



The Company

April 2019

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 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, 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.

All information is preliminary.

Financial publications are available for download at:

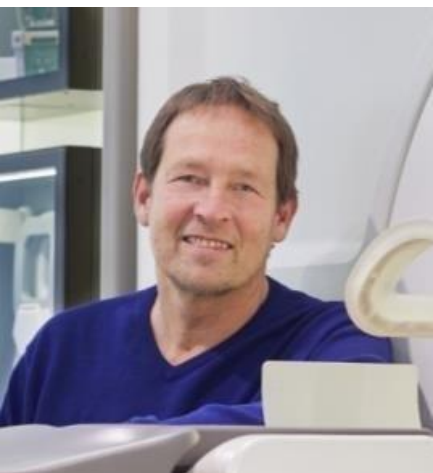
www.siemens.com/ir

More than 170 years ago, Siemens was founded on a powerful idea: A company should not only focus on maximizing profits. It should also serve society – with technologies and products, with its employment practices, with everything that it does.

This idea is still alive today. Serving society while doing successful and sustainable business is at the heart of Siemens's strategy. It's our company's ultimate purpose."

Joe Kaeser





Our purpose

We serve society.

We create value for all stakeholders.

We make real what matters.



171 years of social responsibility



International Electrotechnical Exhibition, 1891

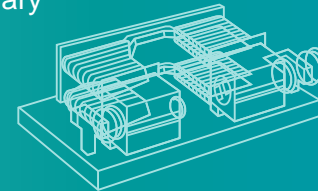
Siemens Innovation

Milestones of a 171-year history



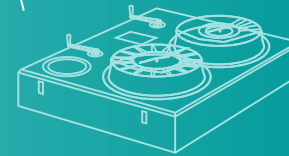
1816 – 1892

Company founder, visionary
and inventor



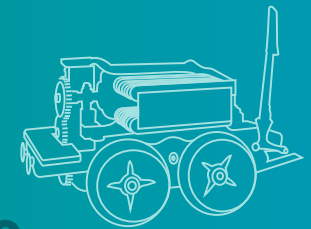
1866

The dynamo makes
electricity part of
everyday life



1847

Pointer telegraph
lays the foundation
of Siemens as a
global company

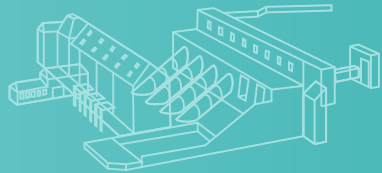


1879

World's first electric
railway

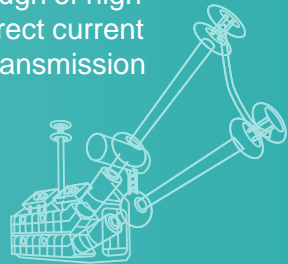
1925

Siemens electrifies the Irish Free State with a hydroelectric power plant



1975

Breakthrough of high-voltage direct current (HVDC) transmission



2010

TIA Portal takes automation a stage further



2016

MindSphere, the cloud-based operating system for the Internet of Things



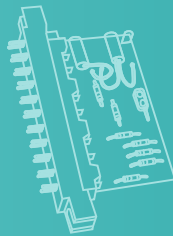
2019

Start of first project for Siemensstadt 2.0



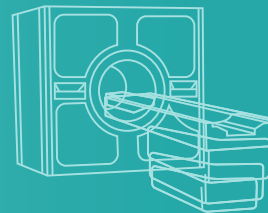
1959

SIMATIC makes Siemens a leader in automation technology



1983

First magnetic resonance imaging scanner goes into operation



2012

Test operation of the world's largest rotor for offshore wind turbines

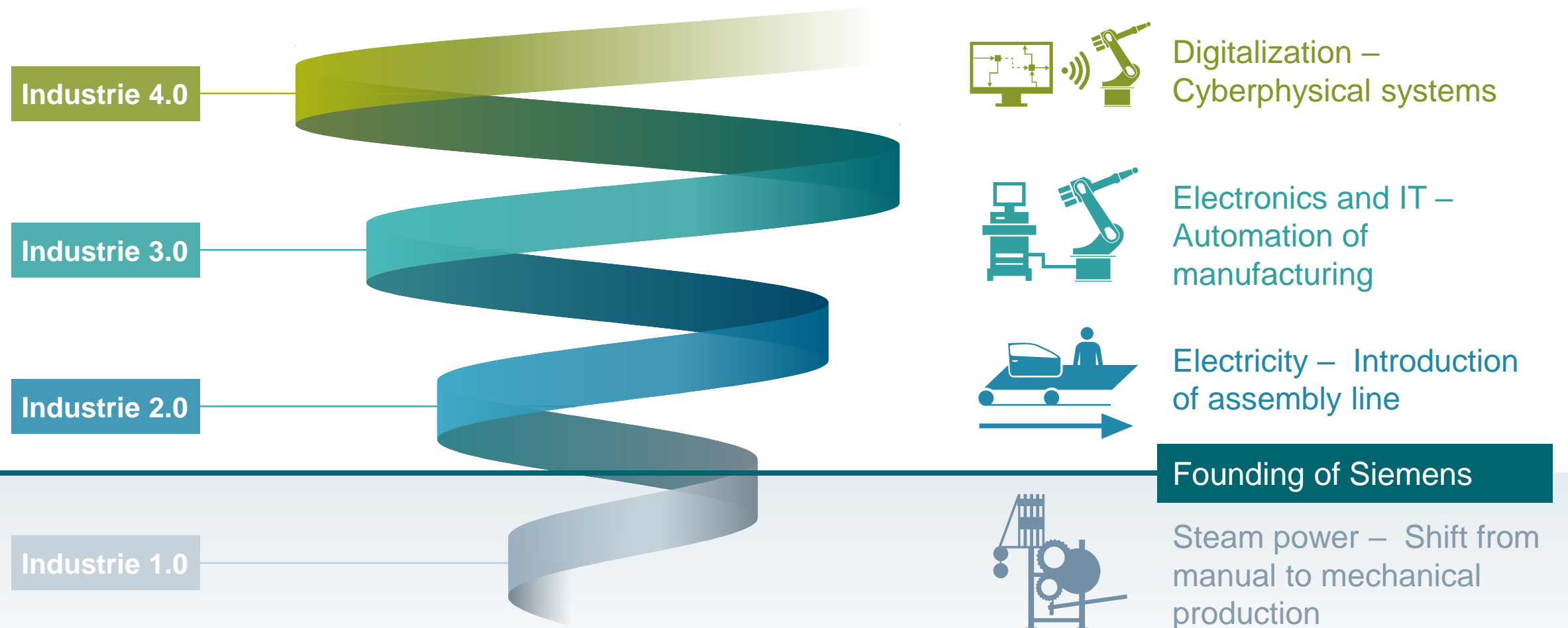


2018

Charter of Trust: a joint initiative for a secure digital world



Since its founding, Siemens shapes industrial revolutions





SIEMENS
Ingenuity for life

Leading in Electrification,
Automatization and
Digitalization

379,000

Employees

€83 bn

Revenue

€6.1 bn

Net profit

11.3%

Profit margin industrial
business

In Fiscal 2018

Vision 2020+

New company organization as of April 1, 2019



Operating Companies

Gas and Power



Smart Infrastructure

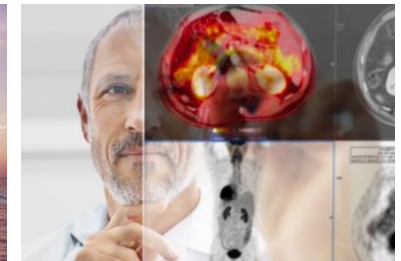


Digital Industries



Strategic Companies

Mobility



Service Companies

Financial Services

Global Business Services

Real Estate Services

Corporate Development (e.g., IoT Services Unit, Next47, Portfolio Companies)

Close to customers all over the world

Americas		Share of total worldwide
Revenue ¹	€22.1 billion	27%
Employees ²	75,000	20%

