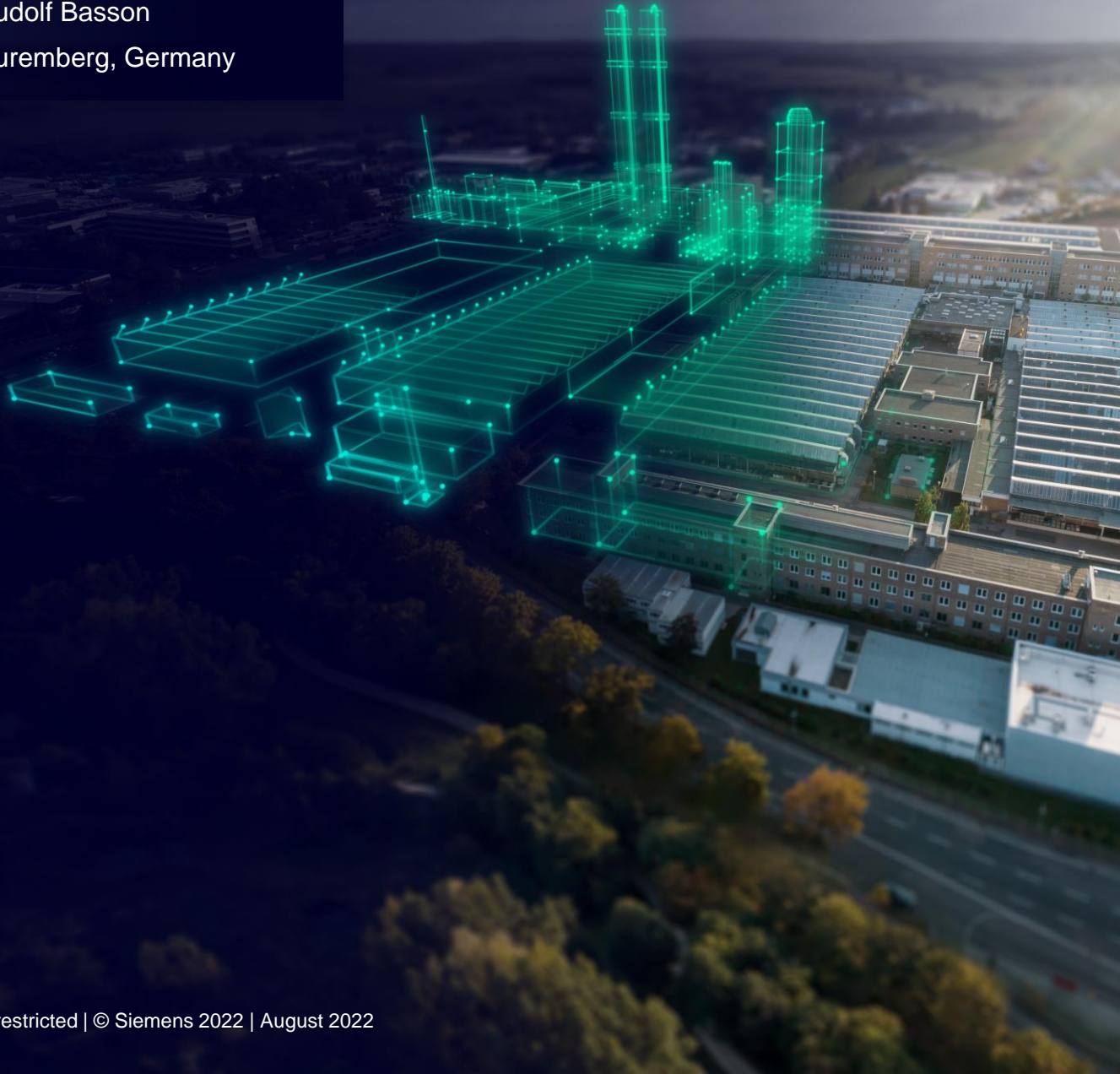
Brightly

Siemens acquires **Brightly Software** to accelerate growth in digital building operations




Siemens Mobility finalizes contract for 2,000 km high-speed rail system in **Egypt**

CEO Cedrik Neike
CFO Rudolf Basson
HQ Nuremberg, Germany



Digital Industries

Industry faces a major challenge: Because our planet's resources are finite, we must produce more with less. Siemens' Digital Enterprise helps meet this challenge by merging the real and the digital worlds in a continuous flow of data. A key part of that is the comprehensive Digital Twin. It collects data on products throughout their entire lifecycle, from the initial concept to their production and deployment. Our cutting-edge technologies make it possible for industry to understand this data and to use finite resources much more efficiently. That is how we are making industry more sustainable.



