Debt Investor Update

Non-deal debt roadshow

27 / 28 November 2008

Safe Harbour Statement

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); the challenges of integrating major acquisitions and implementing joint ventures and other significant portfolio measures; changes in currency exchange rates and interest rates; 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, especially the corruption investigation we are currently subject to in Germany, the United States and elsewhere; 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, and on the SEC's website, 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.

EBITDA (adjusted), Return on capital employed, Free cash flow, Cash conversion and Net debt are Non-GAAP financial measures. A reconciliation of these amounts to the most directly comparable IFRS financial measures is available on our Investor Relations website under www.siemens.com/ir, Financial Publications, Quarterly Reports. 'Group profit from operations' is reconciled to 'Income before income taxes' of Operations under 'Reconciliation to financial statements' in the table 'Segment Information'.

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Agenda

1. Company overview and financial highlights

2. Operational performance

3. Liquidity and Balance Sheet

4. Outlook & Key investment considerations

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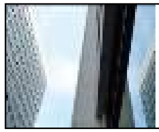
Strong end markets and leading positions

High BUSINESS QUALITY in #1 or #2 positions

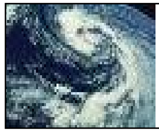
Attractive markets with tailwind from MEGATRENDS

Mega-trends

Demographic change



Urbanization



Climate change

Globalization

Three SECTORS

Industry — ~ € 38 bn[1)]

Businesses from
- Automation & Drives
- Industrial Solutions & Services
- Transportation Systems
- Building Technologies
- Osram

Energy — ~ € 23 bn[1)]

Businesses from
- Power Generation
- Power Transmission & Distribution

Healthcare — ~ € 11 bn[1)]

Businesses from
- Medical Solutions

Cross-sectoral

Siemens IT Solutions and Services
Siemens Financial Services

1) Financial statement 30.09.2008 (preliminary and unaudited)

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TAP: Focus on execution – delivering in 2009

Our principles…

Increase
TRANSPARENCY

Enforce
ACCOUNTABILITY

Drive
PERFORMANCE

Key takeaways

- **Solid results in Q4 and FY08**
- **Company transformation ahead of schedule**
- **Significant progress in resolving legal and regulatory matters – provision of ~€1bn accrued**
- **Focus on management controlled actions (“self help”)**
- **SG&A program on track**
- **New board member appointed for “supply chain management” – driving productivity**
- **Increased resilience of top-line compared to previous down-turns**
- **Strong balance sheet and financial flexibility**
- **Successful funding program in 08 raising 5.8bn**
- **Guidance for 2009 unchanged**

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Transformation ahead of schedule

Focused organization and **strong leadership team** in place

SG&A program on schedule – majority of restructuring charges booked in Q4

Capital allocation – In order to achieve the capital structure target ratio Siemens returned €4bn to shareholders in 2008 (share buyback program up to €10bn until 2010)

Streamlining of **non-core assets** well ahead of schedule

- Majority of Other Operations completed (including SHC)
- JV for Siemens Enterprise Communications (SEN)
- Sale of 50% equity stake in FSC to Fujitsu

New **compensation system** in place to align management and owners of the company

Rigorous execution of comprehensive **compliance program,** in connection with settlements sought by the company a **provision of €1bn** has been accrued

Highlights of Q4 2008

- **Solid top line growth** [1]: **order growth +6%, revenue growth +9%, book-to-bill 1.03x**
  - **Order growth** driven by **Energy (+24%):** Fossil (+48%), Power Transmission (+62%), Power Distribution (+18%)
  - High single digit order growth at cyclical businesses such as **Industry Automation (+8%), Drive Technologies (+9%)** and **Building Technologies (+9%)**
  - **Revenue growth** driven by **Energy (+19%)** and **Industry (+8%)**
- **Outstanding cash conversion of 2.22x** at Total Sectors
- **Excellent Free Cash Flow** from continuing operations **of €2.8bn up 32% y-o-y**
- **Total Sector Profit of €1.485bn include transformation costs of €325m**
  - **Excellent earnings conversion**[2] especially at Industry Automation (26%), Power Distribution (33%) and Diagnostics (24%)
  - **Stable underlying margin at Healthcare 16.0%** despite challenging US environment
- **Income from Cont. Ops. of -€1.259bn** impacted by **transformation costs of €1.539bn** and a provision of approx. **€1bn** in connection with the settlement of **investigations by legal and regulatory authorities**
- **FY08 Guidance achieved**

1) Year-on-year (y-o-y) on a comparable basis excluding currency translation and portfolio effects

2) Excluding PPA & OTC

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FY 08: Successful year of transition

€ m	FY 2007	FY 2008	% Change actual	% Change adjusted[1)]
New orders (Cont. Op.)	83,916	93,495	11%	13%
Sales (Cont. Op.)	72,448	77,327	7%	9%
Profit Total Sectors	6,662	6,520	-2%	
Income from Cont. Op.	3,909	1,859	-52%	
Net income ("all-in")	4,038	5,886	46%	
Free Cash Flow (Total Sectors)	7,235	7,892	9%	
Net Debt	11,299	9,034	-20%	

Incl. ~€ 1.1bn project charges (Q1, Q2) ; € 325m transformation costs and €110m Fossil charge in Q4

Incl. €390m foundation in Q4; ~- €1.5bn transformation costs in Q4[2)], ~ -€1bn legal & regulatory matters in Q4[2)]

Incl. disposal VDO ~ €5.4bn in Q1; Disposal loss Enterprise Networks ~€1.0bn in Q4

1) Adjusted for portfolio and currency translation effects

2) Pre-tax

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Update on our financial cockpit

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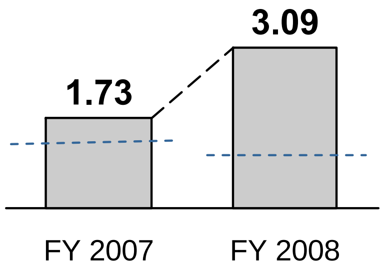
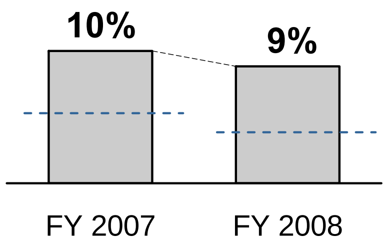
Cash conversion