Europe (excluding Germany), CIS³, Africa, Middle East		Share of total worldwide
Revenue ¹	€31.1 billion	37%
Employees ²	114,000	30%

Germany		Share of total worldwide
Revenue ¹	€11.7 billion	14%
Employees ²	117,000	31%

Asia, Australia		Share of total worldwide
Revenue ¹	€18.1 billion	22%
Employees ²	72,000	19%

¹ As reported in FY 2018; by customer location
² As of September 30, 2018; figures rounded; with beginning of FY 2018 part time employees are included to the full extent.
³ Commonwealth of Independent States

All figures refer to continuing operations.

Fiscal 2018

Key figures

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

	Fiscal 2018 ¹	Fiscal 2017	Change in %
Volume			
Orders	91,296	85,784	8% ²
Revenue	83,044	82,863	2% ²

Profitability and capital efficiency

Net income ³	6,120	6,094	0%
Return on capital employed (ROCE) ³	12.7%	13.3%	

Liquidity

Free cash flow ³	5,824	4,769
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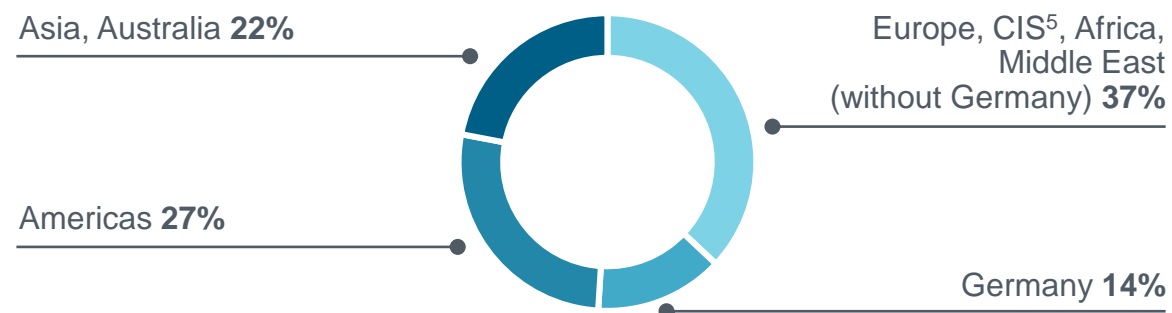
Employees (in thousands)

	Sept. 30, 2018	Sept. 30, 2017
Total ⁴	379	377
Germany	117	118
Outside Germany	262	259

Revenue by Industrial Business



Revenue by Region



¹ Since the beginning of fiscal 2018, the accounting standard IFRS 15 (Revenue from Contracts with Customers) has been in effect at Siemens. Prior-year information is presented on a comparable basis ² Excluding currency translation and portfolio effects ³ Continuing and discontinued operations ⁴ As of the beginning of fiscal 2018 part time employees are included to the full extent rather than proportionally. Prior-year information is presented on a comparable basis ⁵ Commonwealth of Independent States

First quarter of fiscal 2019



Key figures

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

	Q1 2019	Q1 2018	Change in %
Volume			
Orders	25,172	22,477	13% ¹
Revenue	20,116	19,823	2% ¹
Profitability and capital efficiency			
Net income ²	1,118	2,211	(49)%
Return on capital employed (ROCE) ²	9.5%	17.9%	

	Q1 2019	Q1 2018
Liquidity		
Free cash flow ²	(337)	872
Employees (in thousands)	Sept. 30, 2018	
Total ³	379	
Germany	117	
Outside Germany	262	

Note: Since the beginning of fiscal 2018, the accounting standard IFRS 15 (Revenue from Contracts with Customers) has been in effect at Siemens. Prior-year information is presented on a comparable basis
¹ Excluding currency translation and portfolio effects ² Continuing and discontinued operations ³ As of the beginning of fiscal 2018, part-time employees are included to the full extent rather than proportionally

Results of operations

Industrial Business

(in millions of €)

	Power and Gas	Energy Management	Building Technologies	Mobility	Digital Factory	Process Industries and Drives	Siemens Healthineers	Siemens Gamesa Renewable Energy	Financial Services
Orders	3,533	3,799	1,787	4,546	3,388	2,391	3,540	2,541	
Revenue	2,858	2,819	1,591	2,174	3,221	2,045	3,301	2,262	
Adjusted EBITA	119	101	136	236	646	197	534	100	155 ⁴
Adjusted EBITA margin	4.2%	3.6%	8.5%	10.9%	20.0%	9.6%	16.2%	4.4%	19.9% ⁵