CEO Cedrik Neike
CFO Rudolf Basson
HQ Nuremberg, Germany

Digital Industries

72,700
employees¹

20.4%
adjusted
EBITA margin²

€16.5 billion
in revenue²

¹ As of September 30, 2021 | ² For fiscal 2021

CEO Matthias Rebellius
CFO Axel Meier
HQ Zug, Switzerland



Smart Infrastructure

Smart infrastructure is sustainable infrastructure.

Siemens Smart Infrastructure combines the real and digital worlds across energy systems, buildings and industries, enhancing the way people live and work and significantly improving efficiency and sustainability. We work together with customers and partners to create an ecosystem that both intuitively responds to the needs of people and helps customers achieve their business goals. It helps our customers to thrive, communities to progress, and it supports sustainable development to protect our planet for the next generation.

CEO Matthias Rebellius
CFO Axel Meier
HQ Zug, Switzerland

Smart Infrastructure

70,400
employees¹

11.6%
adjusted
EBITA margin²

€15.0 billion
in revenue²

¹ As of September 30, 2021 | ² In fiscal 2021

CEO Michael Peter
CFO Karl Blaim
HQ Munich, Germany

Mobility

With digitalization, we enable mobility operators worldwide to make trains and infrastructure intelligent, increase value sustainably over the entire lifecycle, enhance the passenger experience, and guarantee availability.

CEO Michael Peter
CFO Karl Blaim
HQ Munich, Germany



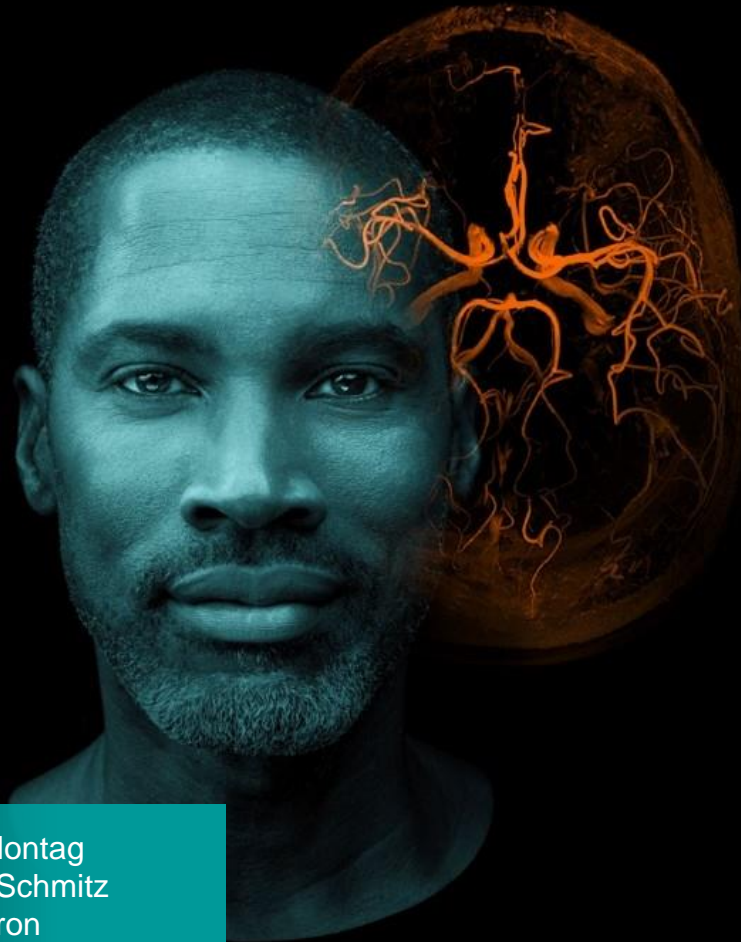
Mobility

39,600
employees¹

9.3%
adjusted
EBITA margin²

€9.2 billion
in revenue²

¹ As of September 30, 2021 | ² In fiscal 2021



CEO	Dr. Bernd Montag
CFO	Dr. Jochen Schmitz
CHRO	Darleen Caron
MBM	Elisabeth Staudinger
HQ	Erlangen, Germany

Siemens Healthineers

Siemens Healthineers AG is a listed, leading medical technology company that aspires to shape the healthcare system of the future. It helps healthcare providers around the world expand precision medicine, transform care delivery, improve the patient experience, and digitalize healthcare. The company is continuously developing its product and service portfolio with AI-supported applications and digital technologies that will play an important role in the next generation of medical technology.



