Digital Industries

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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.


Rosendahl Nextrom

Customer needs drive our business – We support them in leveraging unique growth and profit opportunities

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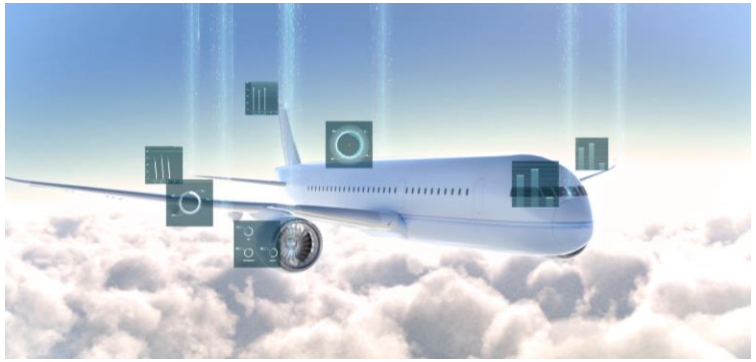
Flexibility	Time to market	Productivity

Our comprehensive end-to-end portfolio meets core customer demands

Example Chemicals

Individualized color batches of 100 liters instead of 5,000+ liters



Example Aerospace

2.5 instead of six years development time for airplanes

Example Machine Building

Up to 25 percent shorter machine commissioning times

Market-leading Business Units focus on customer needs – with software, automation and services

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Software (industrial)

#1 market position

- Integrated portfolio of industrial software
- Cloud-based, open IoT 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

Solutions for focus Industry Verticals

Digital Enterprise offering integrates virtual and real worlds – leading to unique competitive advantage of our customers

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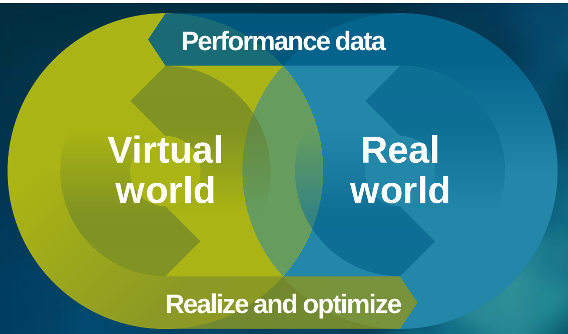
Digital Enterprise

Digital end-to-end solutions for industry



MindSphere

Automation and industrial software for process and discrete industries

Industrial communication

Industrial security

Industrial services

Digital Industries is uniquely positioned – with automation and software driving digital transformation

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1	Loyal and constantly growing customer base	180,000+ 7,500	customers partners
2	Strong market position of our businesses	#1	in industrial software, factory automation & motion control
3	Ever-expanding global installed base	>10,000	PLCs shipped per day
4	Growing industrial software business	>60%	recurring share in software revenue
5	Unique end-to-end portfolio in software and automation	>10bn >10%	M&A executed R&D investment
6	Global network of domain experts	>12,000 >20,000	industrial software engineers automation engineers

Dedicated sales channel approach has widened customer reach from small and medium enterprises to global corporations

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Digital Enterprise Offering

- Software
- Factory Automation
- Motion Control
- Process Automation
- Customer Services

Digital Industries sales channels

- **Area** 125,000 customers
- **OEM** 22,000 customers
- **Verticals** 15,000 customers
- **Partners** 7,500 partners
- **Software** 90,000 customers
- **Online sales**

Exemplary selection

Close to customers around the globe

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Revenue[1] €15.6bn   Employees ~75,000

Europe, C.I.S.[2], Africa, Middle East
(including Germany)

- **8.7** Revenue (in €bn)[1]
- **60%** of total employees
- **35%** of total R&D headcount
- **16** Key production facilities
- **105,000+** Customers served[3]