⁴ Income before income taxes ⁵ Return on equity (RoE) after tax



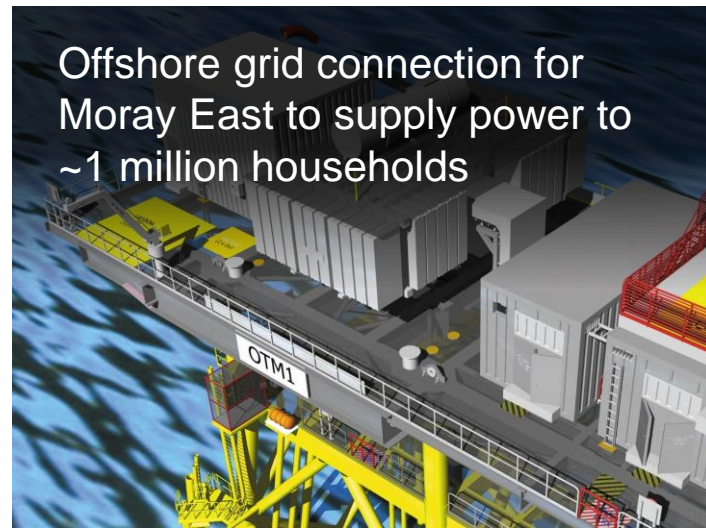
Tube trains for London: €1.6 billion

SIEMENS
Ingenuity for life

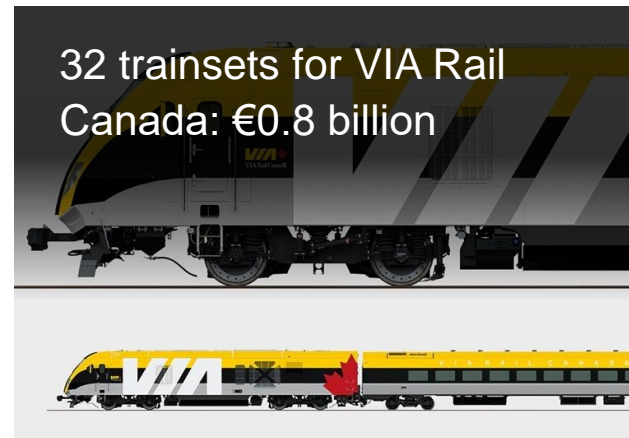


First H-class gas turbine for United Arab Emirates

Highlights Q1 2019



Offshore grid connection for Moray East to supply power to ~1 million households



32 trainsets for VIA Rail Canada: €0.8 billion

The great challenges of the present – and our answers





Megatrends that are changing our world

Globalization

In the time span of 20 years, global export volume has more than quadrupled. In 2017, goods worth US\$17.7 trillion were exported.

Source: Statista, 2018



Our contribution to society

Global Economy

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€250 bn

Contribution to global GDP

€26 bn

Contribution to financing of
infrastructure

~200

Countries with active Siemens
operations



Our contribution to society

Employment

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4.3 million

jobs supported through our
contributions

2.2 million

thereof in developing countries



Grid Connected

Megatrends that are changing our world

Urbanization

By 2050, nearly 68 percent of the world population will live in cities; today it's 55 percent.

The population of cities worldwide is growing at a rate of about 50 million people per year. Accordingly, investments in urban infrastructure are booming.

Source: United Nations, World Urbanization Prospects: The 2018 Revision, New York, published 2017

50 million

people are transported daily with the help of intelligent Siemens rail systems

> €2 bn


cost savings in 7,400 buildings through energy savings contracting

#1

in Digital Grid business to intelligently connect decentralized energy systems

Our contribution to society

Urban Infrastructure



Megatrends that are changing our world

Demographic change

By 2050, the world population will grow from 7.6 billion today to 9.8 billion.

The average life expectancy will be 77 years in 2050; today it's 72 years.

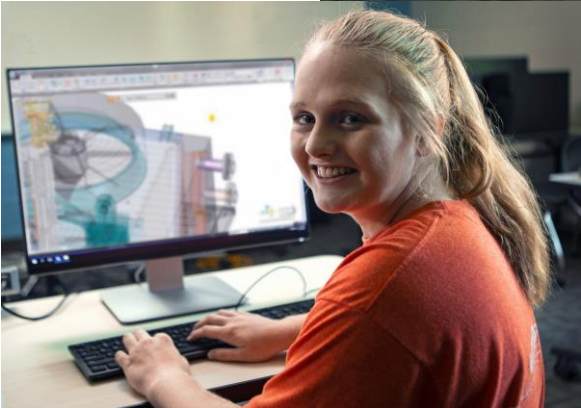


Our contribution to society
Healthcare and education

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~240,000

patients around the world get in touch with products from Siemens Healthineers every hour



1 million

students in over 70 countries have been reached via “GO PLM” Siemens



Megatrends that are changing our world

Climate change

At the UN Climate Conference in Paris in 2015, almost all nations of the world agreed to limit anthropogenic global warming to well under 2° centigrade.

In the summer of 2017, earth's atmosphere had the highest concentration of carbon dioxide in 800,000 years.