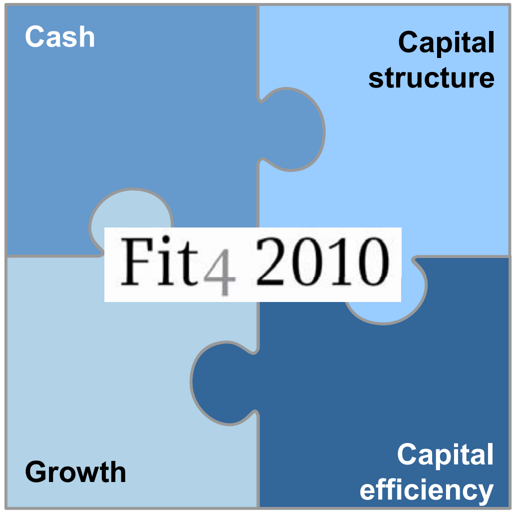
1 – growth rate



Growth

>2x GDP

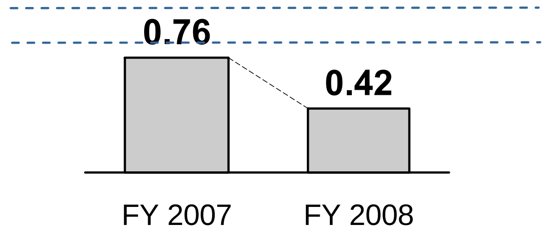




Capital structure

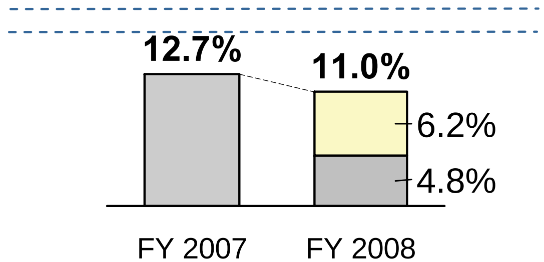
Adj. industrial net debt / EBITDA

0.8x – 1.0x



Capital efficiency

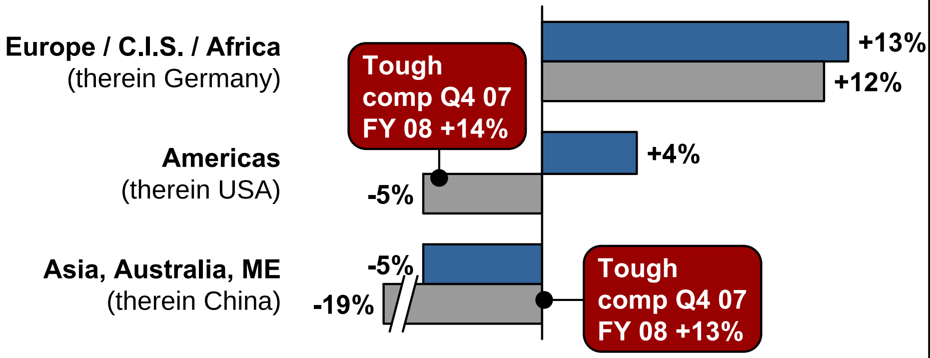
ROCE 14 – 16%



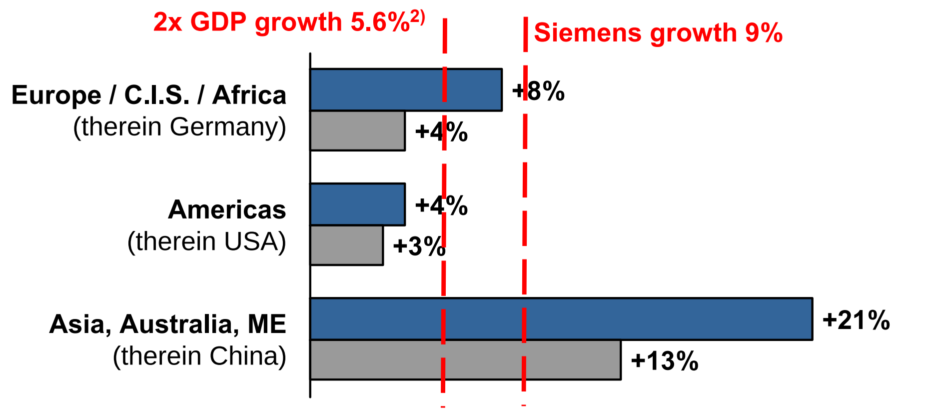
3.3pp transformation costs
2.2pp settlement provision
0.7pp Siemens Foundation

Top-line growth exceeds target of 2x GDP

Order Growth y-o-y 1)



Revenue growth y-o-y 1)



	Order growth 1)	Revenue growth 1)
Siemens	**6%**	**9%**
Industry	**0%**	**8%**
Industry Automation	8%	12%
Drive Technologies	9%	14%
Building Technologies	9%	5%
Osram	0%	0%
Industry Solutions	12%	14%
Mobility	-25%	1%
Energy	**24%**	**19%**
Fossil	48%	12%
Renewable Energy	-55%	49%
Oil & Gas	-5%	22%
Power Transmission	62%	17%
Power Distribution	18%	2%
Healthcare	**5%**	**2%**
Imaging & IT	0%	2%
Workflow & Solutions	58%	0%
Diagnostics	3%	3%
Total Sectors	**8%**	**10%**

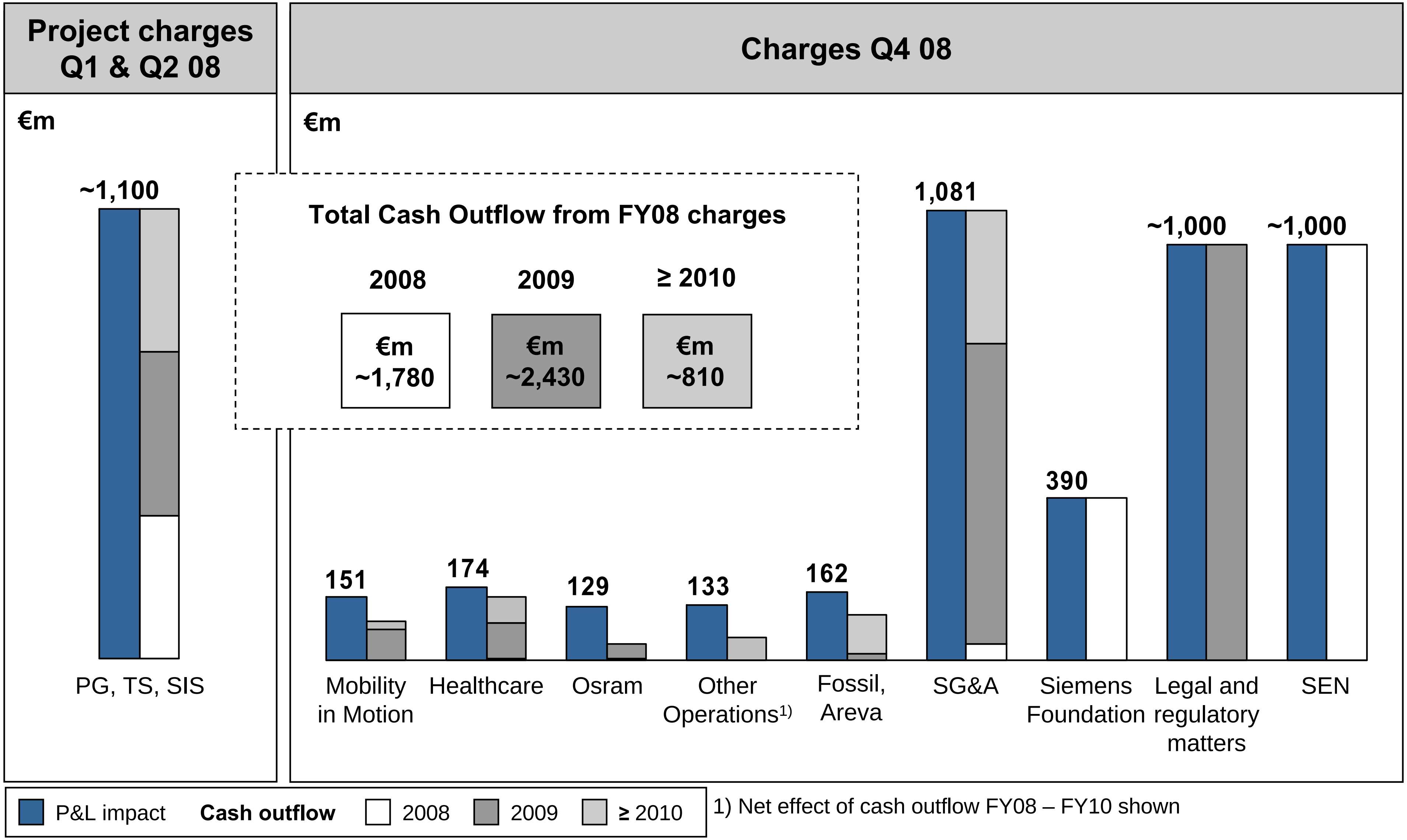
>2x GDP 2) Target 5.6%

Tough comp Q4 07 FY 08 +25%

Tough comp Q4 07 FY 08 +102%

1) Q4 2008 y-o-y on a comparable basis excluding currency translation and portfolio effects
Source: Global insight GDP growth 2008E 2.8%

