

The background of the slide is a blue world map with a white wireframe overlay. The Siemens logo is in the top left corner.

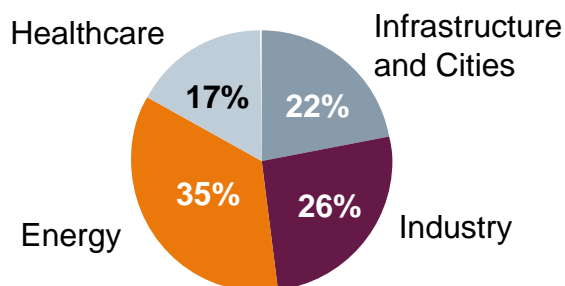
**SIEMENS**

January 2013

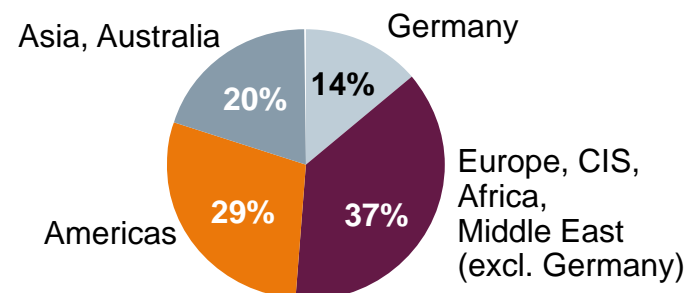
# The Company – Siemens 2013

# Key figures

## Revenue by Sector

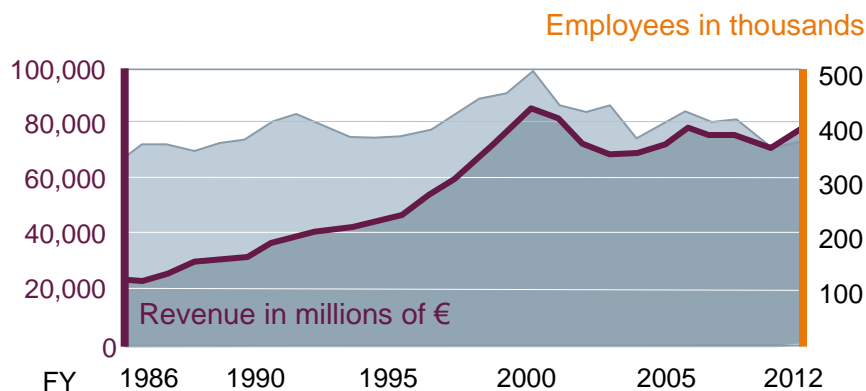


## Revenue by Region



Based on customer location

## Revenue and employees



## Continuing operations – comparison with previous year

In millions of €	FY 2011	FY 2012
New orders	85,166	76,913
Revenue	73,275	78,296
Income	7,376	5,184
Free cash flow	5,918	4,790
Employees	359,000	370,000

As reported in annual reports

# How our world is changing – climate change



- **2012:**  
highest CO<sub>2</sub>  
concentration in the  
atmosphere in  
800,000 years
- **2001 to 2010:**  
warmest decade  
on record
- Max Planck Institute  
for Meteorology:  
An immediate, drastic  
reduction of CO<sub>2</sub>  
emissions can keep  
global warming below  
2° C until 2100.

Ice sheets off the Icelandic coast



# How our world is changing – urbanization



## Growth of cities

- **2009:** For the first time in history, more than 50 percent of mankind lives in cities
- **2050:** 70 percent of mankind will live in cities

## Megacities worldwide

- **1975:** 3 megacities with more than 10 million inhabitants
- **2025:** 27 megacities with more than 10 million inhabitants; about one person out of ten lives in a megacity

Commuters in Jakarta

# How our world is changing – demographic change



## World population

- **2012:**  
7.1 billion people
- **2050:**  
9.3 billion people

## Worldwide life expectancy

- **2012:**  
70 years
- **2050:**  
76 years;  
share of people over  
age 65 more than twice  
what it is today

Morning gymnastics in Shanghai



# How our world is changing – globalization



## Global trade

- **1990 to 2009:**  
global trade volume  
more than doubles

## Multinational companies

- **1969:** approx. 10,000
- **2008:** more than 82,000

## Growth of emerging markets

- **2030:**  
emerging markets  
account for two thirds  
of the world's economic  
output

Port of Jebel Ali, United Arab  
Emirates

## Questions that move us

How can we ensure healthcare that is both excellent and affordable?