Source: Earth System Research Laboratory, NOAA, October 5, 2017



Our contribution to society

Environmental protection

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609 million

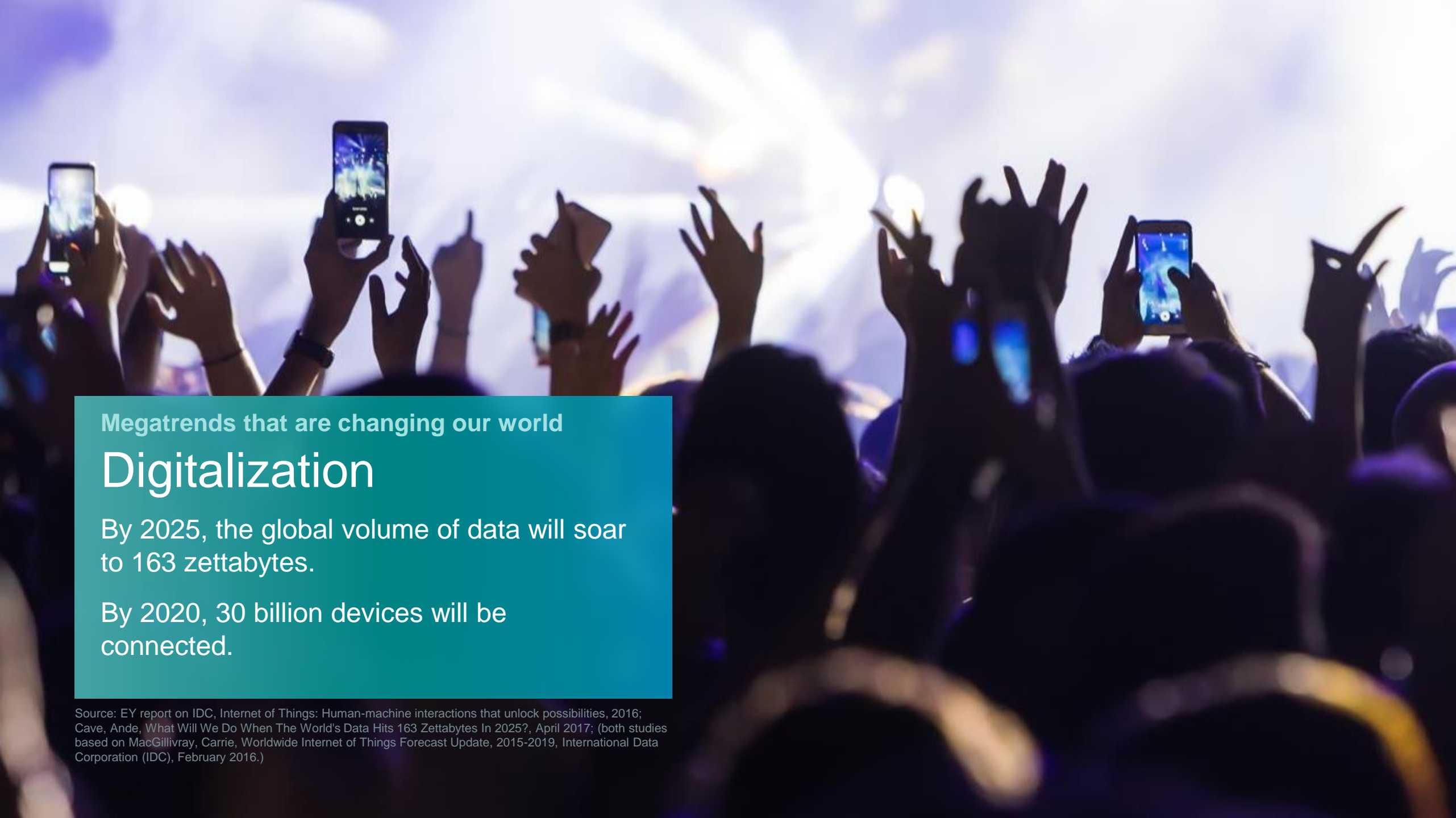
metric tons of CO₂-emissions were curbed for customers with our environmental portfolio in FY 2018

-33%

CO₂-emissions since 2014

2030 goal:

Siemens will be carbon neutral



Megatrends that are changing our world

Digitalization

By 2025, the global volume of data will soar to 163 zettabytes.

By 2020, 30 billion devices will be connected.

Source: EY report on IDC, Internet of Things: Human-machine interactions that unlock possibilities, 2016; Cave, Ande, What Will We Do When The World's Data Hits 163 Zettabytes In 2025?, April 2017; (both studies based on MacGillivray, Carrie, Worldwide Internet of Things Forecast Update, 2015-2019, International Data Corporation (IDC), February 2016.)



Data analysis



Artificial intelligence



Simulation tools



Cloud and platforms



Secure networking



Cyber security

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Our digital portfolio

~1.4 m

connected devices and systems via MindSphere

~500

digital offerings with MindSphere

Top 10

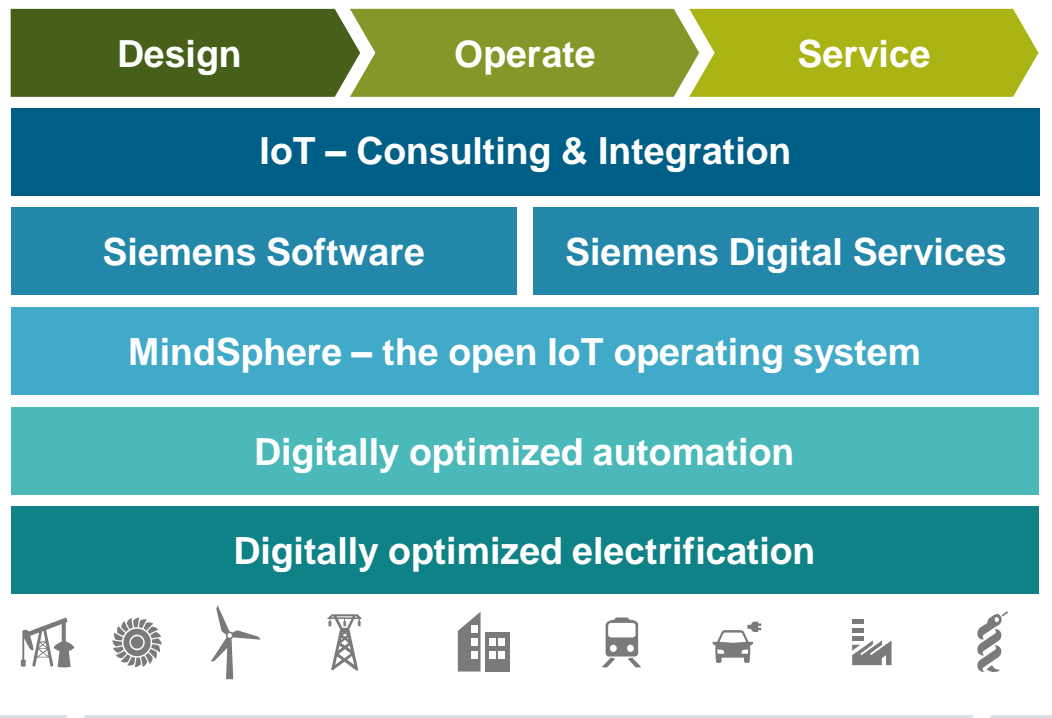
Siemens is one of the top 10 software companies