Year of transition 2008 incurred significant charges



1) Net effect of cash outflow FY08 – FY10 shown

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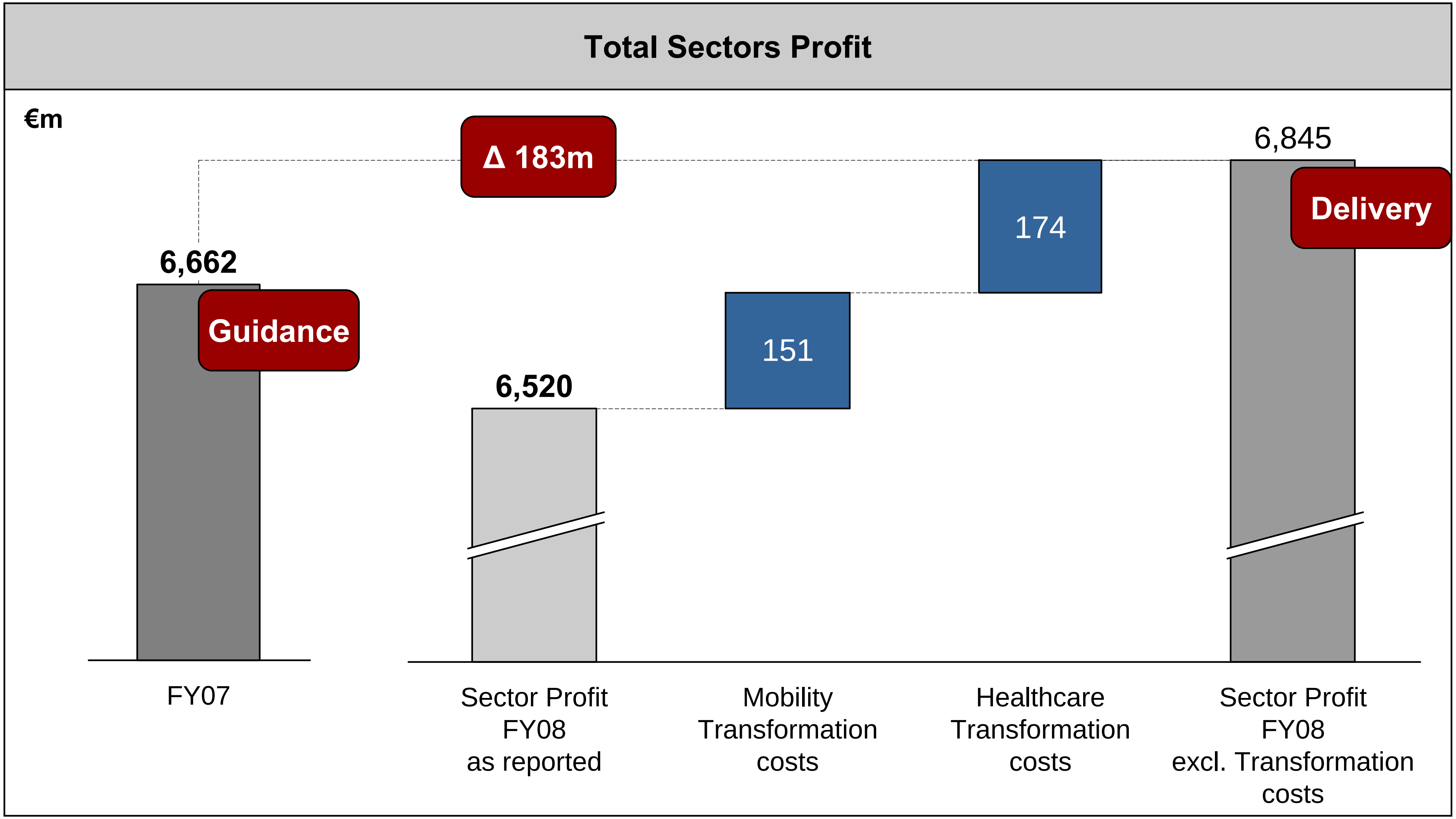
Guidance delivered in FY08

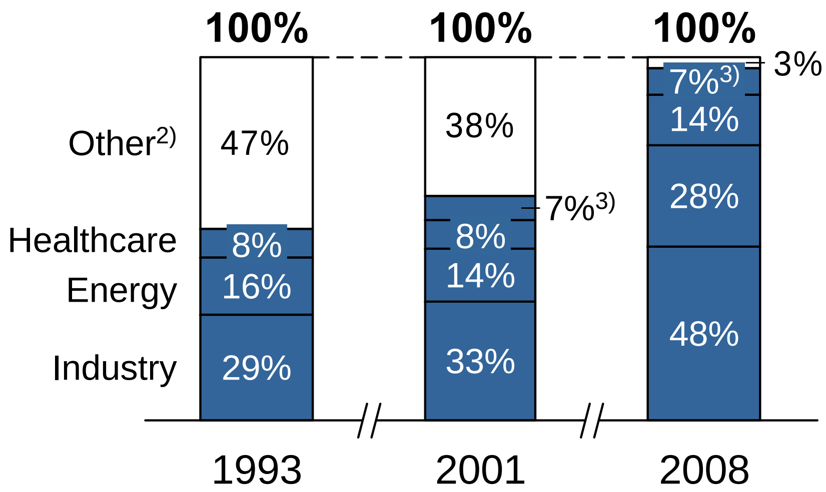


Note: Osram transformation charges were offset by a €130m net gain on the sale of Global Tungsten & Powders

More resilient portfolio and services reduce cyclicality

Increased resilience of portfolio

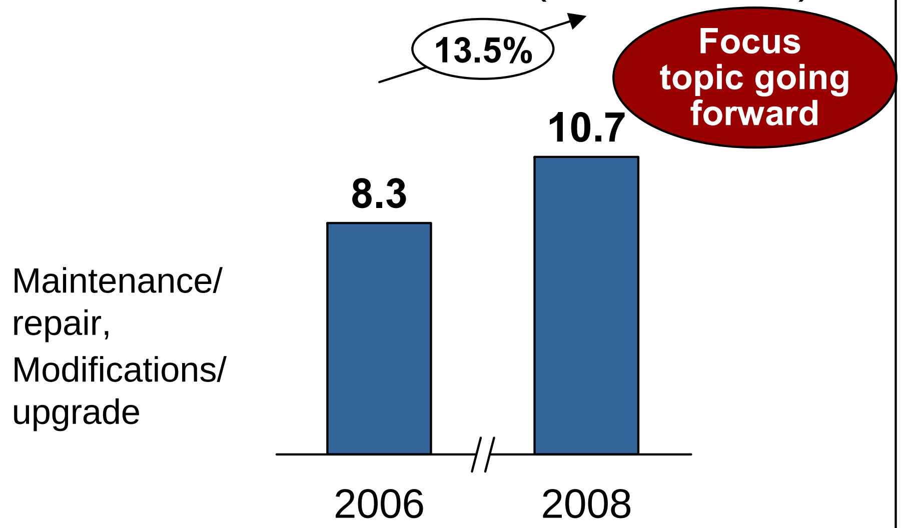
Siemens portfolio (% of sales[1])