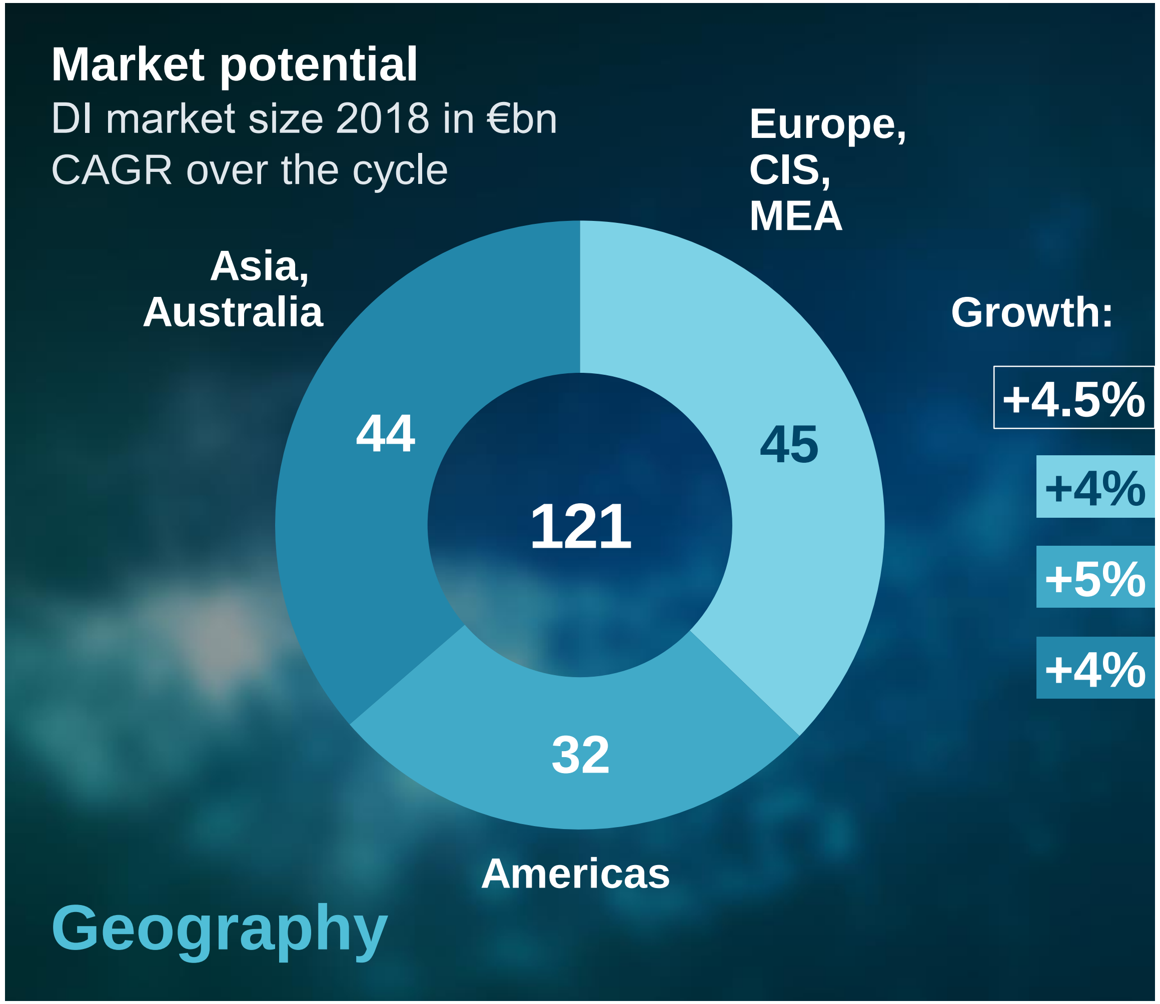
Americas

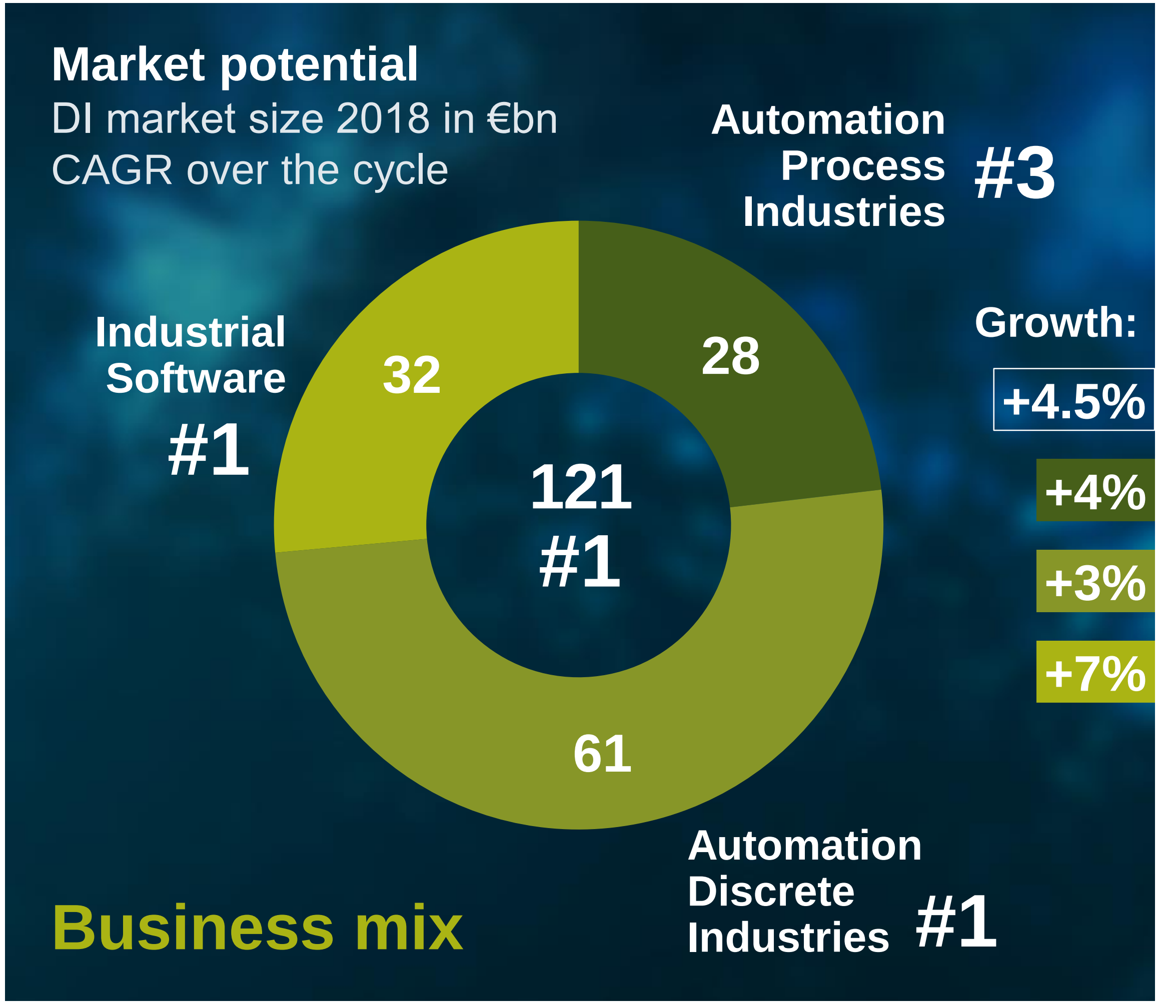
- **2.4** Revenue (in €bn)[1]
- **16%** of total employees
- **20%** of total R&D headcount
- **5** Key production facilities
- **25,000+** Customers served[3]

Asia, Australia

- **4.5** Revenue (in €bn)[1]
- **24%** of total employees
- **45%** of total R&D headcount
- **7** Key production facilities
- **50,000+** Customers served[3]