How can cities grow and at the same time offer a high quality of life?



How can we make industrial production more flexible, efficient and competitive?

How can we create economic growth and reduce the consumption of energy and resources at the same time?



# Our vision – to provide answers to the great challenges of our time

## Siemens – the pioneer in

- Energy efficiency
- Industrial productivity
- Affordable and personalized healthcare
- Intelligent infrastructures



Entrance of Gare Saint-Lazare  
metro station, Paris



# Efficient wind power generation – world's longest rotor blade

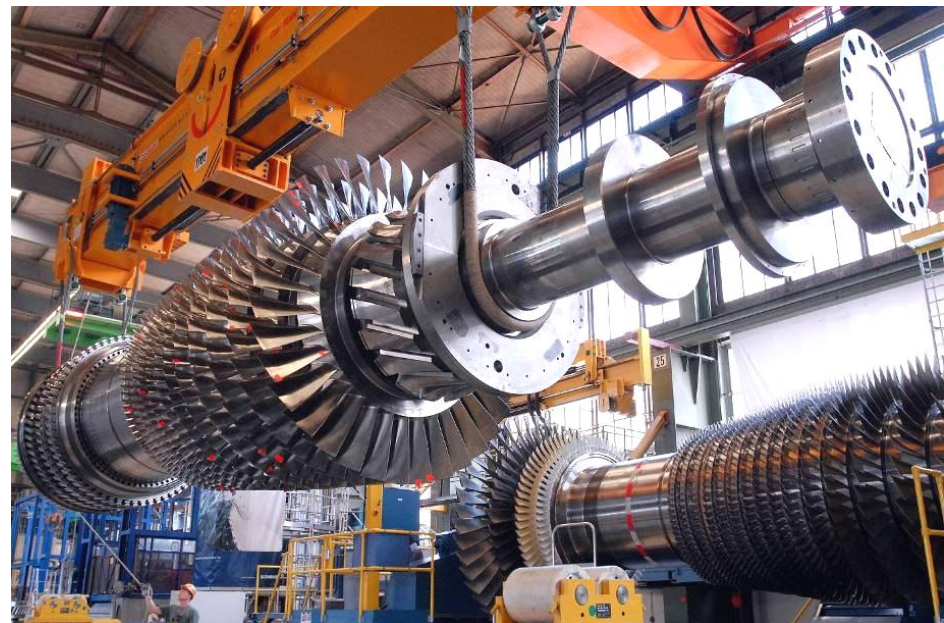


- **World record length** of 75 meters
- **Special design delivers superior performance** at a wide range of speeds
- **Maximum strength at minimum weight** – reduces costs for nacelles, towers, and foundations

# Energy Sector – resource-saving power generation

## Sector profile

The Siemens **Energy Sector** is the world's leading supplier of products, services and solutions for power generation. Its extensive portfolio comprises highly efficient technologies for thermal power plants, renewables, power transmission, and for the extraction, processing and transport of oil and gas.



## Performance in Q2

In millions of €	Q2 2013 <sup>1)</sup>	vs. Q2/12
New orders	8,464	+46%
Revenue	6,260	-9%
Profit	551	-4%
Profit margin	8.8%	