- Exit of businesses which were non-core, underperforming or in weak market positions
- Leading in core sectors with #1 / #2 market positions in all major businesses
- Reduced exposure to volatile markets

Resilient service business

Product related services (€bn revenue[4)])



- Large installed base drives highly profitable service business, e.g. Energy with installed base of 680 GW
- Maintenance and repair services essential for customers' continued operations

1) as reported, not including consolidation effects
2) E.g. telecommunication, components, computer, defense electronics, automotive
3) IT service business (SIS) established in 1995
4) non-audited figures

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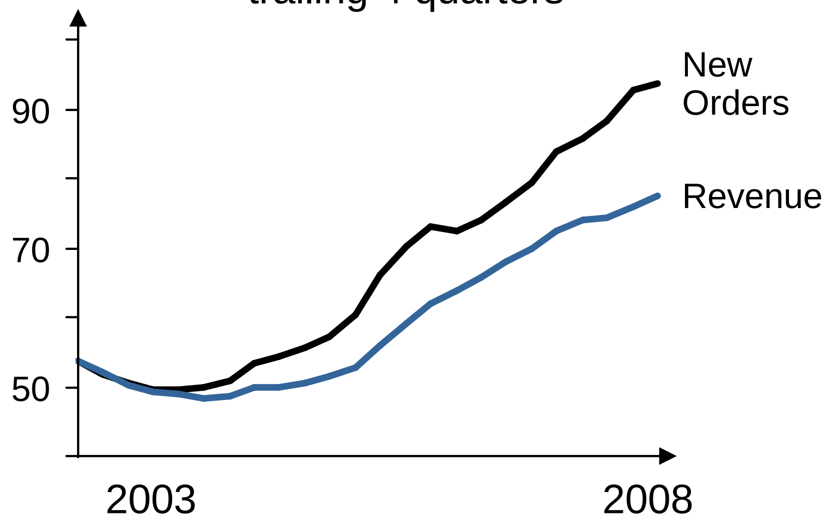
Strong order backlog provides visibility

Strong new order growth

€bn

New order and revenues – trailing 4 quarters 1)

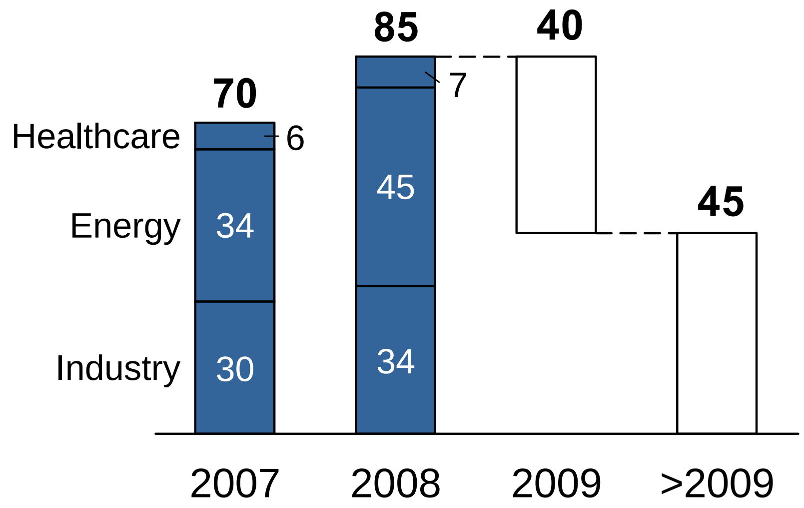


- New orders grew stronger than revenues – building up backlog
- Backlog provides visibility for 09 and following years

Strong backlog

€bn

Order backlog 2)



- Strong Energy backlog provides good visibility for 2009
- Visibility for IA / DT of ~1–2 quarters
- Majority of Healthcare backlog related to Imaging and IT

1) Adjusted for major divestments; non-audited figures
2) Total sectors, excl. SIS; non-audited figures

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Comprehensive "Energy Efficiency" portfolio

Generation to Transmission & Distribution

Fossil Power Generation

- **Record efficiency** of >60% for CCPP[1)]
- **CO_2 reduction** by **-40%** against global average

Renewable Energy

- Most powerful **high-wind** turbines
- Installed base of >3 GW saves **>7 Mt CO_2 p.a.**

Transmission & Distribution

- Power transmission with **lowest CO_2 emissions**
- Enhanced grid **integration** for renewable energy

Efficient Energy Consumption

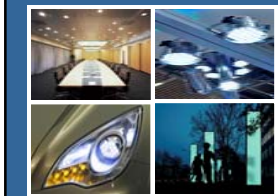
Integrated Drive Technologies

- **60–70%** maximum **energy savings**
- **57 Mt CO_2 p.a.** abatement potential worldwide

Building Technologies

- **Savings** up to **40%** with intelligent buildings
- 1,300 projects since 1994 saved **€1.5bn**

Lighting



- Energy saving lamps [2)] **save up to 80% energy**
- Over its lifetime each lamp can save **>600 kg CO_2**

1) Combined cycle power plant
2) Compact fluorescent lamps with integrated control gear (CFLi)

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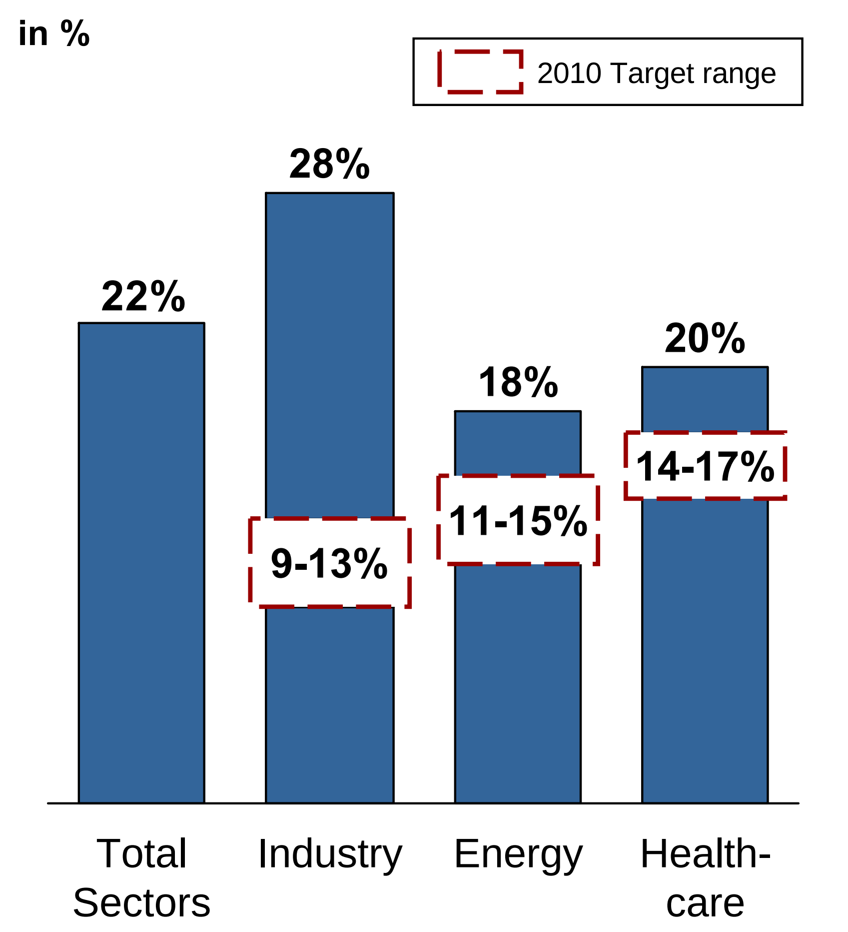
Strong underlying earnings conversion