SIEMENS
Healthineers

CEO
CFO
CHRO
MBM
HQ

Dr. Bernd Montag
Dr. Jochen Schmitz
Darleen Caron
Elisabeth Staudinger
Erlangen, Germany



SOMATOM Edge Plus


Siemens Healthineers

66,100
employees¹

15.8%
adjusted
EBITA margin²

€18.0 billion
in revenue²

¹ As of September 30, 2021 | ² In fiscal 2021



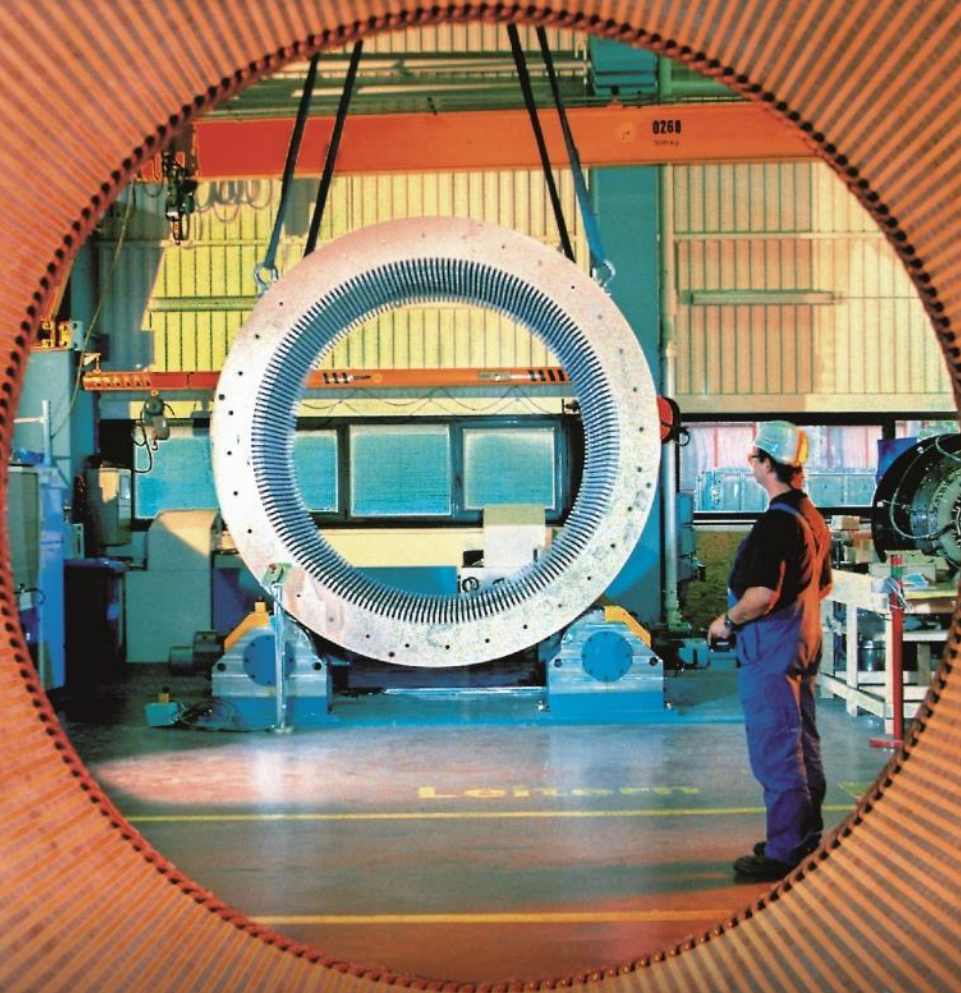
CEO Aymeric Sarrazin
CFO Gerlinde Sturm
HQ Munich, Germany

Siemens Advanta

Siemens Advanta enables companies to unlock the digital future by supporting their unique digitalization journey from start to finish. Siemens Advanta's key differentiator is its unrivalled combination of deep domain knowledge, the strong Siemens technology stack and a powerful ecosystem of partners around the globe. With its three units – Consulting, Solutions & Implementation, and Development – Siemens Advanta's services begin with strategy and operations consulting and range from design and prototyping to platform solutions and data services, and from software and applications development all the way to implementation and operation. Siemens Advanta cares for its clients individually, creating a tailored digitalization journey designed to meet each client's specific needs – end-to-end, with all capabilities from a single source.