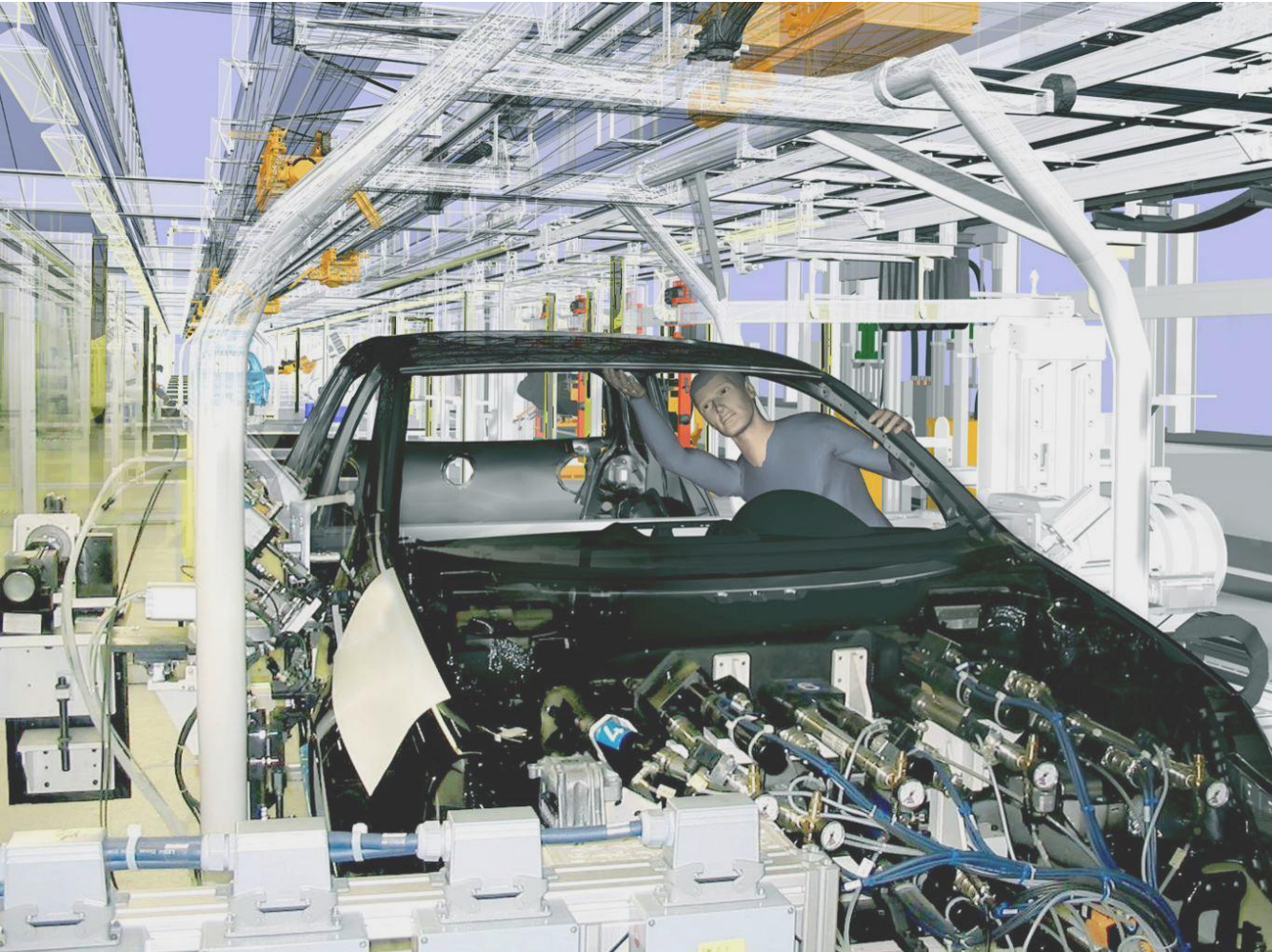
1) January 1 to March 31, 2013

## Key figures (FY 2012)

In millions of €	
New orders	26,881
Total revenue	27,537
Profit	2,159
Employees	86,000



# Efficiency leap in industrial production – Totally Integrated Automation Portal (TIA)



- **Engineering platform** for the unified design of production facilities from process controls to user interfaces
- **Particularly user-friendly**
- **Lowens development costs by up to 25 percent**
- **Drastically shortens time-to-market** for new products

# Industry Sector – boosting industrial productivity

## Sector profile

The Siemens **Industry Sector** is one of the world's leading suppliers of innovative and eco-friendly products and solutions for industrial customers. With our complete range of automation technologies, intelligent software solutions, vast industry expertise and closely integrated services, we're increasing the productivity, efficiency and flexibility of our customers – while at the same time strengthening our own competitiveness.