Focused on fast-growing end-markets





Achieve growth across businesses and regions to further increase resilience

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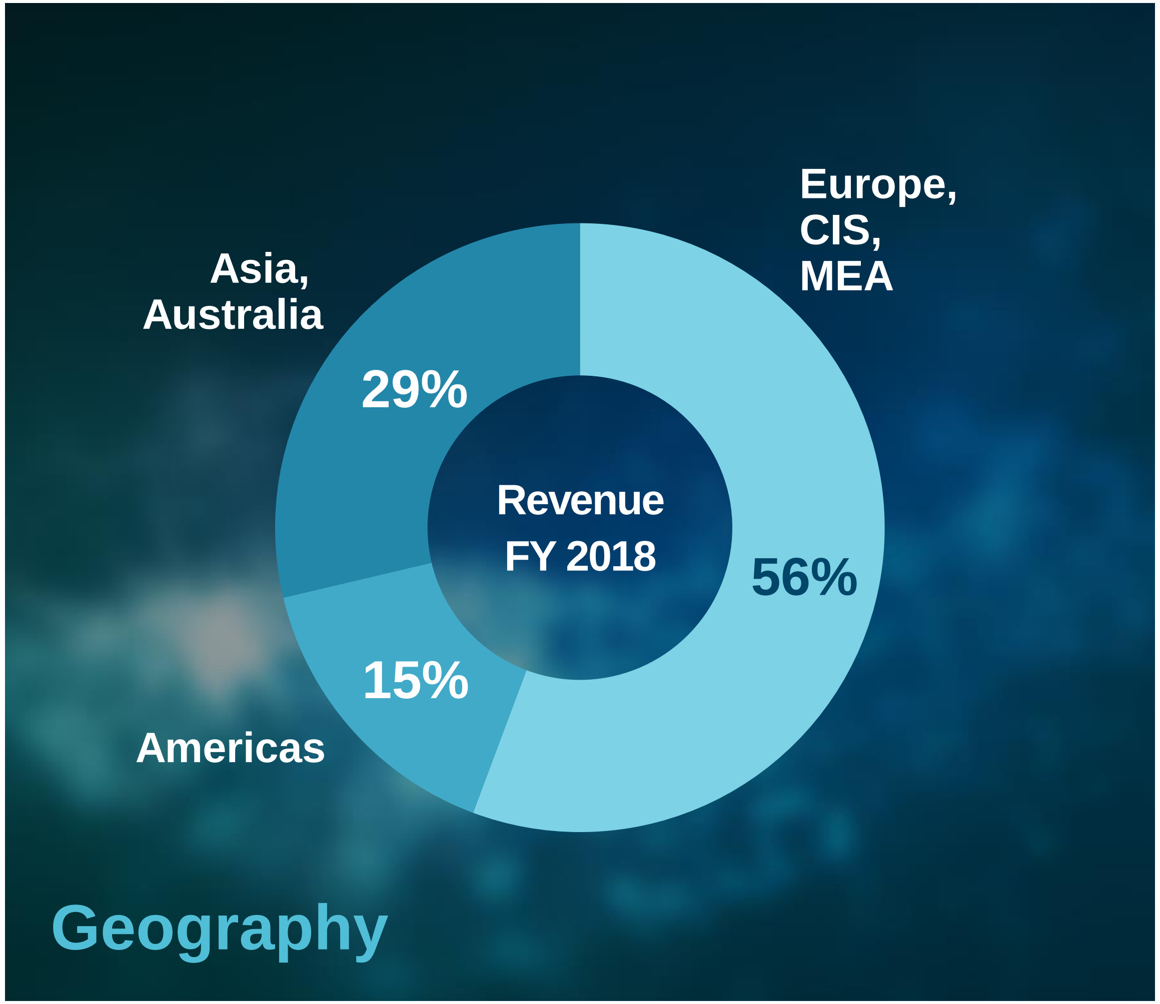

