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 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 Risks in the Annual Report. Should one or more of these risks or uncertainties materialize, should decisions, assessments or requirements of regulatory authorities deviate from our expectations, or should underlying expectations not occur 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 by numbers

### Operating Companies

<table>
<thead>
<tr>
<th>Company</th>
<th>Employees</th>
<th>Revenue</th>
<th>Adjusted EBITA margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas and Power*</td>
<td>65,000</td>
<td>€18.1bn</td>
<td>4.0%</td>
</tr>
<tr>
<td>Smart Infrastructure</td>
<td>71,000</td>
<td>€14.4bn</td>
<td>10.9%</td>
</tr>
<tr>
<td>Digital Industries</td>
<td>75,000</td>
<td>€15.6bn</td>
<td>18.6%</td>
</tr>
</tbody>
</table>

### Strategic Companies

<table>
<thead>
<tr>
<th>Company</th>
<th>Employees</th>
<th>Revenue</th>
<th>Adjusted EBITA margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siemens Mobility</td>
<td>34,200</td>
<td>€8.8bn</td>
<td>10.9%</td>
</tr>
<tr>
<td>Siemens Gamesa</td>
<td>23,000</td>
<td>€9.1bn</td>
<td>5.3%</td>
</tr>
<tr>
<td>Siemens Healthineers</td>
<td>50,000</td>
<td>€13.4bn</td>
<td>16.5%</td>
</tr>
</tbody>
</table>

### Governance units

- Service Companies (Financial Services, Global Business Services, Real Estate Services)
- Corporate Development (e.g., IoT Services, CT, Next47, Portfolio Companies)

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*Partial spinoff of Gas and Power planned; transfer of majority stake in SGRE (59%) to new company planned

**Siemens' share in strategic companies

All figures based on FY18
Operating Company: Gas and Power (GP)

Lisa Davis
CEO

Tim Holt
COO

Michael Becker
CFO

Market

Key trends, 2018 – 2023

Energy demand (Mtoe)

Electrification (TWh)

Decarbonization (TWh)

Digitalization (%)

Source: IHS Autonomy 2018

LGT: Large Gas Turbine

Portfolio / Technology

Oil & Gas

Distributed

Central

Power Generation

Small turbines

Large turbines

Broad range of compression equipment and process solutions, up and downstream power generation and distribution, LNG liquefaction and boil-off gas

Aero-derivative & industrial gas turbines; pre-designed and industrial steam turbines, Industrial power plant solutions (IPPS)

Main Competitors

Key Priorities

Grow

Revenue

- Grow topline at market level
- Shift business mix for faster growth

Improve

Efficiency

- €1.5bn operational productivity by FY21
- Sharpen R&D spend
- Continue operational productivity drive Point R&D towards Service and growth areas

Increase

Profit

- €1bn cost out by FY23 (€700m by FY21)
- In margin band by FY21
- Leverage GP setup for significant cost savings
- Ensure project excellence

Deliver

Cash

- Cash Conversion Rate of 1.0 by FY21
- Drive NWC discipline and ownership
- All levers and all GP
- Compensation tied to cash generation

Key figures

Unrestricted © Siemens 2019

Siemens Business Fact Sheets

Fiscal 2018
Fiscal 2017
Change in % as reported

Orders
18,451
20,311
-9%

Revenue
18,125
21,216
-15%

Profit
722
1,882

Profit Margin (Target Range 8-12%)
4.0%
8.9%

Employees
65,000

Unrestricted © Siemens 2019
Operating Company: Smart Infrastructure (SI)

Key figures
(on a comparable basis as of April 1, 2019 in € million except where otherwise stated)

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2018</th>
<th>Fiscal 2017</th>
<th>Change in % as reported</th>
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<tr>
<td>Orders</td>
<td>15,198</td>
<td>14,977</td>
<td>1%</td>
</tr>
<tr>
<td>Revenue</td>
<td>14,445</td>
<td>14,150</td>
<td>2%</td>
</tr>
<tr>
<td>Profit</td>
<td>1,574</td>
<td>1,571</td>
<td>0%</td>
</tr>
<tr>
<td>Profit Margin</td>
<td>10.9%</td>
<td>11.1%</td>
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Market Trends
- Decarbonization
- Decentralization
- Urbanization
- Sustainability
- Digitalization

Core market
- ~€150bn with ~3% CAGR 2018–2024

High growth fields
- Distributed Energy Systems
- eMobility Infrastructure
- Energy Storage
- Space and user efficiency