FY08 underlying incremental margins[1)]



Drivers

Industry:

- Driven by IA and DT with excellent earnings conversion above 25%

Energy:

- Driven by Power Transmission (37%) and Power Distribution (25%), and adversely affected by Fossil

Healthcare:

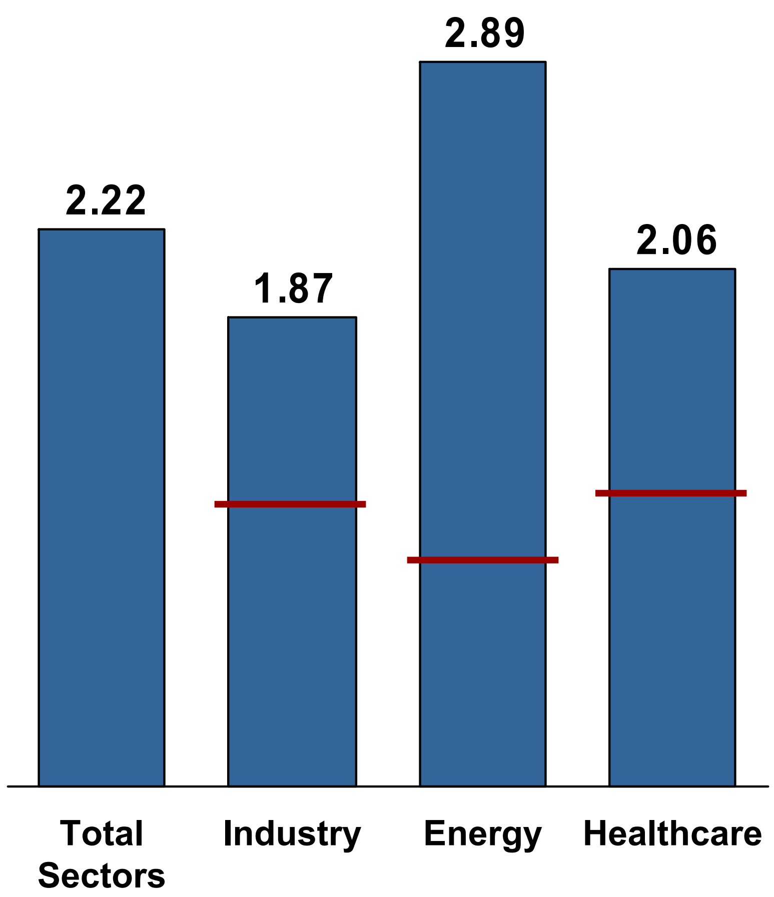
- Driven by Diagnostics, diluted by Imaging & IT with declining sales and profit due to DRA and negative FX impact

Accretive margin contribution by all sectors

1) Delta underlying profit / delta revenue (FY08 vs. FY07); not adjusted for FX and portfolio effects

Cash Conversion exceeds target across all sectors

Excellent Cash Conversion [1] in Q4 …



…but transformation charges will materialize in 2009 and beyond

	Q4 08	FY08	FY09	FY10
Industry[2]	€m			
Mobility in Motion (P&L impact)	**-151**			
Expected cash outflow (%)		0	~50%	~12%
Energy	€m			
Fossil provision (P&L impact)	**-110**			
Expected cash outflow (%)		0	~15%	~85%
Healthcare	€m			
Transformation costs (P&L impact)	**-174**			
Expected cash outflow (%)		0	~50%	~36%

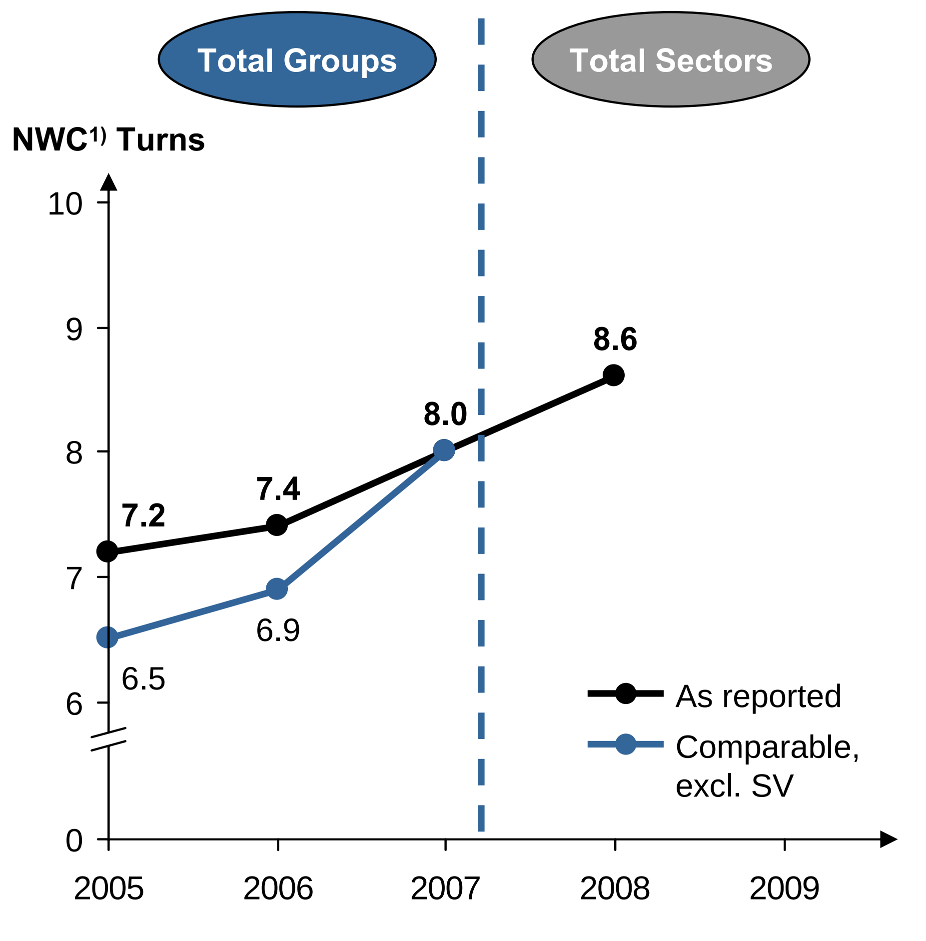
1) Cash Conversions: Free Cash Flow divided by sector profit