Chairman
Head of
Finance
HQ

Dr. Horst J. Kayser
Dr. Martin Meyer
Erlangen, Germany



Portfolio Companies

Under the umbrella of Portfolio Companies, Siemens operates the units Large Drives Applications, Siemens Logistics, Commercial Vehicles, and Mechanical Systems and Components. The Portfolio Companies employ about 15,100 people and generated approximately €3.1 billion in revenue in fiscal 2021. With a decentralized setup, fast decision-making processes and quick reaction times, these units are agile and flexible, which makes them more competitive in their specific markets and enables them to focus more sharply on their customers.

CEO Veronika Bienert
CFO Dr. Andreas Rudolf
HQ Munich, Germany

Siemens Financial Services


Siemens Financial Services (SFS) – Siemens' financial arm – provides financial solutions for business clients.

SFS enables customers to access new technologies, promotes growth, creates added value and increases competitiveness. Its exceptional combination of financial expertise, risk management and industry-specific know-how enables SFS to offer a range of tailored, innovative financing solutions around the world. SFS supports customers by providing financing and leasing, corporate financing, equity investments, and project-related and structured financing as well as trade and receivables finance solutions.

Fiscal 2021 Fiscal 2020

Total assets in millions of €	30,384	28,946
Employees ¹	2,900	2,800

¹ As of September 30, 2021



CEO Hannes Apitzsch
COO Kai-Eberhard Lueg
CFO Sigrid Dengler
HQ Munich, Germany

Global Business Services

Siemens Global Business Services (GBS) designs, innovates, and efficiently operates business services for Siemens AG units worldwide as well as external customers. Its portfolio comprises transactional and expertise-driven services – with a strong focus on digitalization in areas like business administration, human resources, supply chain management, sales, marketing, and engineering.

With unique expertise and more than 20 years of business services experience, GBS creates value tailored to the specific needs of customers. Its global delivery network enables it to achieve economies of scale and provide flexibility by bundling services and balancing efficiency and customer proximity requirements.

Siemens GBS serves customers from eleven major locations around the globe. It employs 10,000 people worldwide and is headquartered in Munich, Germany.



CEO
Head of
Finance

Dr. Zsolt Sluitner
Dr. Patrik Dresen

HQ

Munich, Germany

Siemens Real Estate Services

Siemens Real Estate (SRE) specializes in solutions for the operation of office, industrial and specialized buildings.

As a trusted partner, SRE creates value and increases the efficiency of real estate for Siemens and external customers.

With 25 years of experience in corporate real estate management, SRE is driving digitization in corporate real estate by providing smart and sustainable solutions that increase the flexibility of its customers.

SRE is significantly contributing to the Group's goal of being carbon neutral by 2030 and implementing innovative workplace concepts that support future-oriented hybrid working.