Portfolio / Technology
- Control Products: contactors, motor starter protectors, soft starters
- Low Voltage Products: low-voltage protection, switching devices
- Building Products: building automation and fire protection systems
- Distribution Systems: medium/low-voltage switchgears, distribution transformers
- Digital Grid Systems: substation automation, grid planning, simulation and operation
- Regional Solutions and Services: building automation, fire safety, security

Trends
- Decarbonization
- Decentralization
- Urbanization
- Sustainability
- Digitalization

Main Competitors
- Schneider Electric
- ABB
- Johnson Controls
- Honeywell

Key Priorities
- Secure base business
- Leverage combination of strengths
- Expand in high growth fields

Based on market growth of ~3% CAGR18-24

Top-line annual revenue growth of 4-5%1)

Adj. EBITA margin 11-13% by FY 2021, 13-15% by FY 2023

Cash conversion rate 1 - growth in FY 2019

1 based on market growth of ~3% CAGR18-24

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Digitalization
- Secure base business
- Leverage combination of strengths
- Expand in high growth fields

1 Based on market growth of ~3% CAGR18-24
Operating Company: Digital Industries (DI)

Market

Market potential
DI market size 2018 in €bn
CAGR over the cycle
Europe, CIS, MEA
Asia, Australia
Americas

+4%
+5%
+4%
+4.5%

Market potential
DI market size 2018 in €bn
CAGR over the cycle
Europe, CIS, MEA
Asia, Australia
Americas

+4%
+5%
+4%
+4.5%

Portfolio / Technology

Software (industrial)
#1 market position
• Integrated portfolio of industrial software
• Cloud-based, open IT operating system
• Rapid application development platforms

Factory Automation
#1 market position
• Automation products
• Engineering software
• SCADA software
• Systems for production machines
• Industrial Edge

Motion Control
#1 market position
• Drives
• Motors
• Machine Tool Systems
• Additive Manufacturing
• Digitalization and Edge Computing for machine tools and drive technology

Process Automation
#3 market position
• Automation systems & software for process industries
• Process instrumentation & analytics
• Industrial communication & identification
• Power supply systems

Customer Services
• Lifecycle services
• Digital services
• Digital Enterprise consulting and integration

Main Competitors

Key Priorities

1. Closer alignment and integration of regional organization
   - Volume growth
2. Integrate lean and business-focused setup in regions, headquarters, and corporate functions
   - Cost efficiency and adaptability
3. Shared platforms for discrete, process, and hybrid industries
   - Focus on innovation
4. Global responsibility of Business Units
   - Accountability and speed

Key figures

(on a comparable basis as of April 1, 2019 in € million except where otherwise stated)

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<th>Fiscal 2018</th>
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<tbody>
<tr>
<td>Orders</td>
<td>16,287</td>
<td>14,085</td>
</tr>
<tr>
<td>Revenue</td>
<td>15,587</td>
<td>13,775</td>
</tr>
<tr>
<td>Profit</td>
<td>2,898</td>
<td>2,333</td>
</tr>
<tr>
<td>Profit Margin (Target Range 17-23%)</td>
<td>18.6%</td>
<td>16.9%</td>
</tr>
<tr>
<td>Employees</td>
<td>75,000</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Company: Siemens Mobility (MO)

**Market**

<table>
<thead>
<tr>
<th>Services</th>
<th>FY 16-18</th>
<th>FY 20-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rail and Road Infrastructure</td>
<td>20.4</td>
<td>24.4</td>
</tr>
<tr>
<td>Rolling Stock</td>
<td>30.0</td>
<td>34.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>72.0</td>
<td>84.5</td>
</tr>
</tbody>
</table>

1 Siemens Mobility accessible market, adjusted to own portfolio. Based on UNIFE World Rail Market Study 2018 (Rail) and ITS Market Study

**Portfolio / Technology**

- **Rolling Stock**: Short distance, regional & long-distance Rolling Stock, product & system solutions for Passenger and Freight Transport
- **Rail Infrastructure**: Products & solutions for Rail Automation and Rail Electrification
- **Intelligent Traffic Systems**: Solutions for Intelligent Traffic Management
- **Customer Services**: Services for Rolling Stock and Rail & Road Infrastructure, throughout the entire lifecycle
- **Intermodal Solutions**: Apps & backend systems for passenger information, booking, payment and management of data, infrastructure & fleets
- **Turnkey Projects**: Complete rail solutions integrating the entire portfolio

