

Well placed to lead the energy transformation

Christian Bruch, Chief Executive Officer
GS Industrials Conference
November 30, 2021



Disclaimer



INFORMATION AND FORWARD-LOOKING STATEMENTS This document contains statements related to our future business and financial performance, and future events or developments involving Siemens Energy 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, prospectuses, 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 Energy’s management, of which many are beyond Siemens Energy’s control. These are subject to a number of risks, uncertainties, and other factors, including, but not limited to, those described in disclosures, in particular in the chapter “Report on expected developments and associated material opportunities and risks” in the Annual Report. Should one or more of these risks or uncertainties materialize, should acts of force majeure, such as pandemics, occur, or should underlying expectations including future events occur at a later date or not at all, or should assumptions prove incorrect, Siemens Energy’s actual results, performance, or achievements may (negatively or positively) vary materially from those described explicitly or implicitly in the relevant forward-looking statement. Siemens Energy 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 supplemental financial measures – that are not clearly defined in the applicable financial reporting framework – and 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 Energy’s net assets and financial position 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 Energy is well positioned to lead the energy transition

Siemens Energy AG

Revenue FY21: € 28.5 bn

67% owned

Gas and Power
("GP")

~65%
of SE Revenue

**Siemens Gamesa
Renewable Energy**
("SGRE")

~35%
of SE Revenue

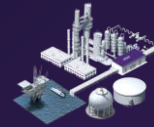
Generation

#1 Distributed
#2 Central



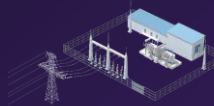
~25%

Industrial Applications
#2



~20%

Transmission
#1



~20%

**New
Energy**

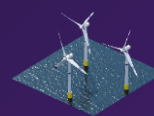


Onshore
#3



~20%

Offshore
#1



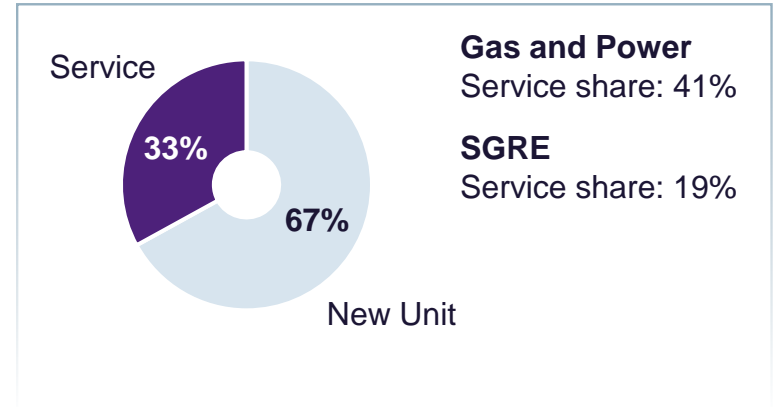
~10%

Service
#1

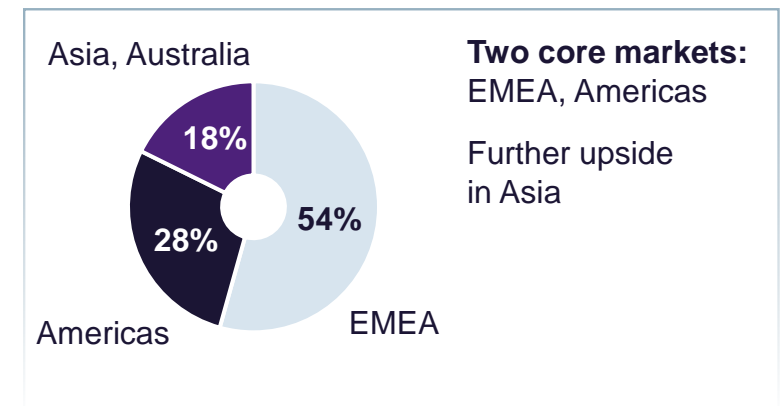


~5%

Revenue by type



Revenue by geography



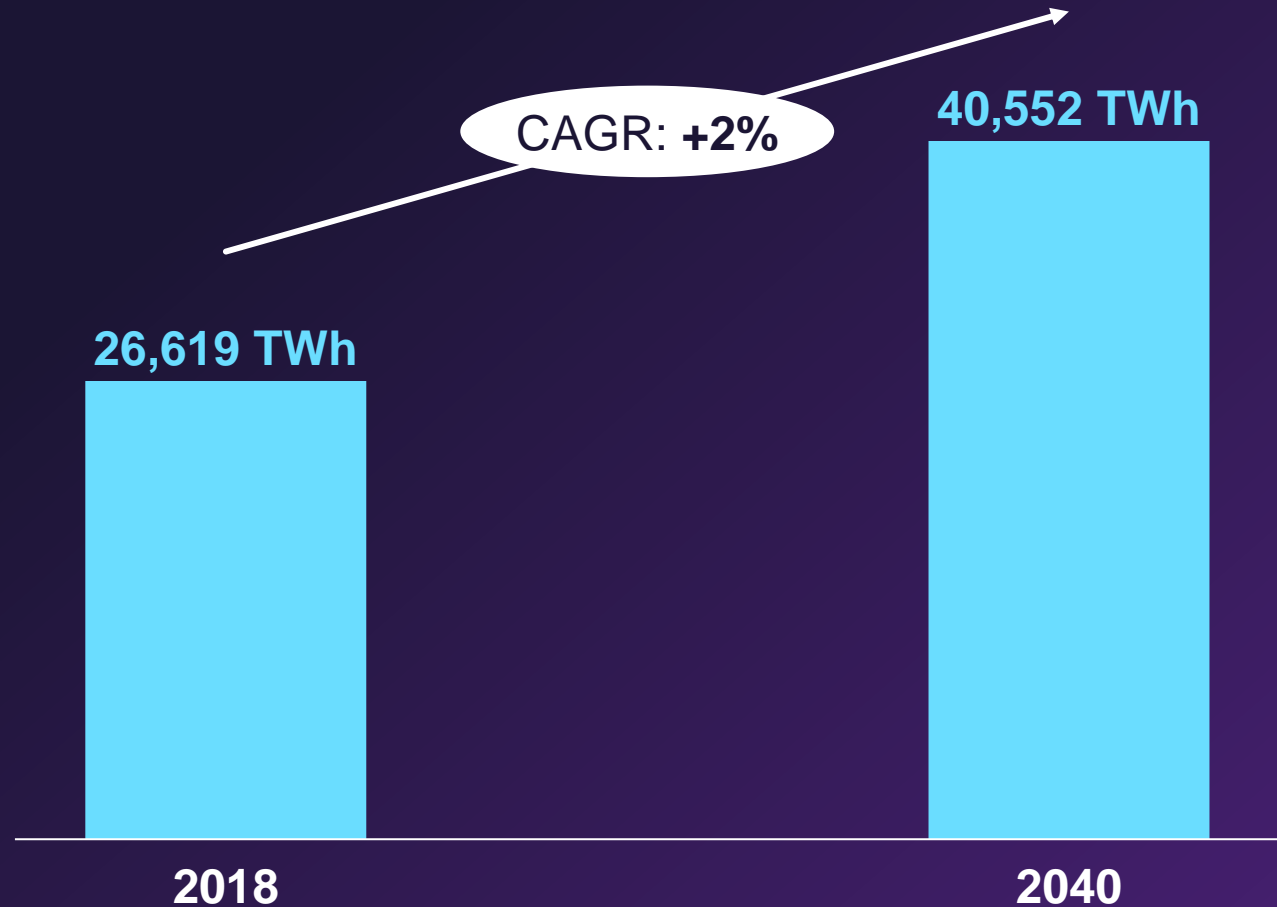
The world needs more electricity

Growing electricity market (in TWh)¹

- Increasing electrification of industries²
- Around 750 million people globally without access to electricity
- New electrical consumers (data centers, e-mobility)

¹ Source: IEA (2021) World Energy Outlook. All rights reserved

² Relates to electricity generation



The energy market is in the process of transformation

Shift of re- source base¹

2018-2040



Wind



Solar



Gas



Nuclear



Hydro



Coal



Oil

Implications

- Opportunities for SGRE
- Grid upgrades & stabilization
- Investment in energy transport & hydrogen
- Stable service business
- Highly efficient conventional generation
- Decarbonization of existing infrastructure
- Coal exit