**Siemens is shaping
the future**



Innovation is the basis for our success

€4.9 bn
R&D expenditures¹

42,500
R&D employees²

4,480
inventions¹

2,520
patent
applications¹

Cooperation

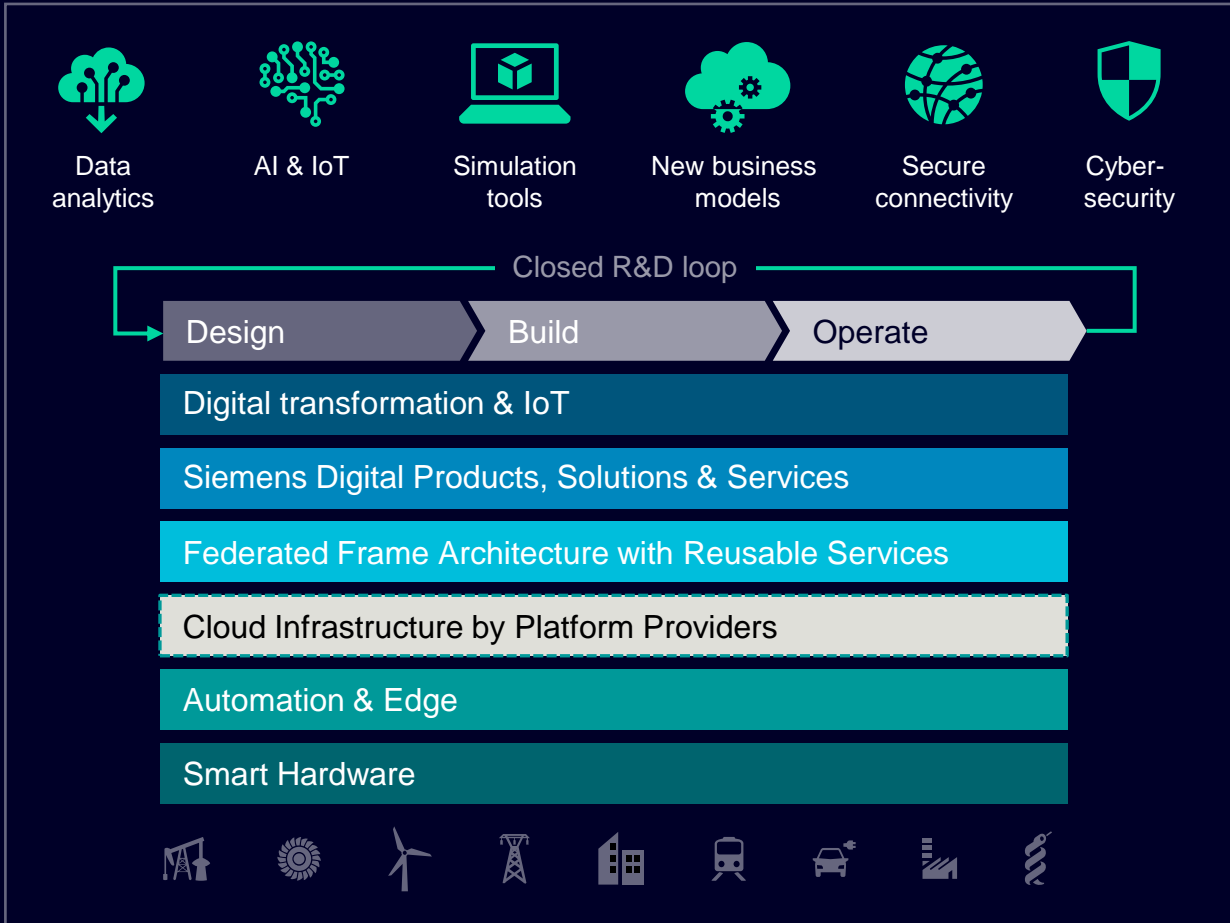
with universities, research institutes,
and start-ups

16

Siemens Research and Innovation Ecosystems

¹ In fiscal 2021 | ² On average during fiscal year 2021

Our digital portfolio



Top 10

Siemens is one of the top 10 software companies¹

€5.6 billion

digital revenue¹ with 10% CAGR until FY2025

~44,000

employees in digital jobs at Siemens²

~430

digital offerings¹

€10 billion

invested in digital companies in the past 10 years¹

¹ In fiscal 2021 | ² As of September 30, 2021

Next47 powered by Siemens

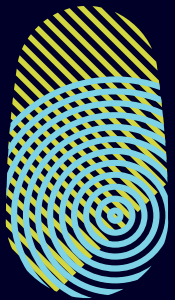
Next47 is an independent, global venture firm backed by Siemens AG that invests in the B2B technology leaders of tomorrow.

We combine capital with best-in-class go-to-market capabilities to help our portfolio companies grow revenue through the Siemens ecosystem. Through our partnerships, we ensure Siemens and its customers gain early access to the best emerging technology solutions to solve their most difficult and fundamental business challenges.

Next47 is also an enabler of entrepreneurialism within Siemens. The Next47 Accelerator, a program built in partnership with leading external accelerator programs, aims to identify and nurture big, breakthrough ideas within Siemens with the goal of empowering internal talent to create new business opportunities for the company.