## Performance in Q2

In millions of €	Q2 2013 <sup>1)</sup>	vs. Q2/12
New orders	4,623	-10%
Revenue	4,619	-9%
Profit	350	-47%
Profit margin	7.6%	

1) January 1 to March 31, 2013

## Key figures (FY 2012)

In millions of €

New orders	19,985
Total revenue	20,508
Profit	2,467
Employees	105,000



# Affordable and personalized healthcare – MAGNETOM Spectra

SIEMENS



- **High quality imaging** for radiology clinics and small hospitals
- **Lower total operating costs** than conventional devices
- **More efficient** medical examinations

# Healthcare Sector – comprehensive patient care solutions

## Sector profile

The **Siemens Healthcare Sector** is one of the world's largest providers to the healthcare industry and a leader in imaging systems, laboratory diagnostics, healthcare IT, and hearing aids. We offer customers products and solutions for comprehensive patient care from a single source – from prevention and early diagnosis to therapy and aftercare. By optimizing the clinical procedures associated with the most important medical conditions, we help make healthcare faster, better, and more cost-efficient.



## Performance in Q2

In millions of €	Q2 2013 <sup>1)</sup>	vs. Q2/12
New orders	3,330	+3%
Revenue	3,278	-2%
Profit	445	+5%
Profit margin	13.6%	