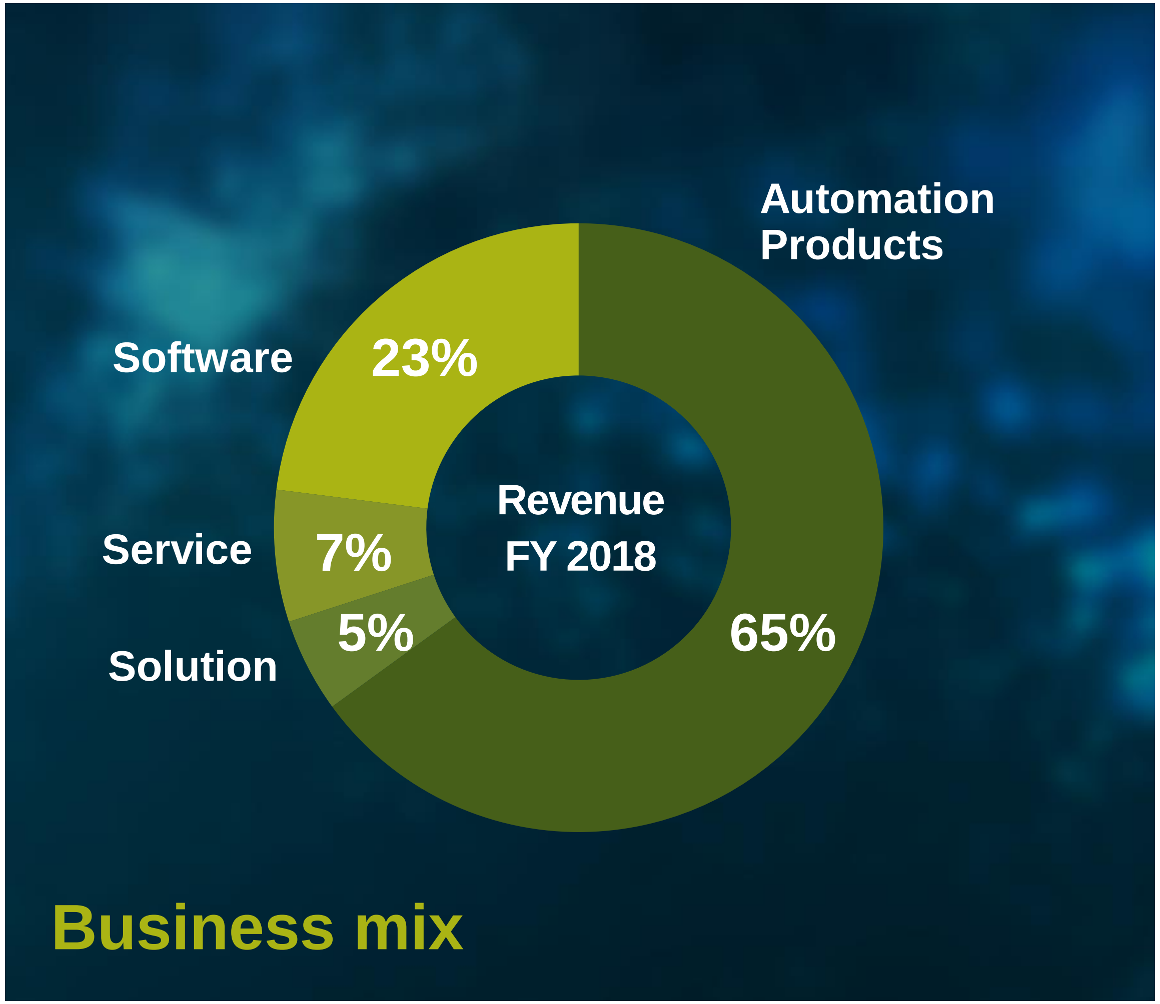

DI Q2 results show continued proven financial performance