€10 bn

invested in digital companies in the past ten years

29,000

software engineers working for Siemens



Digital twin (products and infrastructure)

Atos



DAIMLER

DELL Technologies

SGS



TOTAL



Charter of Trust

charter-of-trust.de

SIEMENS



AIRBUS

Allianz

IBM

Munich Security Conference
Münchener Sicherheitskonferenz

NXP

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Charter of Trust

A joint initiative for a secure digital world

1. Protect the data of individuals and companies
2. Prevent damage to people, companies and infrastructures
3. Establish a reliable foundation on which confidence in a networked, digital world can take root and grow

How we're shaping the future





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€ 5.6 bn

R&D expenditures¹

43,400

R&D employees²

Siemens is the European champion of patents

7,300

Inventions¹

3,850

Patent applications¹

Cooperation with universities

8

CKI universities³

17

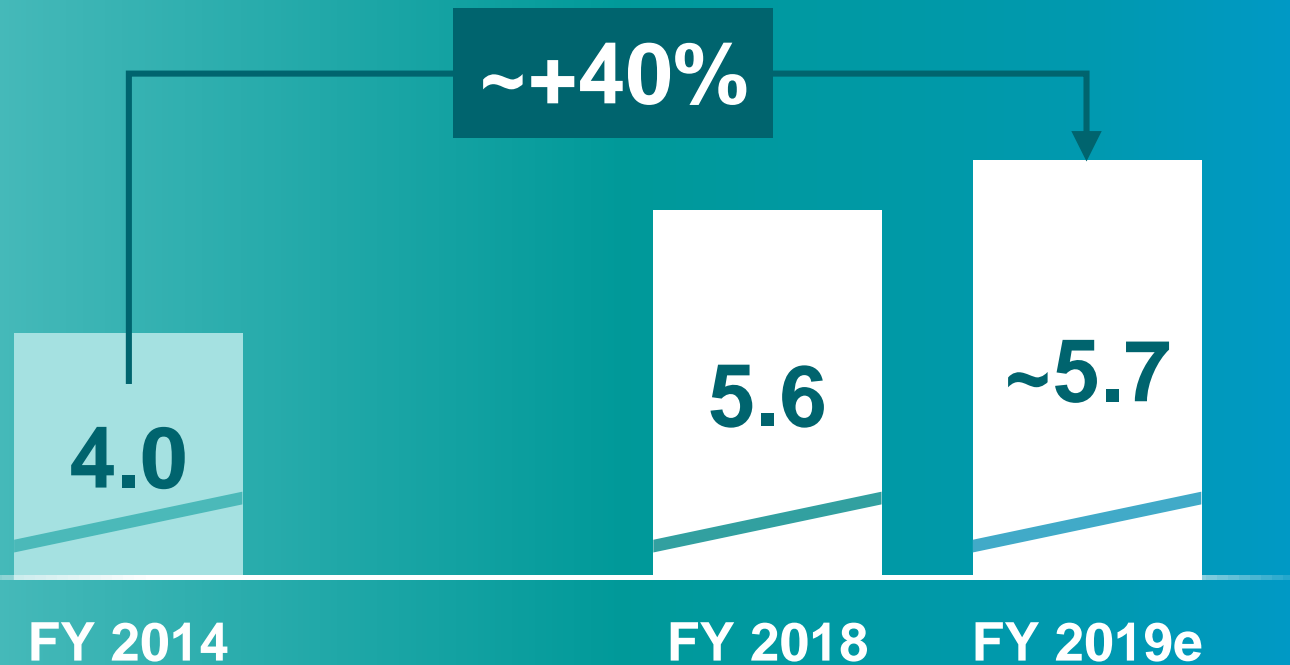
Principal partner universities

¹ In FY 2018; continuing operations

² As of September 30, 2018. With beginning of FY 2018 part time employees are included to the full extent

³ Centers of Knowledge Interchange

R&D spending in billions of €



Research and development:
we're investing more and
sharpening our focus

The focus areas of our research and development



**Additive
manufacturing**

**Autonomous
robotics**

**Blockchain
applications**

**Connected
(e)mobility**

**Connectivity and
edge devices**

Cybersecurity

**Data analytics,
artificial intelligence**

**Distributed
energy systems**

Energy storage

**Future of
automation**

Materials

Power electronics

**Simulation and
digital twin**

**Software systems
and processes**

Siemens and the future of work





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Employer with a vision¹

379,000

people work for Siemens
worldwide

~41,000

new hires worldwide

~4,700

thereof in Germany

10,900

apprentices and students
in work-study programs
worldwide

¹ As of September 30, 2018; continuing operations



SIEMENS
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Employer with a vision

Training and education

Siemens invests about €514 million each year in the training and education of employees.

With approximately 10,900 apprentices and students in dual study programs worldwide, Siemens is one of the world's largest and most innovative private training companies.

Until the end of fiscal 2022, Siemens will provide up to €100 million for qualification projects in Germany. This Fund for the Future is a key element with which Siemens is shaping the structural transformation.





Employer with a vision

Zero Harm Culture

Our program "Zero Harm Culture@Siemens" follows three principles:

The first is the strong belief that zero incidents is achievable.

The second is that there's never a reason to compromise on health and safety.

The third is "We take care of each other."

Our employees are our greatest asset. It is why we want every single Siemens employee to be able to rely on a safe working environment at all times.