Three pillars underpinning our strategy



Low- or zero-emission power generation



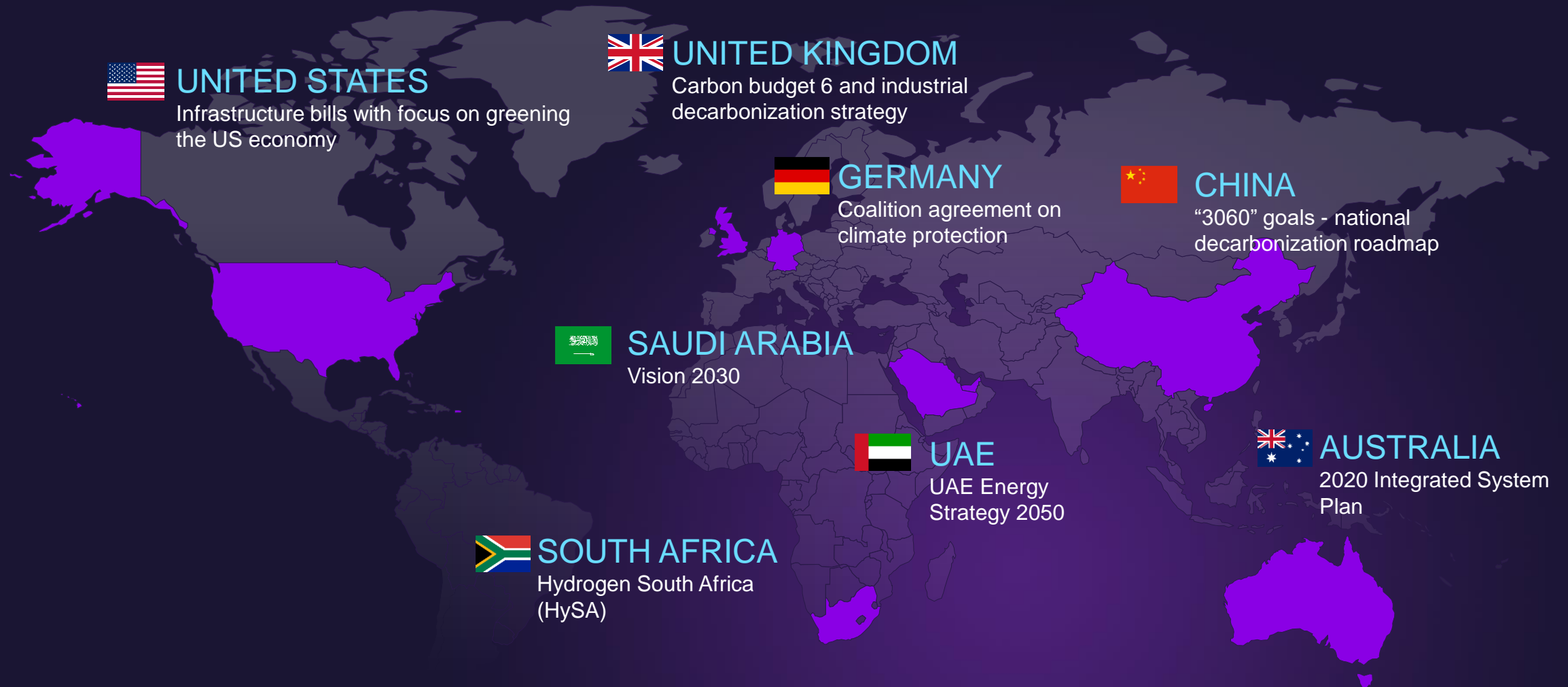
Transport and storage of energy



Reducing the CO₂ footprint & energy consumption in Industrials processes



More and more government initiatives accelerate the energy transition



We benefit because of our portfolio and the focus on the three pillars around the globe – e.g. in Europe



UNITED KINGDOM

- 68% CO₂ emission reduction until 2030
- Industrial decarbonization strategy to reduce emissions by 2/3 in 15 years
- 50% emission reduction by 2030 in the oil&gas industry
- 40GW offshore wind by 2030 (prior 30GW)

Opportunities for wind power and decarbonization of industries

GERMANY

- Coal phase-out intended until 2030 (prior 2038)
- 80% of electricity from renewable energies until 2030
- 30GW offshore wind capacity by 2030 (prior 20GW)
- Commitment to highly efficient and H₂-ready gas power plants as transition technology
- Acceleration of planning and permitting processes for grid development
- CO₂ pricing as important instrument