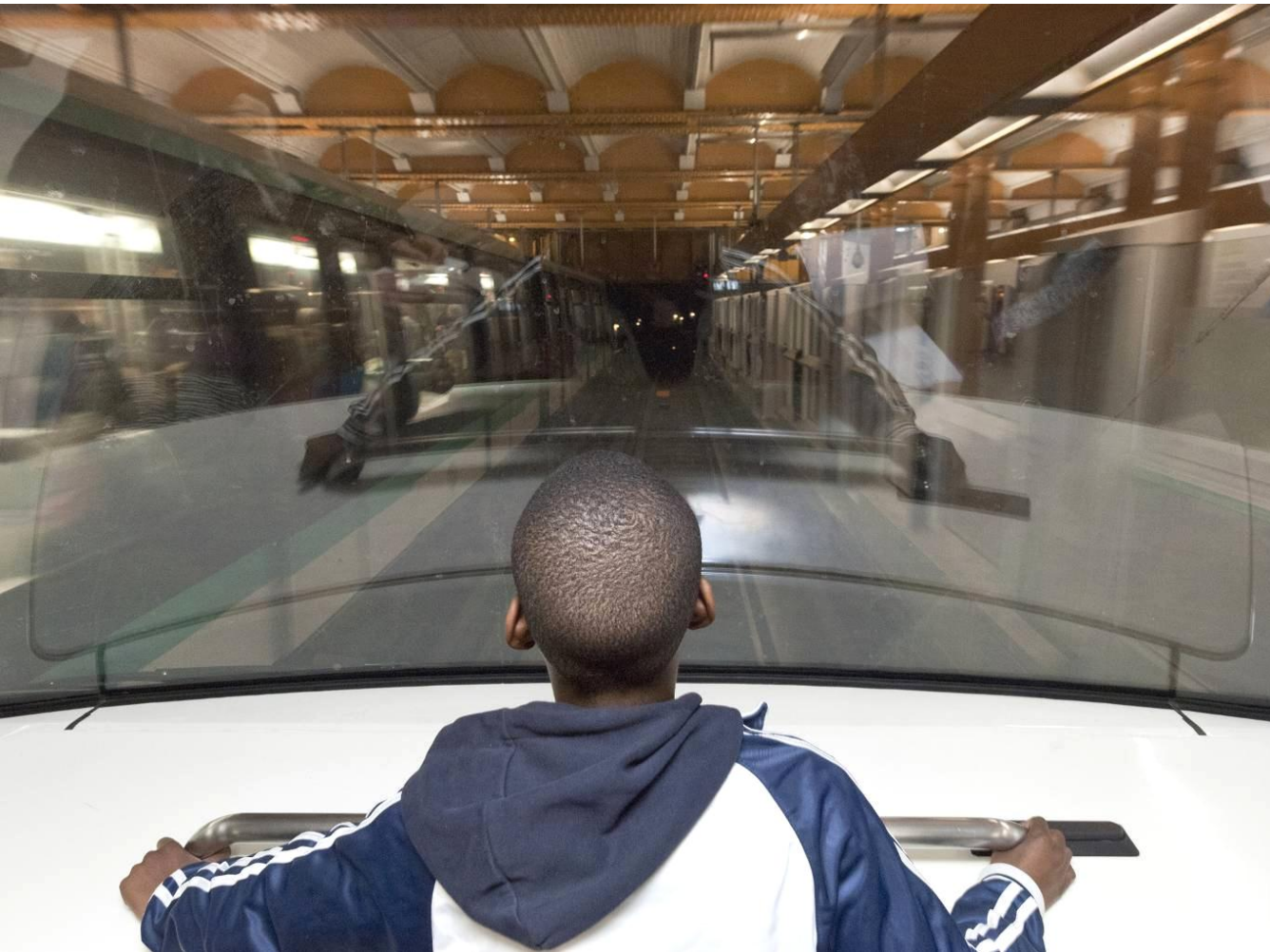
1) January 1 to March 31, 2013

## Key figures (FY 2012)

In millions of €	
New orders	13,806
Total revenue	13,642
Profit	1,815
Employees	51,000



# Intelligent infrastructures – driverless subways



- **Driverless trains** on the oldest line of Paris' metro system (Line 1) since November 2011
- **Modernized control center**
- **Fully automated train protection system** "Trainguard MT"

Line 1, Paris

# Infrastructure & Cities Sector – sustainable technologies for metropolitan areas

## Sector profile

The **Infrastructure & Cities Sector** offers sustainable technologies for metropolitan centers and urban infrastructures. The portfolio encompasses integrated mobility solutions, building and security systems, power distribution equipment, smart grid applications, and low- and medium-voltage products.



## Performance in Q2

In millions of €	Q2 2013 <sup>1)</sup>	vs. Q2/12
New orders	5,210	+34%
Revenue	4,062	-5%
Profit	27	-90%
Profit margin	0.7%	

1) January 1 to March 31, 2013

## Key figures (FY 2012)

In millions of €	
New orders	17,150
Total revenue	17,585
Profit	1,102
Employees	89,000



# Making the vision real – operating our business responsibly with "One Siemens"



## Revenue growth

- Our aim is to achieve revenue growth that is higher on average than that of our most relevant competitors
- Our criteria for acquisitions are strict

## Capital efficiency and profitability

- Our aim is to use the capital provided by shareholders and lenders as efficiently as possible. The key performance indicator here is return on capital employed, that is, the ratio between income (after taxes and before interest) and average capital employed
- Our Sectors seek to continually achieve top margins (EBITDA) compared with the best competitors in their respective industries

## Capital structure

- The ratio between net debt and profit (EBITDA) is the key performance indicator for our capital structure
- A sound capital structure provides us with ready access to capital, among other things
- Our aim is also to offer investors an attractive dividend

**Continuous improvement relative to market/competitors**

# Making the vision real – by being a pioneer in technology-driven growth markets

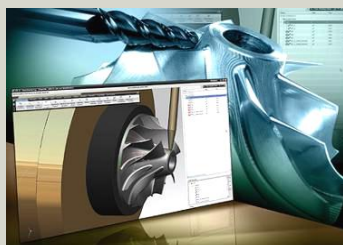
## Future of energy



### High-performance technologies for the generation, transmission, distribution and use of energy

- Highly efficient power generation from fossil fuels as well as renewable sources
- Smart grids that integrate decentralized power generation and energy storage units
- Comprehensive electromobility solutions – from charging infrastructures to drives

## Vertical IT



### Integrated industry-specific hardware and software solutions

- Industrial automation
- Building automation
- Transport logistics
- Healthcare IT

## SMART products for local markets



**Innovative, robust products for entry-level market segments – developed in local markets for local markets and for customers around the globe**

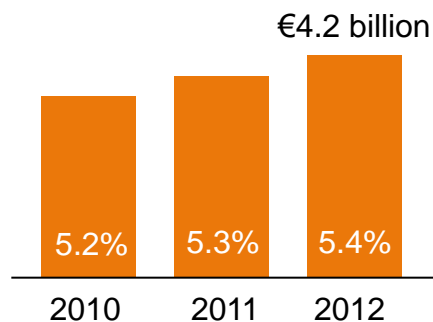


# Making the vision real – through innovation

## Employees in R&D

- 29,500 employees worldwide
- About 17,500 software engineers
- Roughly 190 R&D locations in 30 countries