2) Osram cash impact not material

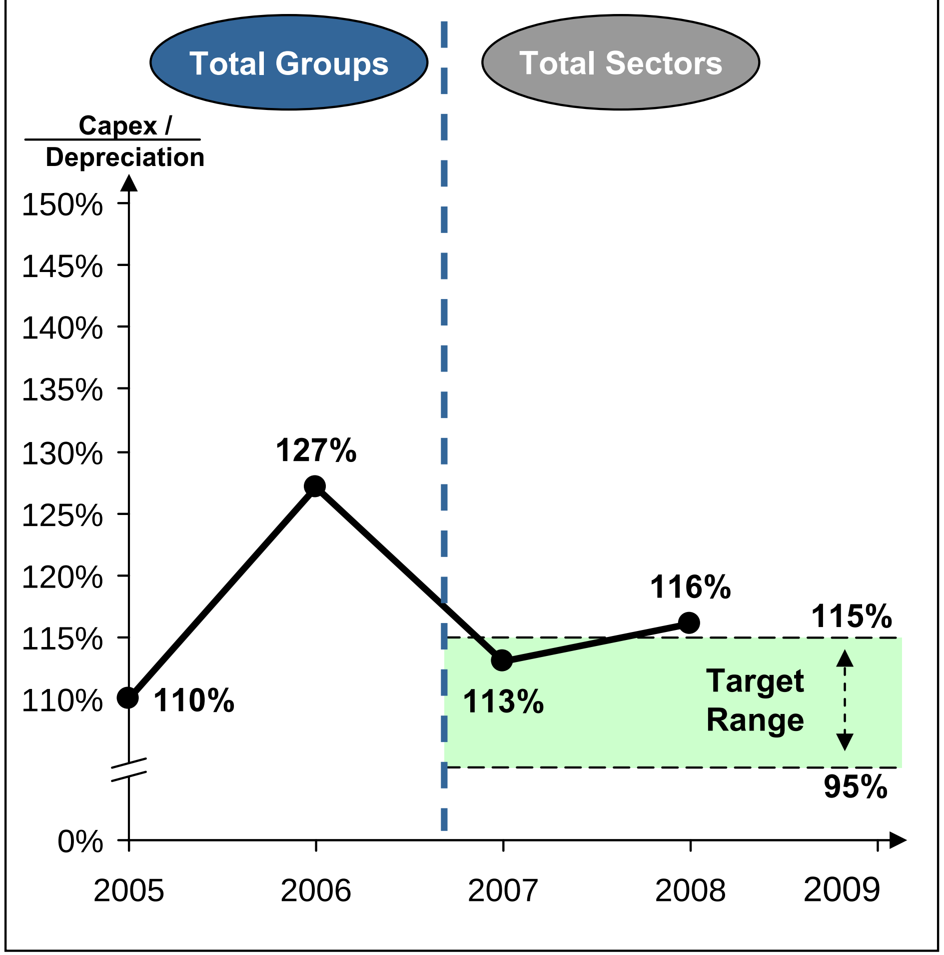
Agenda

Tight grip on Working Capital & Capex

Net Working Capital turns



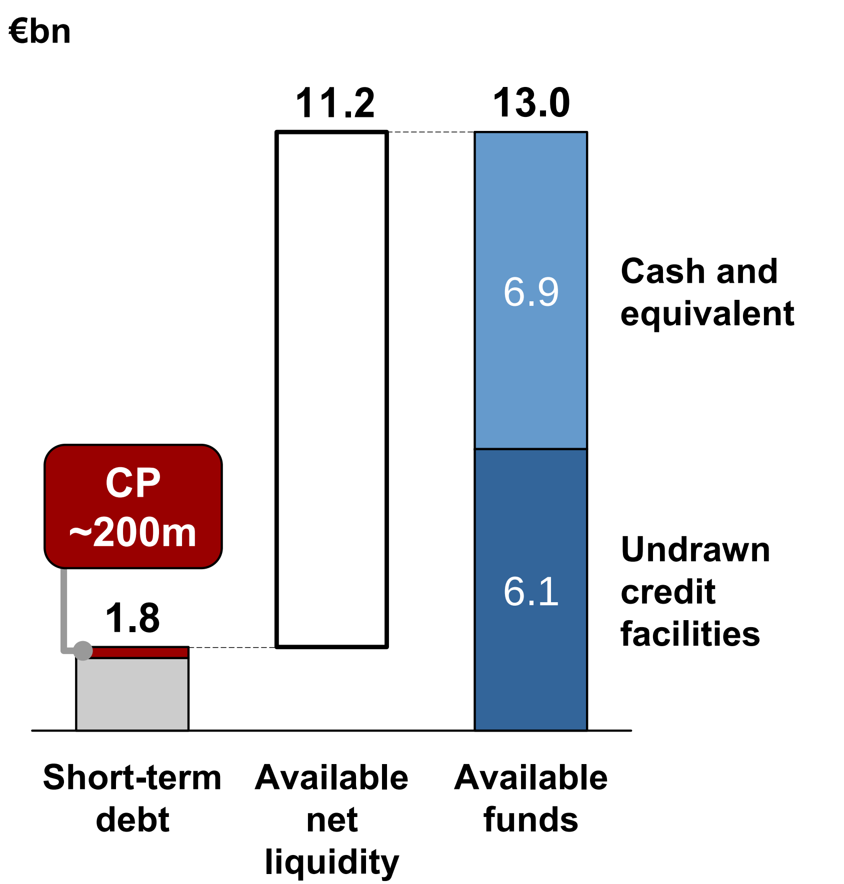
Capex ratios



1) NWC = Net Working Capital of Operating Groups (beginning 2008: Total Sectors), including Inventory, Accounts Receivable, Accounts Payable, Prepayments and Billings in Excess

Financial flexibility and very healthy liquidity position

Liquidity analysis FY08



Strong Cash generation
- FCF of €2.8bn in Q4 driving the cash position to €6.9bn

EUR 6.1bn undrawn credit facilities
- USD 3bn, maturity Aug 2013
- USD 5bn, maturity March 2012
- €450m, maturity Sep 2012

Reduction of CP outstanding
- ~€200m as of FY08 vs. €4.3bn as of FY07

No immediate short term refinancing needs

Net available liquidity: €11.2bn

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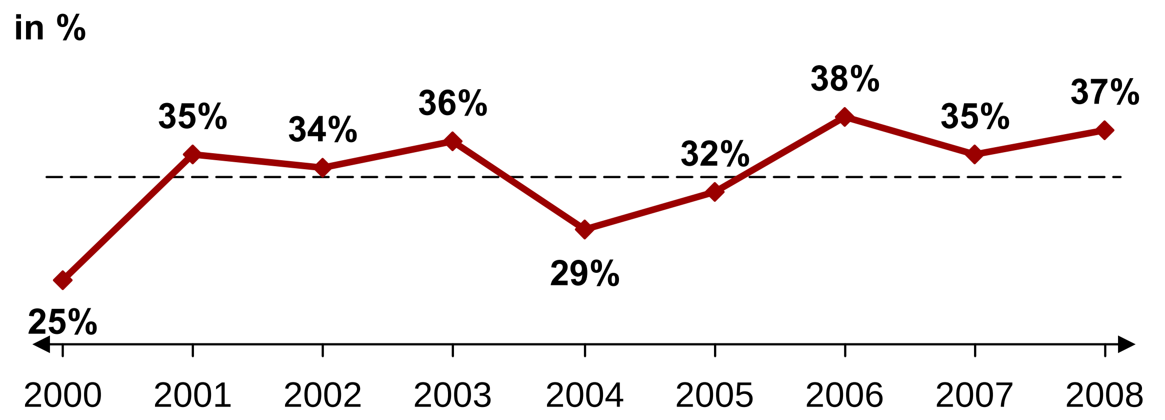
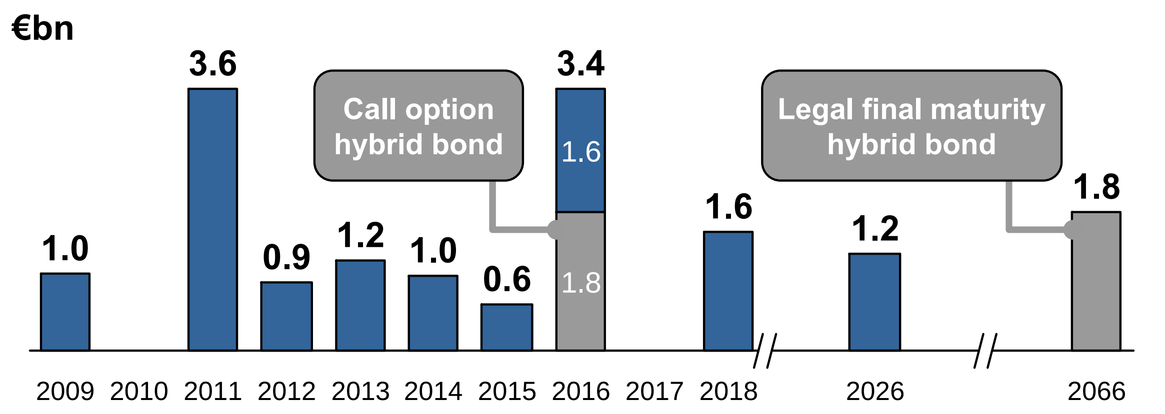
Strong balance sheet and conservative maturity profile