SIEMENS
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The future of work at Siemens

Siemensstadt 2.0

70 ha

area in the Spandau
district of Berlin

€600 m

investment to shape the
future of work

Research centers

foster collaboration between the business and scientific
communities

Our answer to the challenges of the future – Vision 2020+





Vision 2020+

New company organization as of April 1, 2019



Operating Companies

Gas and Power



Smart Infrastructure



Digital Industries



Strategic Companies

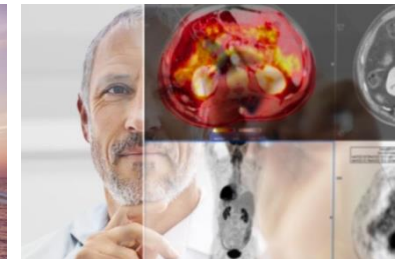
Mobility



SIEMENS Gamesa
RENEWABLE ENERGY



SIEMENS Healthineers



Service Companies

Financial Services

Global Business Services

Real Estate Services

Corporate Development (e.g., IoT Services Unit, Next47, Portfolio Companies)

Our 7 goals and how we measure our success

GOAL	KPI
1 Grow company value	<ul style="list-style-type: none">• Margin lift at Industrial Businesses + 2 pts• EPS growth > revenue growth¹⁾
2 Sharpen business focus in E-A-D	<ul style="list-style-type: none">• Accelerated comparable revenue growth + 2 pts CAGR
3 Be a partner of choice for our customers	<ul style="list-style-type: none">• > 20% improvement in customer satisfaction index
4 Get closer to our markets	<ul style="list-style-type: none">• > 50% of business HQs outside Germany
5 Live lean governance and drive continuous optimization	<ul style="list-style-type: none">• >20% efficiency improvement of support functions in scope• Global Business Services efficiency: +10-20% (fully operable)
6 Be an employer of choice	<ul style="list-style-type: none">• Approval rating in employee surveys for specific topics (e.g. diversity)
7 Ignite pride and passion for Siemens through Ownership Culture	<ul style="list-style-type: none">• Approval rating in employee surveys for specific topics (e.g. leadership)

1) on constant minority shareholdings

Management Managing Board of Siemens AG

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Joe Kaeser

Vorsitzender des
Vorstands

Governance and
Markets
Communications
Legal and Compliance
Corporate Countries
USA, China



Roland Busch

Chief Operating
Officer

Siemens Mobility
GmbH
Corporate
Development



Lisa Davis

Gas and Power



Klaus Helmrich

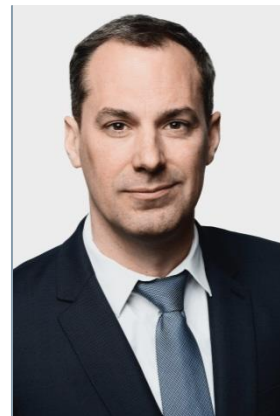
Digital Industries
Corporate Country
Germany



Janina Kugel

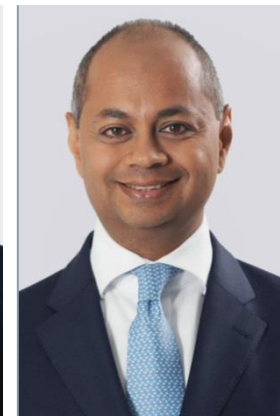
Chief HR Officer

Human Resources



Cedrik Neike

Smart Infrastructure
Corporate Country
India



Michael Sen

Siemens
Healthineers
Siemens Gamesa
Renewable Energy
Global Business
Services



Ralf P. Thomas

Chief Financial Officer

Controlling and
Finance
Financial Services
Real Estate Services

Management Operating Companies and Strategic Companies

Gas and Power

Tim Holt
COO



Michael Becker
CFO

Smart Infrastructure

Matthias Rebellius
COO



Axel Meier
CFO

Digital Industries

Jan Mrosik
COO



Maria Ferraro
CFO

Mobility

Michael Peter
CEO



Karl Blaim
CFO

Sabrina Soussan
CEO



Siemens Gamesa Renewable Energy

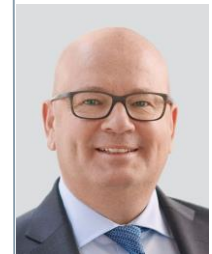
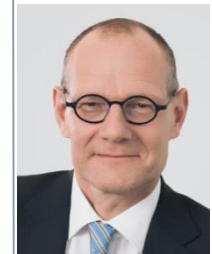
Markus Michael Tacke
CEO



David Mesonero
CFO

Siemens Healthineers

Bernd Montag
CEO



Jochen Schmitz
CFO

Operating Companies

Gas and Power

Leading the energy transformation.

Gas and Power is a global pacesetter in energy, helping customers to meet the evolving demands of industries and societies. The energy industry is challenged to shift towards a carbon-neutral future, manage the complexity of decentralized energy systems, and adopt new digital technologies to maintain the competitiveness of its assets.

As the leading innovator for the energy systems of today and tomorrow Gas and Power comprises broad competencies across the entire energy value chain and offers a uniquely comprehensive portfolio for utilities, independent power producers, transmission system operators and the oil and gas industry.



CEO	Lisa Davis
COO	Tim Holt
CFO	Michael Becker
HQ	Houston, USA

Operating Companies

Digital Industries

The advancing digitalization, in tandem with the increasing flexibilization of production processes, provides new opportunities and choices for industrial companies all across the globe. Digital Industries supports our customers in unlocking the full potential: as a partner providing cutting-edge technologies for the automation and digitalization of the discrete and process industries.

The Digital Enterprise portfolio is at the core of our offer. It provides companies of all sizes with the right products, along with consistent solutions and services for the integration and digitalization of the entire value chain. As an innovation leader, we think ahead to the next level of digital transformation – and integrate cutting-edge technologies such as artificial intelligence, edge computing, industrial 5G, autonomous handling systems, blockchain and additive manufacturing into our portfolio.

CEO	Klaus Helmrich
COO	Dr. Jan Mrosik
CFO	Maria Ferraro
HQ	Nuremberg, Germany

CEO	Cedrik Neike
COO	Matthias Rebellius
CFO	Axel Meier
HQ	Zug, Switzerland

Operating Companies

Smart Infrastructure

Smart grids + smart buildings = smart infrastructure.