## R&D spending in % of revenue



**Inventors of the year 2012**



## Our patent position (2012)

Germany:	No. 3
Europe:	No. 2
USA:	No. 10

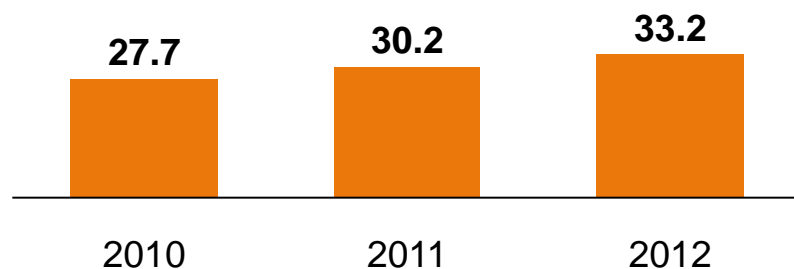
- 57,300 patents granted
- Of these, 20,200 'green patents' secure our environmental portfolio
- 9,000 inventions in FY 2012

## Partnerships

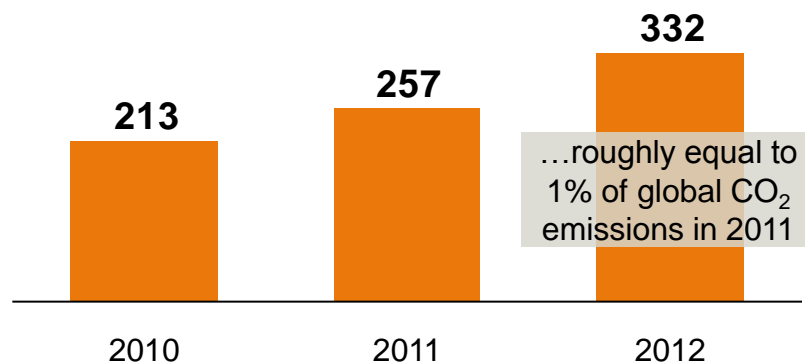
- More than 1,000 new partnerships with universities and research institutions per year

# The Siemens Environmental Portfolio – our contribution to sustainability

## Environmental Portfolio revenue (in billions of €) <sup>1)</sup>



## Customers' CO<sub>2</sub> abatement (in millions of metric tons) <sup>1)</sup>



1) Continuing operations only (without OSRAM and Solar business)