Leverage (total debt / capital[1])



Loan and bond maturity profile



- **Strong balance sheet:** Low leverage ~33% even during last recession
- **Conservative financial policy:**
  - **Long-term** loan and bond **maturity profile**
- **High investment grade credit rating:**
  - **S&P:**

    AA- / neg. outlook / A-1+
  - **Moody's:**

    A1 / stable / P-1

1) Capital = Total debt + equity

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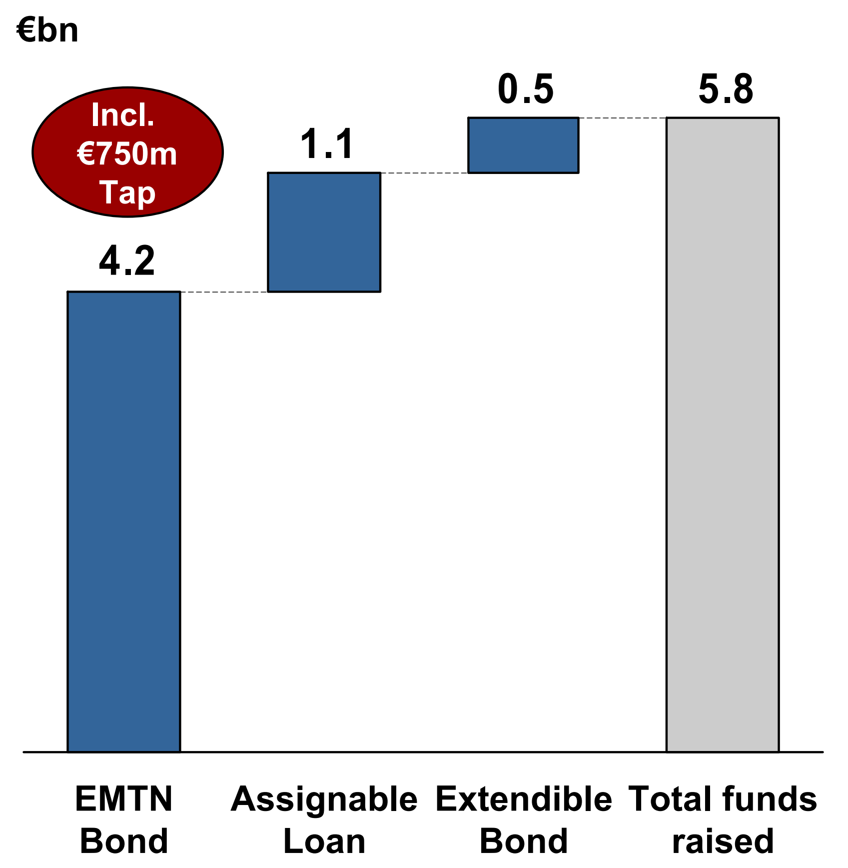
Successful fund raising of €5.8bn in difficult environment

Funds raised in 2008...



...at attractive terms

EMTN Bond €4.2bn

- €1.6bn, maturity Dec 2011
  (MS + 48bp; tap MS + 38bp)
- €1.0bn, maturity June 2014
  (MS +70bp)
- €1.6bn, maturity June 2018
  (MS +85bp, tap MS + 79bp)

Assignable Loan €1.1bn

- €0.5bn, maturity June 2013
  (Euribor + 55bp)
- €0.6bn, maturity June 2015
  (Euribor + 70bp)

Extendible Bond €0.5bn

- Subject to a yearly extension option (Euribor +23bp)

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Sophisticated financial risk management

- **Risk management policy** is defined by the Corporate Executive Committee
- **Centralised treasury platform** based on Group wide risk management policies and guidelines to manage and monitor financial risks (FX, liquidity, IR and credit)
- **Sophisticated treasury management systems** with proven track record
- **Centralised execution of financial products** (FX, MM, IR and related derivatives) through Siemens Financial Services
- **Credit risks are actively monitored** through strictly **defined counterparty and portfolio concentration limits**, and mitigated through credit default swap protection, factoring and credit insurance

Prepared to weather the financial crisis

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What we expect in 2009

- **Growth target remains unchanged despite macro economic adversity: 2x global GDP growth**
- **Income targets become more ambitious due to market conditions**
    - **Total Sectors unchanged: €8.0–8.5bn**
    - **Growth in income from continuing operations expected to exceed growth in Total Sectors profit**
- **Dynamic economy – guidance assessed quarterly**
- **Every crisis creates opportunities**
- **Strong financial flexibility and balance sheet**

This outlook excludes earnings impacts that may arise from restructuring and legal and regulatory matters.

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Key investment considerations

- **Integrated technology company** focused on **innovation leadership**
- **Vast business and geographic** diversity with **leading market positions** across its **3 sectors** Industry, Energy, Healthcare
- **Strongly positioned** to benefit from the global **megatrends: demographic and climate change, urbanization and globalisation**
- Ability to **align portfolio in strategic growth areas**
- **Prudent financial risk management** approach based on **tight risk control**
- **Conservative capital structure and high financial flexibility**
- **Very healthy liquidity position and strong free cash flow**
- **Strong investment grade rating** AA- (S&P), A1 (Moody's)

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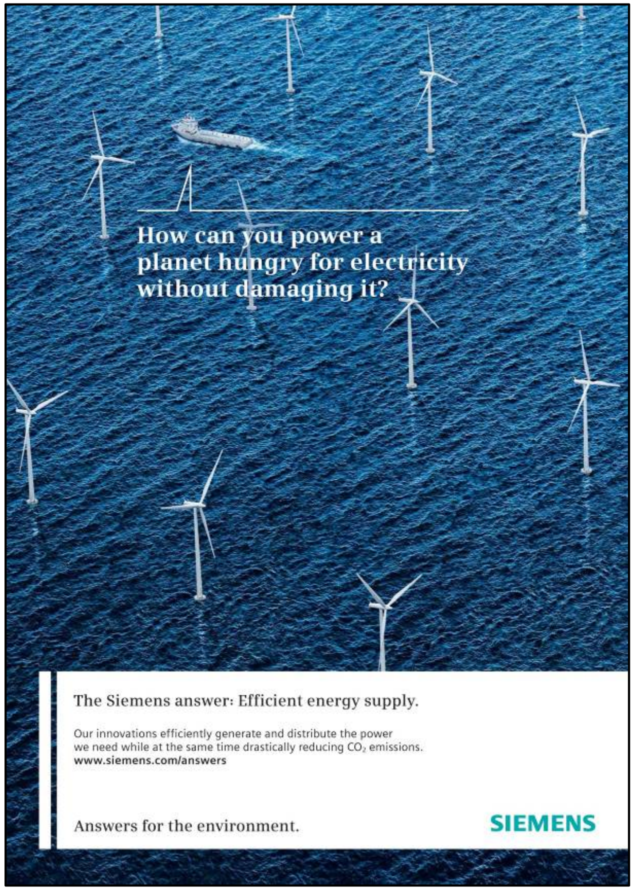
Thank you for your attention



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Reconciliation and Definitions for Non-GAAP Measures (I)

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Profit Total Sectors is reconciled to "Income from continuing operations before income taxes" under “Reconciliation to consolidated financial statements" in the table "Segment Information." See our Financial Publications at our Investor Relations website under www.siemens.com/ir.