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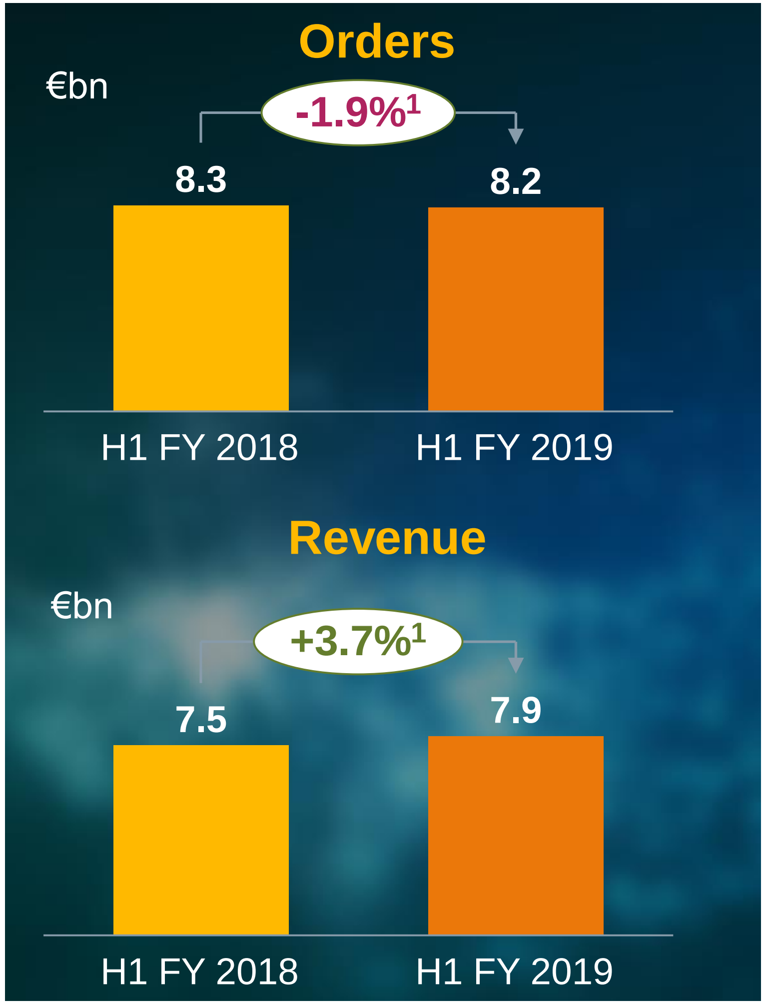