Charter of Trust

A joint initiative for a secure digital world



Charter of Trust

charteroftrust.com



Associated Partner Forum



1

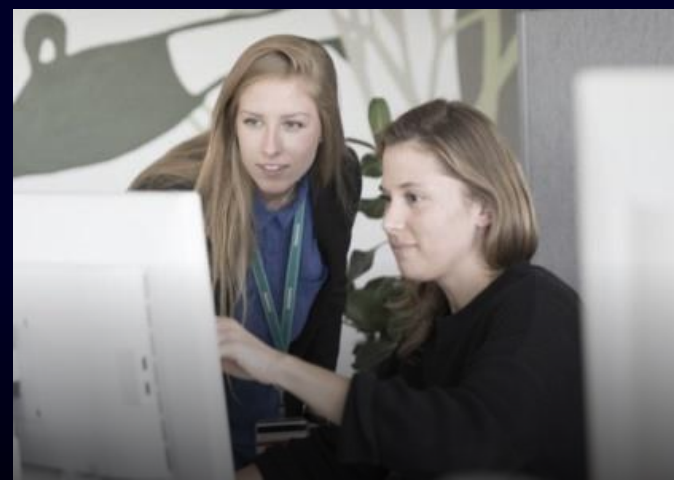
Protect the data of individuals and businesses

2

Prevent damage to people, businesses, and infrastructure

3

Build trust in the digital world



Employer with vision

303,000
people worldwide
work for Siemens¹

~34,400
new hires
worldwide²

~4,000
new hires in
Germany²

6,700
apprentices and
students in dual
study programs
worldwide¹

1 As of September, 30 2021 | 2 In fiscal 2021



Compliance

Zero tolerance for misconduct

High rankings

in Dow Jones Sustainability Index
in the category “Compliance” since 2009

US\$120 m

since 2009 to support organizations
fighting corruption and fraud

>330,000

web-based compliance trainings
of employees each year, averaged¹

¹ Without Siemens Healthineers



Siemensstadt Square

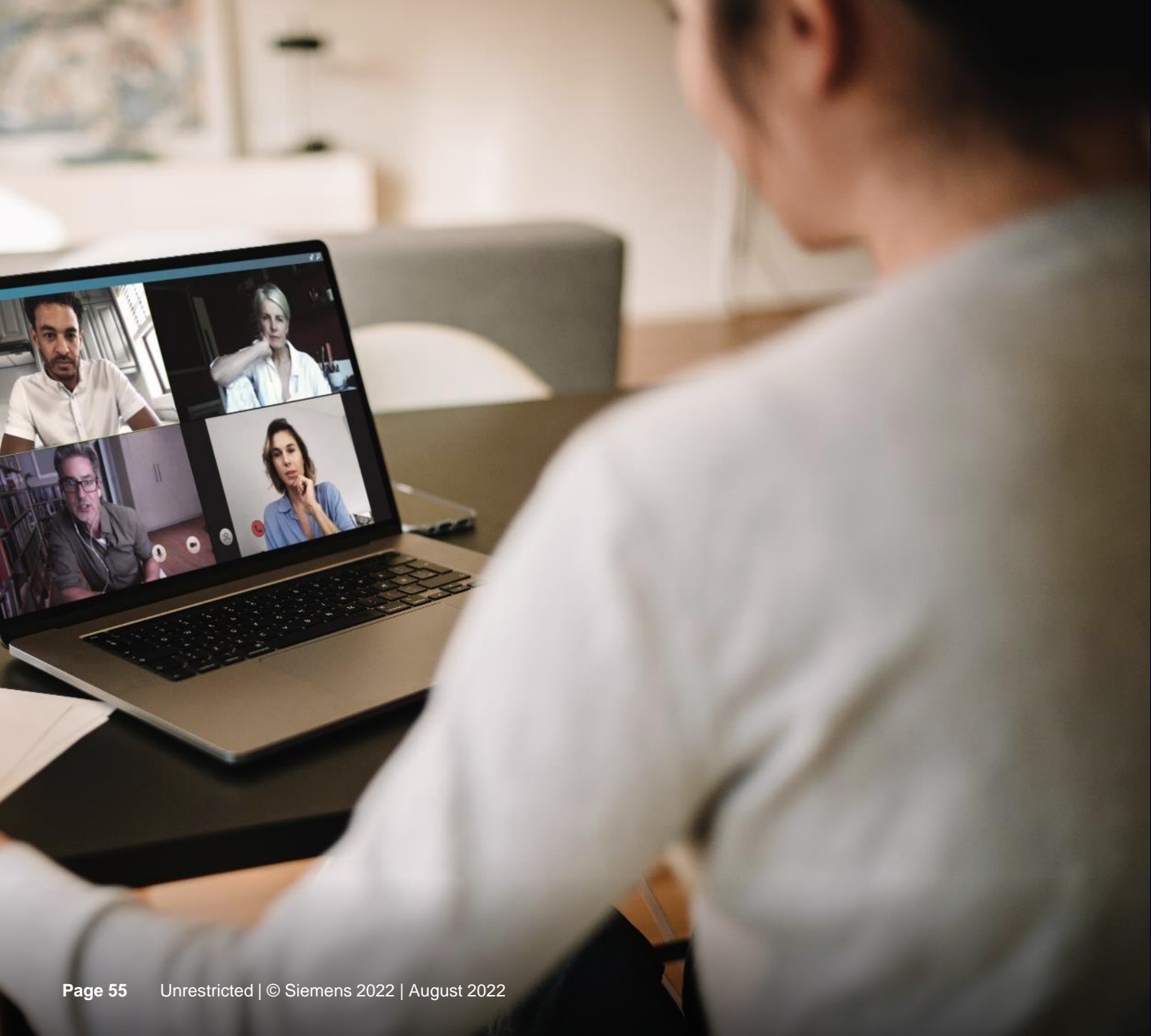
Shaping a sustainable and inclusive urban district that supports industry, research, learning, and living