**Key Priorities**

- Shape the digital future of mobility
- Above market growth with competitive products, systems & projects, innovative services and digital mobility solutions
- Drive innovations in infrastructure, rolling stock and intermodal portfolio: differentiation through digitalization
- Maintain profit leadership with best-in-class project management and operational excellence

**Key figures**

(1) incl. Traction Drives business

- **Orders**: 11,025 / 9,034, 22%
- **Revenue**: 8,821 / 8,150, 8%
- **Profit**: 958 / 811
- **Profit Margin (Target Range 9-12%)**: 10.9% / 10.0%
- **Employees**: 34,200 / 31,000

**Main Competitors**

- ALSTOM
- BOMBARDIER
- CRRC
- STADLER

**CEO**

- Michael Peter

**CFO**

- Karl Blaim

**CEO**

- Sabrina Soussan

**Fiscal 2018**

**Fiscal 2017**

**Change in % as reported**

- Orders
- Revenue
- Profit
- Profit Margin
- Employees

Unrestricted © Siemens 2019
Strategic Company:  SIEMENS Gamesa (SGRE)

Market

- Global wind market - ON and OFF (GW installed/year)
- Global wind market excl. China - ON and OFF (GW installed/year)
- Global wind OF market (GW installed/year)

Portfolio / Technology

- Onshore
  - #2 in global Onshore market
- Offshore
  - #1 in global Offshore market
- Service
  - #2 in service backlog & 89GW installed base

SGRE on track to global leadership

- Attractive and competitive market environment where SGRE is well positioned to become the leader
- Only wind company that integrates all three facets of wind business
- Merger rationale clearly confirmed with synergy target increased and accelerated
- L3AD2020 program launched with focus on four areas: Transformation (costs), Growth, Technology & Digitalization and Change Management
- Financial targets to outgrow the market, commitment to 8-10% EBIT margin excl. PPA, integration and restructuring costs

Key figures 1)

(1 year on a comparable basis as of April 1, 2019 in € million except where otherwise stated)

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<th>Fiscal 2017</th>
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<tbody>
<tr>
<td>Orders</td>
<td>11,875</td>
<td>8,768</td>
<td>35%</td>
</tr>
<tr>
<td>Revenue</td>
<td>9,122</td>
<td>7,922</td>
<td>15%</td>
</tr>
<tr>
<td>Profit</td>
<td>483</td>
<td>339</td>
<td></td>
</tr>
<tr>
<td>Profit Margin</td>
<td>5.3%</td>
<td>4.3%</td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>23,000</td>
<td>25,000</td>
<td></td>
</tr>
</tbody>
</table>

1) Figures as reported by Siemens AG

Main Competitors

- Vestas
- Goldwind
- Nordex
Strategic Company: SIEMENS Healthineers (SHS)

Market

- Sustained growth above GDP
- Healthcare system (€7tr)
- Addressable market (2016)

Portfoli/Technology

- Imaging
  - Computed tomography
  - Magnetic resonance
  - Molecular imaging
  - X-ray products
  - Syngo software
  - Ultrasound

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

- Advanced Therapies
  - Angio systems
  - Mobile C-arms
  - Hybrid ORs
  - Imaging for radiation oncology

Strategic priorities: Capture short-term potential and ensure market leadership beyond 2025

- Strategic posture: Drive profitable growth in core business
- New growth
- Mid-term and beyond
- Reinforcing
- Upgrading
- "Market leadership 2025"

Strategic priorities

- Significant next generation product and platform launches (e.g. Atellica)
- Structural cost savings

Key figures

- (on a comparable basis as of April 1, 2019 in € million except where otherwise stated)

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</thead>
<tbody>
<tr>
<td>Orders</td>
<td>14,506</td>
<td>14,272</td>
</tr>
<tr>
<td>Revenue</td>
<td>13,425</td>
<td>13,671</td>
</tr>
<tr>
<td>Profit</td>
<td>2,221</td>
<td>2,423</td>
</tr>
<tr>
<td>Profit Margin (Target Range 17-21%)</td>
<td>16.5%</td>
<td>17.7%</td>
</tr>
<tr>
<td>Employees</td>
<td>50,000</td>
<td>48,400</td>
</tr>
</tbody>
</table>

Main Competitors

- GE
- PHILIPS
- Roche
- Abbott

1) Figures for Imaging and Advanced Therapies for equipment only. Service included in Value Added Services market.
2) Diagnostics market includes Lab Diagnostics, POC Diagnostics and Molecular Diagnostics.
3) Figures as reported by Siemens AG