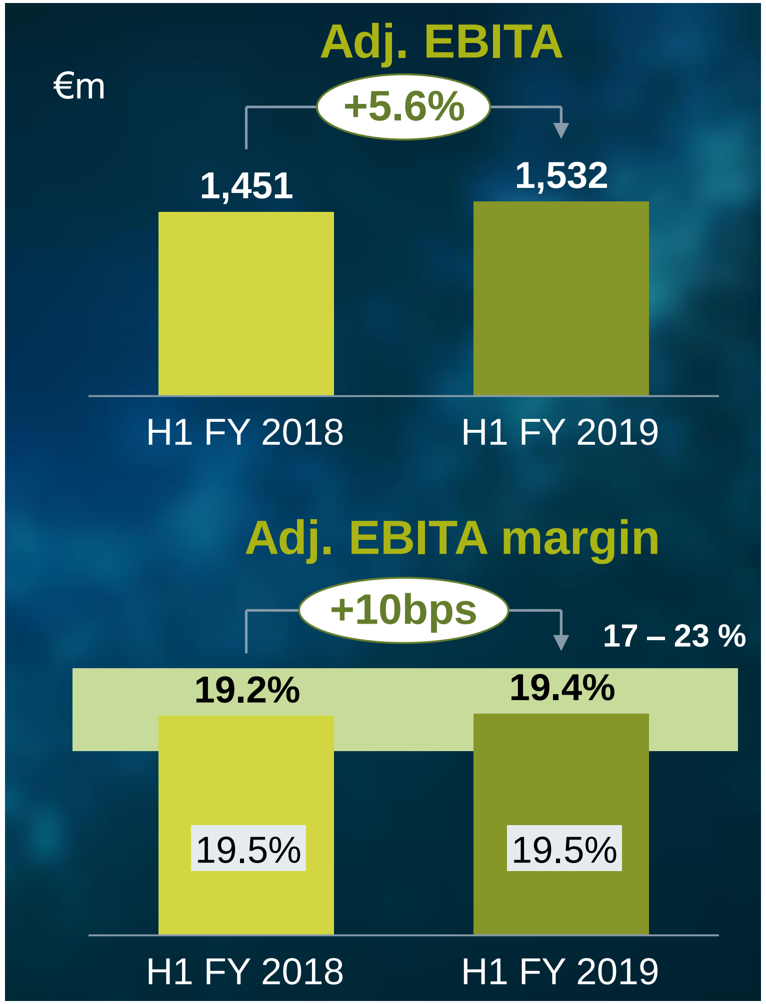

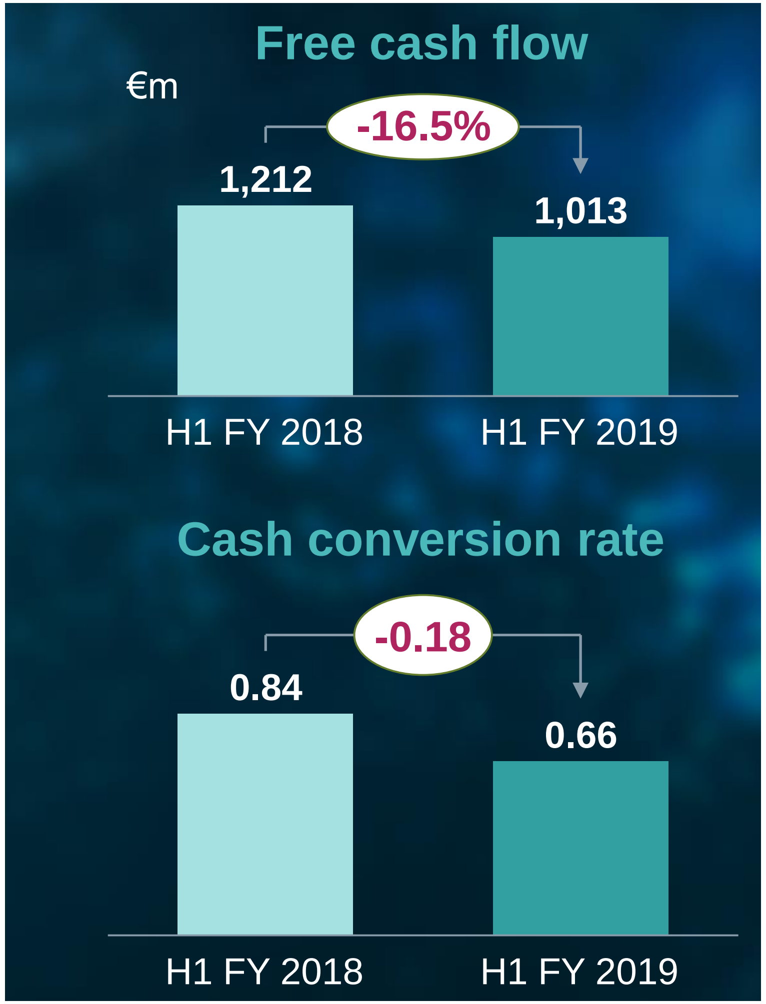

1 Comparable

x.x% Profit margin excl. severance

Vision2020+ fosters entrepreneurial focus to maximize customer value and profitable growth for DI

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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**