### 1 Energy efficiency



### 2 Renewable energies

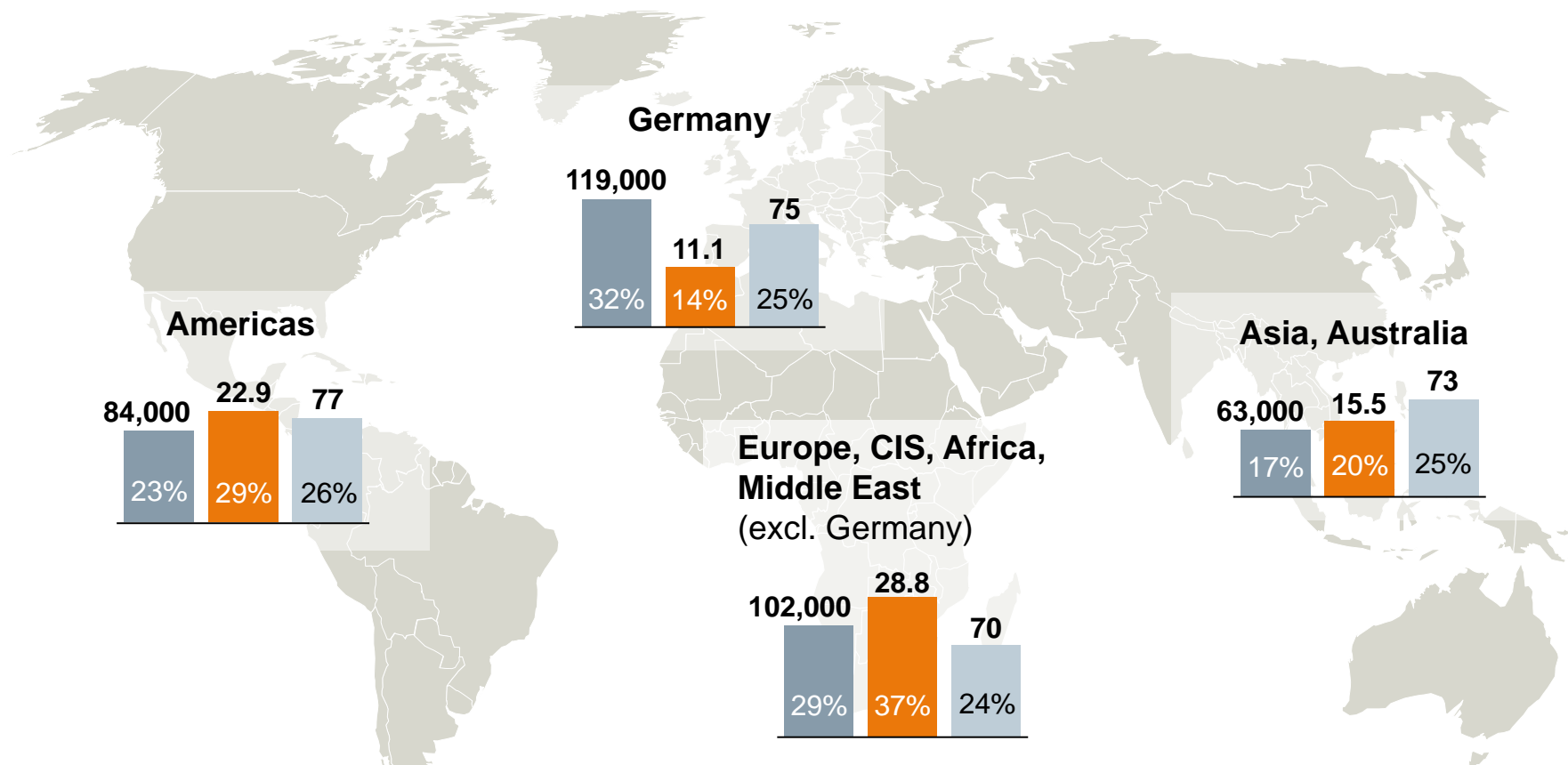


### 3 Environmental technologies





# A strong local partner for customers – in more than 190 countries



■ Employees ■ Revenue (billions of €) ■ Major production facilities  
As of September 30, 2012

All numbers refer to continuing operations.

# Siemens in Germany – backbone of infrastructure

SIEMENS



As of September 30, 2012

Employees	119,200
Revenue in millions of €	11,072

- More than half of the power plants connected to Germany's power grid use Siemens turbines and generators
- About 1percent of Germany's jobs are directly or indirectly linked to Siemens
- Every second computed tomography scanner in German clinics is from Siemens

3D rendering of the combined-cycle power plant project "Lausward" in Düsseldorf



# Siemens in Europe – boosting competitiveness

**SIEMENS**



As of September 30, 2012

Employees (EU-27)	195,300
Revenue (EU-27) in millions of €	29,826

- More than half of Europe's installed offshore wind power capacity is from Siemens
- More than 80 percent of the automobile factories in Europe use Siemens automation and drive technologies
- Siemens is the market leader in large medical imaging systems in Europe

Airbus uses Siemens automation technologies in several of its plants in Europe

# Siemens in the United States – sustainable solutions for the world's largest economy

**SIEMENS**



As of September 30, 2012

Employees	56,600
Sales in millions of €	16,670

- Over the past 15 years, Siemens invested more than US\$25 billion
- Siemens power generation solutions help meet one third of US total energy needs
- NASA relies on Siemens software to develop technology for the extreme conditions of outer space, such as the Mars Rover "Curiosity"

Gas turbine in Siemens plant  
in Charlotte, North Carolina



# Siemens in Brazil – reliable infrastructure partner

**SIEMENS**



As of September 30, 2012

Employees	9,400
Revenue in millions of €	1,945

- More than 50 percent of the electrical power in Brazil is generated by Siemens technologies
- Siemens systems perform 30 percent of all digital diagnostics imaging in the country
- 14 Siemens plants and 7 Siemens R&D centers are located in Brazil
- As a technology partner for major events, Siemens is providing solutions for the Mané Garrincha Stadium in Brasília, which will host seven matches during the FIFA 2014 World Cup