Smart Infrastructure brings together energy systems – from the intelligent control across the grid to medium-voltage distribution system, through a broad range of low-voltage and control products, to the point of consumption – with Siemens’ broad portfolio of building technologies. We support utilities, building customers and industries with a wide range of applications.

At the point of connection between the grid and buildings – at the grid edge – there are exciting nascent markets including prosumption, electric vehicle infrastructure, energy storage and microgrids.

We will combine physical solutions and digitalization across the focus areas of electrification and automation.



Strategic Companies

Mobility

The efficient, safe and environmentally friendly transportation of people and goods by rail and road – Mobility bundles all of Siemens' transportation-related products, solutions and services.

Advanced networked and IT-based mobility solutions and comprehensive know-how are increasing infrastructure availability, optimizing route use and raising travel quality to new levels – by rail, on the road, or across multiple modes of transportation.

CEO	Michael Peter, Sabrina Soussan
CFO	Karl Blaim
HQ	Munich, Germany



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Strategic Companies

Mobility

34,200

Employees

€8.82 bn

Revenue

11%

Profit margin

As of September 30, 2018.



CEO
CFO

Dr. Bernd Montag
Dr. Jochen Schmitz

HQ

Erlangen, Germany

SIEMENS
Ingenuity for life

Strategic Companies

Siemens Healthineers

The listed Siemens Healthineers enables healthcare providers around the world to deliver high-quality patient care. As a leading global healthcare company, we're continuously developing our portfolio, expanding our medical imaging and laboratory diagnostics offerings and augmenting them with a growing range of healthcare management, consulting and IT services – such as advanced therapeutic solutions and molecular in-vitro diagnostics.

Siemens Healthineers is proactively developing its digital healthcare services. We help customers succeed in today's dynamic healthcare market by creating new business models that maximize opportunities and minimize risks for healthcare providers.



SIEMENS
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Strategic Companies

Siemens Healthineers

50,000
Employees

€13.43 bn
Revenue

16.5%
Profit margin

As of September 30, 2018.



Strategic Companies

Siemens Gamesa Renewable Energy

Siemens Gamesa Renewable Energy is a leading supplier of reliable, environmentally friendly, and cost-efficient renewable energy solutions. The wind turbines offered by Siemens Gamesa Renewable Energy are a worthwhile investment from both a financial and an environmental perspective. Our wind power solutions deliver clean, renewable energy from onshore and offshore installations all over the world.

CEO	Markus Michael Tacke
CFO	David Mesonero
HQ	Zamudio, Spain



SIEMENS
Ingenuity for life

Strategic Companies

Siemens Gamesa
Renewable Energy

23,000
Employees

€9.12 bn
Revenue

5.3%
Profit margin

As of September 30, 2018.

Service Companies

Financial Services

The Financial Services Division helps enterprise customers implement investment projects by providing project-related and structured financing as well as leasing and equipment financing.

The success of Financial Services is based on a unique combination of risk management competence, technological expertise and reliable financial resources. Through our international network of SFS companies, we provide – subject to country-specific legal requirements – a broad range of financial solutions.

	FY 2018	FY 2017
Total assets in millions of €	28,281	26,474
Employees ¹	3,400	3,200

¹ As of September 30. As of the beginning of fiscal 2018, part-time employees are included to the full extent rather than proportionally; prior-year information on a comparable basis.



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Service Companies

Global Business Services

Global Business Services (GBS) innovates, designs, transforms and efficiently operates business services for Siemens units and external customers. The service offering includes digital end-to-end process solutions as well as expertise-driven services like sales and marketing support or project and transformation management.

With unique expertise and more than 20 years of experience in business services, GBS creates valuable impact specific to customers' needs. GBS realizes scale economies and provides flexibility by bundling services and balancing efficiency and customer proximity requirements in a global delivery network. With the implementation of technologies such as Business Process Management, Robotic Process Automation, Artificial Intelligence or Data Analytics, GBS drives business process automation and the digital transformation.



Service Companies

Real Estate Services

Real Estate (SRE) offers solutions from strategy to the operation of office, industrial and specialized property spaces.

For Siemens and also for external customers, SRE leverages value creation and efficiency from real estate and acts as a trusted, customer-oriented business partner.

With 25 years of experience in corporate real estate management, SRE drives digitization in corporate real estate and increases the flexibility of companies with the help of smart and sustainable offices and factories.



SIEMENS
Ingenuity for life

Corporate Development

IoT Services

IoT Services is the partner of choice for a holistic, successful and sustainable digital transformation. The unmatched industries DNA, paired with state of the art IoT know-how creates a key benefit for realizing their own digital strategy.

From consulting to design & prototyping of IoT solutions to implementing those into existing IT systems and business processes: customers can get everything from a single source – hence we deliver IoT solutions that are as unique as an individual fingerprint.



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Corporate Development

Next47 powered by Siemens

Next47 is an independent, global venture firm backed by Siemens AG. We combine capital with hands-on business development capabilities that help our portfolio companies grow revenue through the Siemens ecosystem. Next47 works with start-ups that use deep and frontier technologies such as artificial intelligence, augmented and virtual reality, cybersecurity, autonomous driving, IoT, robotics, and advanced manufacturing to solve the most difficult and fundamental industry challenges facing Siemens and Siemens customers.

Next47 is also an enabler of “intrapreneurialism” within Siemens. The Next47 Accelerator, a program built in partnership with Alchemist, 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.