76 ha

area in the Spandau district of Berlin

€600 m

invested in new residential and work space



Mobile working

is a key element of the “new normal”

Mobile working **two to three days a week** will be the worldwide standard – for about **140,000 employees¹** at more than **125 locations** in **43 countries**

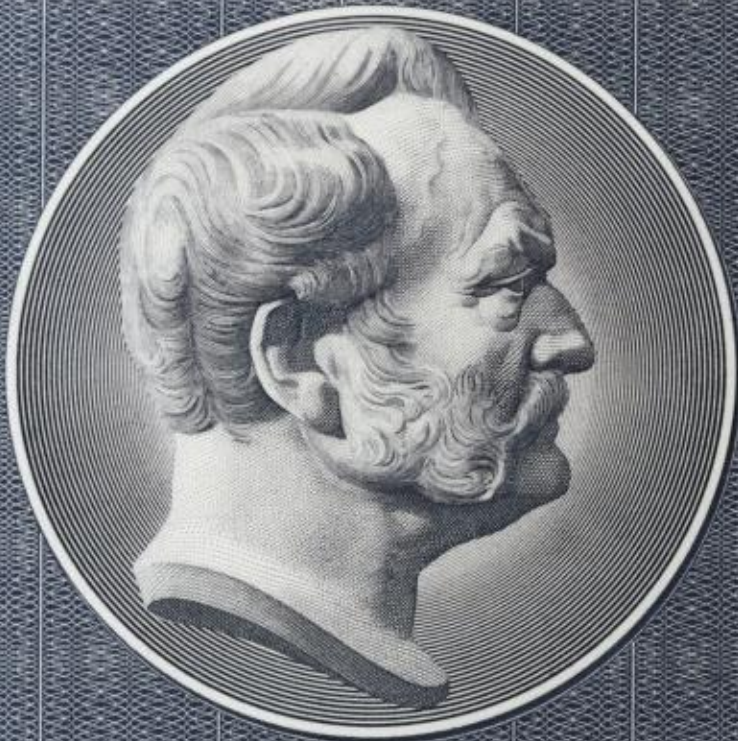
The New Normal Working Model gives employees more options and greater flexibility when it comes to choosing where they work. Upon consultation with their managers, employees can work wherever they are most productive.

¹ Number of job profiles that are suitable for mobile working.

SIEMENS

~180,000

Siemens employees
are shareholders
of the company¹



DER INHABER DIESER STAMMAKTIE IST MIT FÜNF
AN DER SIEMENS AKTIENGESELLSCHAFT, BERLIN
NACH MASSGABE DER SATZUNG ALS AKTIONÄR

EINE AKTIE

SIEMENS AKTIENGESELLSCHAFT

AUFSICHTSRAT

VORSTAND

W. Siemens *Kerschbaum* *Lohmeyer*

¹ As of September 30, 2021

| Contact

Siemens AG
Werner-von-Siemens-Strasse 1
80333 Munich | Germany

www.siemens.com
contact@siemens.com

For further information:

siemens.com/about
siemens.com/press
siemens.com/investors
siemens.com/innovations
siemens.com/careers