Christ Redeemer Statue, illuminated with Osram lights during the Rio+20 conference

# Siemens in Russia – modern technologies for the world's largest country



As of September 30, 2012

Employees	3,000
Revenue in millions of €	1,608

- Siemens is building up R&D, engineering, production, and service facilities in Russia. The company intends to invest €1 billion in localization
- Siemens will provide mobile digital X-ray systems for 43 Moscow clinics
- Siemens will construct a hot briquetting iron plant for the Lebedinsky mining company in Gubkin

The highspeed train “Sapsan”, built by Siemens, runs regularly between Moscow and St. Petersburg.

# Siemens in India – partner for growth

**SIEMENS**



As of September 30, 2012

Employees	19,000
Revenue in millions of €	2,311

- Siemens India has launched the world's first 1200 kilovolt circuit breaker – a key component for power transmission over long distances at high capacities and with low losses
- Siemens healthcare technology is now in use in 543 of India's rural districts as well as in all major cities
- With projects in eight cities in the state of Maharashtra, Siemens is laying the foundations for smart grids in India

Siemens Mobile Health Clinic in  
India



# Siemens in China – "A local company"

**SIEMENS**



As of September 30, 2012

<b>Employees</b>	<b>30,600</b>
<b>Revenue</b> in millions of €	<b>6,348</b>

- Together with Shanghai Electric, Siemens provided 21 wind turbines for the Jiangsu Rudong Wind Power Plant
- Siemens signed MoUs with Beijing, Zhengzhou and Guangdong Province to deepen cooperation on infrastructure and urban development
- Siemens supplied signaling systems for metro line projects in Suzhou, Qingdao and Chongqing

MRT Magnetom Essenza – produced in China for China and the global market

# Siemens in Africa – pioneer in sustainable development



As of September 30, 2012

- Siemens delivered the complete rail system for the first metro line in Algiers, the capital of Algeria
- The power utility of Angola's capital Luanda has contracted Siemens to modernize the city's electrical network as well as to maintain six of its substations
- Committed to South Africa's development, Siemens is currently building the the Mandela School of Science and Technology in the village of Mvezo in the Eastern Cape province.

New Siemens Power Distribution and Rail Automation manufacturing facility in Johannesburg, South Africa

# Siemens in the Middle East – technology partner of choice

**SIEMENS**



As of September 30, 2012

- In recent years, Siemens has constructed major parts of Qatar's power grid
- Siemens will supply key components for the Qurayyah combined cycle power plant in Saudi Arabia
- In Doha, Siemens will build the Middle East's most eco-friendly tram system, consisting of 19 Avenio trams with hybrid energy storage systems
- Siemens will deliver a full suite of imaging and diagnostics technology to New Medical Healthcare, a major UAE healthcare provider

NMC Specialty Hospital, Dubai



# Use the power of Siemens – an employer who opens up opportunities

Develop answers to the  
great challenges of our time



Grow personally and  
professionally – with a wide  
range of training programs



Work for a global company that  
takes its values seriously and puts  
sustainability into action



Collaborate with people  
from all over the world  
to achieve common goals



Balance family and career –  
with flexible work models

# Putting values into practice – that's what earns trust all over the world



## Responsible

Sincere, sustainable  
engagement  
that earns trust



## Excellent

Top quality,  
professional implementation,  
outstanding results



## Innovative

A culture of continuous  
improvement –  
step by step, day by day



# Contact

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## Links to further information

### Siemens Glossary from A to Z

<http://www.siemens.com/about/de/index.htm?ql=azindex>

### Core Topics

<http://www.siemens.com/about/en/core-topics>

### Management and Corporate Structure

[www.siemens.com/unternehmensstruktur](http://www.siemens.com/unternehmensstruktur)

### Research and Innovation

<http://www.siemens.com/innovation>

### Environmental Portfolio

<http://www.siemens.com/sustainability/en/environmental-portfolio/products-solutions>

### Annual Report

<http://www.siemens.com/annual/12/en/>

### Quarterly Reports

<http://www.siemens.com/investor/en/financials.php>