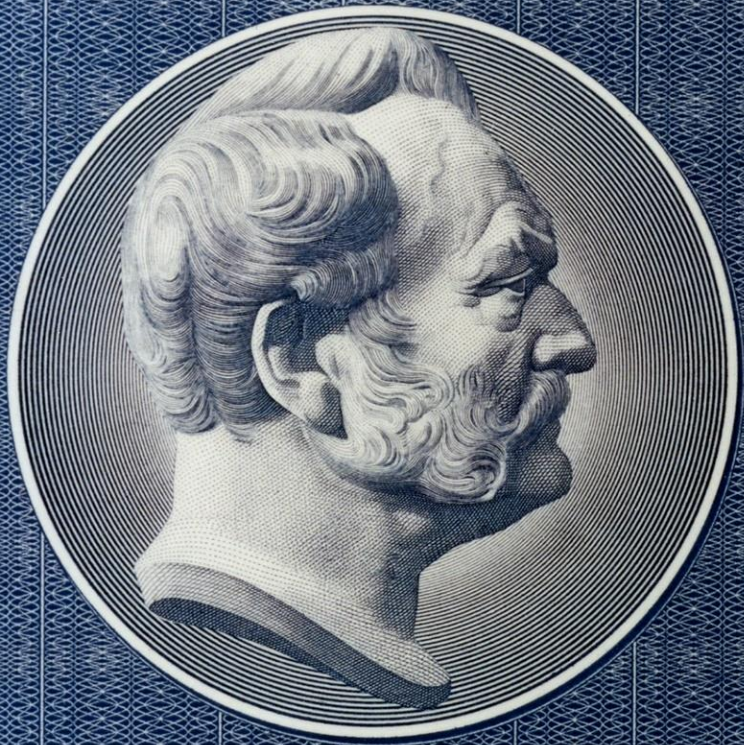
SIEMENS
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Corporate Development

Portfolio Companies

Under the umbrella of the Portfolio Companies, Siemens has bundled several units which operate independently since April 1, 2019. The nine Portfolio Companies employ around 22,500 people. In fiscal year 2018 they generated about €5 billion in revenue. The units operate agile and flexible: decentralized, with fast decision making and reaction times. This enables them to be more competitive in their respective markets with more focus on their customers. The Portfolio Companies are led by Chairman Jochen Eickholt.

SIEME



DER INHABER DIESER STAMMAK
AN DER SIEMENS AKTIENGESELL
NACH MASSGABE DER SATZUNG

EINE AKTIE

SIEMENS AKTIENGES

AUFSICHTSRAT

W. Siemens *Kerschba*

300,000

Siemens employees are already
shareholders of the company

The five elements of our Ownership Culture

Equity

Support long-term, output and profit orientation

People orientation

- Empowerment and trust
- Honesty, openness and collaboration



Values – Our foundation

- Responsible
- Excellent
- Innovative

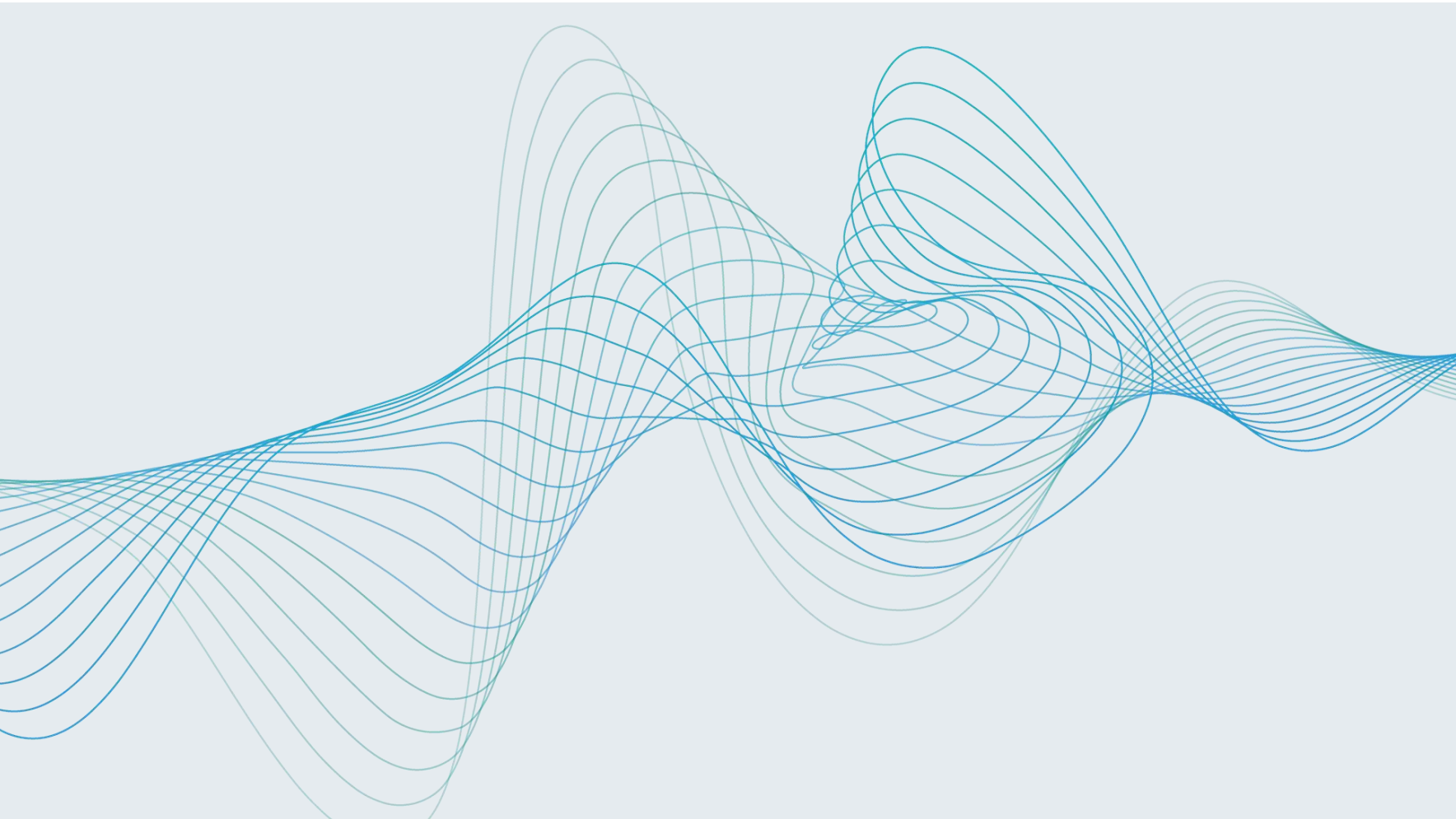
Behaviors

- Respect
- Focus
- Initiative and execution

Leadership

- Be bold, decisive and courageous
- Exemplify "Siemens matters"
- Motivate and engage

Contact



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