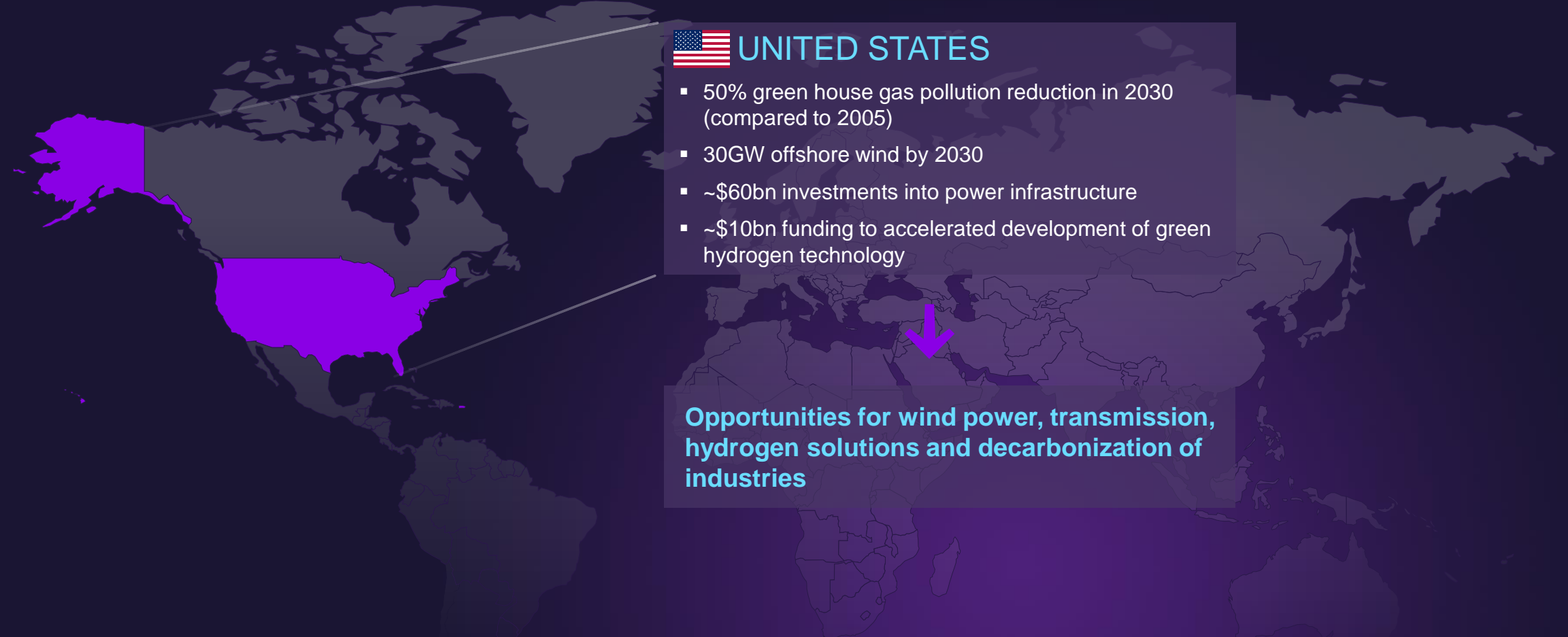
Significant opportunities for gas turbines, wind power and transmission

We benefit because of our portfolio and the focus on the three pillars around the globe – e.g. in the US



UNITED STATES

- 50% green house gas pollution reduction in 2030 (compared to 2005)
- 30GW offshore wind by 2030
- ~\$60bn investments into power infrastructure
- ~\$10bn funding to accelerated development of green hydrogen technology



Opportunities for wind power, transmission, hydrogen solutions and decarbonization of industries

Our six levers to deliver shareholder value



Leader in
energy industry



Service
Business as a
core value driver



Reach operational
performance
(after Spin-off)



More EBITA
and more Cash



Developing future
portfolio with focus
on sustainability
and service



Leading portfolio
in the industry

Management Priorities for FY22

1

Deliver on the fundamentals at GP and SGRE

2

Focus on supply chain, logistics and raw materials

3

Refine operating model and shape organization towards the three pillars

4

Focus the company on sustainable growth elements



We are #TeamPurple #WeEnergizeSociety



**Meet us at our CMD
May 23-24, 2022
in Berlin**



Questions & Answers



Financial Calendar



2021

Nov 30

Goldman Sachs
Industrials
Conference

Dec 2

Credit Suisse
Annual Industrial
Conference

Dec 9

Berenberg
European
Conference

2022

Jan 11

German Investment
Seminar

Feb 09

Q1 FY22

Contact Investor Relations



Michael Hagmann

Head of Investor Relations
michael.hagmann@siemens-energy.com
+49 173 2669650



Harald Albrecht

albrecht.harald@siemens-energy.com
+49 174 1766254



Tobias Hang

tobias.hang@siemens-energy.com
+49 172 5744423



Thomas Forstner-Sonne

thomas.forstner@siemens-energy.com
+49 172 7497108



Lisa Class

Team Assistant
lisa.class@siemens-energy.com
+49 89 6362 5358



Siemens Energy AG

Otto-Hahn-Ring 6
81739 Munich, Germany
investorrelations@siemens-energy.com
www.siemens-energy.com/investorrelations