Earnings before interest and taxes, or EBIT (adjusted) is Income from continuing operations before income taxes less Financial income (expense), net and Income (loss) from investments accounted for using the equity method, net.

Earnings before interest, taxes, depreciation and amortization, or EBITDA (adjusted) is EBIT before Depreciation and Amortization, defined as depreciation and impairments of property, plant and equipment and amortization and impairments of intangible assets other than goodwill.

Profit is reconciled to EBIT and EBITDA on the table Segment Information Analysis (II). See our Financial Publications at our Investor Relations website under www.siemens.com/ir.

Return on Capital Employed (ROCE) is a measure of how capital invested in the Company or the Sectors yields competitive returns.

For the **Company, ROCE** is calculated as Net income (before interest) divided by average Capital employed (CE). Net income (before interest) is defined as Net income excluding Other interest income (expense), net and excluding taxes on Other interest income (expense), net. Taxes on Other interest income (expense), net are calculated in simplified form by applying the current tax rate which can be derived from the Consolidated Statements of Income, to Other interest income (expense), net. CE 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.

Because Siemens reports discontinued operations, Siemens also calculates ROCE on a continuing operations basis, using Income from continuing operations rather than Net income. For purposes of this calculation, CE is adjusted by the net figure for Assets classified as held for disposal included in discontinued operations less Liabilities associated with assets classified as held for disposal included in discontinued operations.

For the **Sectors**, **ROCE** is calculated as Profit divided by average Assets. Profit for the Sectors is principally defined as earnings before financing interest, certain pension costs and income taxes, whereas certain other items not considered performance indicative by Management may be excluded. Assets for the Sectors is defined as total assets primarily less intragroup financing receivables and investments, less income tax assets, less non-interest bearing liabilities/provisions other than tax liabilities.

Reconciliation and Definitions for Non-GAAP Measures (II)

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Average Capital employed and average Assets for the fiscal year is calculated as a "five-point average" obtained by averaging Capital employed and Assets at the beginning of the first quarter plus the final figures for all four quarters of the fiscal year. For the calculation of the average during for the quarters, see below:

Average calculation for CE[1]):

Year-to-Date	
Q1	2 Point average: (CE ending Q4 Prior year + CE ending Q1) / 2
Q2	3 Point average: (CE ending Q4 Prior year + CE ending Q1 + CE ending Q2) / 3
Q3	4 Point average: (CE ending Q4 Prior year + CE ending Q1 + CE ending Q2 + CE ending Q3) / 4
Q4	5 Point average: (CE ending Q4 Prior year + CE ending Q1 + CE ending Q2 + CE ending Q3 + CE ending Q4) / 5

Quarter-to-Date	
Q1	2 Point average: (CE ending Q4 Prior year + CE ending Q1) / 2
Q2	2 Point average: (CE ending Q1 + CE ending Q2) / 2
Q3	2 Point average: (CE ending Q2 + CE ending Q3) / 2
Q4	2 Point average: (CE ending Q3 + CE ending Q4) / 2

Our cash target is based on the **Cash Conversion Rate (CCR),** which serves as a target indicator for the Company's or the Sector's cash flow. For the Company, CCR is defined as the ratio of Free cash flow to Net income, where **Free cash flow (FCF)** equals the Net cash provided by (used in) operating activities less Additions to intangible assets and property, plant and equipment.
Because Siemens reports discontinued operations, this measure is also shown on a continuing operations basis, using Income from continuing operations, Net cash provided by (used in) operating activities – continuing operations and Additions to intangible assets and property, plant and equipment for continuing operations for the calculation.
For the Sectors, CCR is defined as Free cash flow divided by Profit.

Values needed for the calculation of ROCE and CCR can be obtained from the Consolidated Financial Statements and Notes to Consolidated Financial Statements. Profit, Capital employed / Assets and Free cash flow for the Company and the Sectors for previous quarters and also for fiscal 2007 can be found on the Exhibits 99 (b,c,d) to the Siemens Report furnished on Form 6-K to the SEC on June 24, 2008. See our Financial Publications at our Investor Relations website under www.siemens.com/ir.

1) Assets for Sectors

Reconciliation and Definitions for Non-GAAP Measures (III)

SIEMENS

Our capital structure target is based on an **Adjusted industrial net debt** divided by EBITDA (adjusted). For the calculation of Adjusted industrial net debt, we subtract from Net debt (defined as Long-term debt plus Short-term debt and current maturities of long-term debt less Cash and cash equivalents less Available-for-sale financial assets (current)) (1) SFS debt excluding SFS internally purchased receivables and (2) 50% of the nominal amount of our hybrid bond; and add/subtract (3) Funded status of Pension benefits, (4) Funded status of Other post-employment benefits; and add (5) Credit guarantees. The components of Net debt are available on our Consolidated Balance Sheets, SFS debt less internally purchased receivables is available in our Management Discussion & Analysis under Segment information analysis – Siemens Financial Services (SFS). The Funded status of our principle pension plans and Other post-employment benefits, the amount of credit guarantees and the nominal amount of our Hybrid bond is available in the Notes to our Consolidated Financial Statements.

To measure Siemens' achievement of the **goal to grow at twice the rate of global GDP**, we use GDP on real basis (i.e. excluding inflation and currency translation effects) with data provided by Global Insight Inc. and compare those growth rates with growth rates of our revenue (adjusted for portfolio and currency translation effects). In accordance with IFRS, revenue numbers are not adjusted by inflation and currency translation effects.

Return on equity (ROE) margin for SFS was calculated as SFS' Income before income taxes of fiscal 2008 divided by average allocated equity for SFS. Average allocated equity for fiscal year 2008 is €911 million.
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 profile of the SFS portfolio is evaluated and controlled monthly and is reflected in the quarterly (commercial finance) and annual (equity investments) adjustment of allocated equity.

Profit Total Sectors, EBIT (adjusted), EBITDA (adjusted), ROCE, ROE, CCR and Adjusted industrial net debt are or may be Non-GAAP financial measures as defined in relevant rules of the U.S. Securities and Exchange Commission. Our management takes these measures, among others, into account in its management of our business, and for this reason we believe that investors may find it useful to consider these measures in their evaluation of our performance. None of Profit Total Sectors, EBIT (adjusted), EBITDA (adjusted), ROCE and ROE should be viewed in isolation as an alternative to figures reported in our IFRS statement of income for purposes of evaluating our results of operations; CCR should not be viewed in isolation as an alternative to measures reported in our IFRS cash flow statement for purposes of evaluating our cash flows; and Adjusted industrial net debt should not be viewed in isolation as an alternative to liabilities reported in our IFRS balance sheet for purposes of evaluating our financial condition.