Appendix

Solid progress in FY21 to become the most valued energy technology company in the world



Leader in energy industry

- Leading market positions maintained in all Divisions despite selectivity on scope of projects



Service Business as a core value driver

- Return to comparable growth in service
- Resilient service margins



Reach operational performance (after Spin-off)

- GP
- Progress in restructuring, footprint consolidation & NCC reduction
 - Customer focus and collaboration
- SGRE
- Innovation, productivity and asset management & operational excellence



More EBITA and more cash

- €678m increase in Adjusted EBITA before SI driven by cost out and operational improvements
- €1.36bn free cash flow pre tax driven by better-than-expected net working capital management



Developing future portfolio with focus on sustainability and service

- R&D in service-related topics increased
- Investment in hydrogen business
- Blue portfolio, heat pumps and batteries
- Co-development with customers to decarbonize



Leading portfolio in the industry

- Focus on 3 pillars:
 - 1) Low- or zero-emission power generation
 - 2) Transport and storage of energy
 - 3) Reducing the CO₂ footprint & energy consumption in industrial processes

Key Messages in Q4 FY21

Market Environment

- Solid order environment in Transmission and Generation
- Industrial Applications benefits from increased propensity to invest
- Solid order trends in wind, short-term market dynamics challenging
- Headwinds from supply chain and logistics

Cost Programs

- GP**
 - Restructuring in Germany agreed with Works Council
 - Rapid implementation in non-co-determined countries
- SGRE**
 - LEAP delivering on productivity targets
 - 5X program in place to address ramp up challenges and cost inflation impact

Guidance FY22

- SE**
 - Revenue development of (1)% to 3% comparable¹
 - Adj. EBITA margin before SI of 3% to 5%
- GP**
 - Revenue growth of 1% to 5% comparable¹
 - Adj. EBITA margin before SI of 4.5% to 6.5%
- SGRE**
 - Revenue decline of 2% to 7% comparable¹
 - Adj. EBITA margin before SI of 1% to 4%

Q4 FY21 Financial Performance

- **Orders: +30.2%; order backlog at €84bn**
- **Revenue: +7.4%** at €8.2bn; **book-to-bill of 1.11**
- **Adj. EBITA before SI: - €46m** (down from €70m)
- **Adj. EBITA margin before SI: - 0.6%**
- **FCF pre tax: €985m** (up from €704m)

FY21 Financial Performance

- **Orders: -2.9%** at €33.0bn
- **Revenue: +3.7%** at €28.5bn; **book-to-bill of 1.16**
- **Adj. EBITA before SI: €661m** (up from - €17m)
- **Adj. EBITA margin before SI: 2.3%**
- **FCF pre tax: €1,358m** (up from €977m)
- **Dividend proposal: €0.10** per share

Financial outlook and framework

		Actuals		Profit forecast			Mid-term target
		FY20	FY21	FY21	FY22	FY23	
Gas and Power	Revenue	€18.1bn	€18.4bn	2%-6%	1%-5%		
	% Change y-o-y ²	(3.1)%	1.5%				
	Adj. EBITA before Special Items	€254m	€849m	3.5%-5.5%	4.5%-6.5%	6%-8%	
	% Margin before Special Items	1.4%	4.6%				
	Restructuring costs ³	€133m	€360m	Cumulative mid-to-high triple digit euro million amount in FY20-23			
Siemens Energy	Revenue	€27.5bn	€28.5bn	3%-8%	(1)%-3%		Flat to 3% ¹
	% Change y-o-y ²	(4.7)%	3.7%				
	Adj. EBITA before Special Items	(€17)m	€661m	2% - <3%	3%-5%	6.5%-8.5%	≥8% Margin reported ⁴
	% Margin before Special Items	(0.1)%	2.3%				
	Tax rate			Medium-term tax rate 25%-30%			

¹ Rolling 3-year average total revenue growth, excluding portfolio and currency effects | ² FY20 nominal change compared to FY19; FY21 nominal change compared to FY20; FY22 comparable change compared to FY21 | ³ Included in Special Items definition | ⁴ Adj. EBITA not adjusted for Special Items