

Well placed to lead the energy transformation

Christian Bruch, Chief Executive Officer

Maria Ferraro, Chief Financial Officer

10th Berenberg & Goldman Sachs German Corporate Conference

September 22, 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.

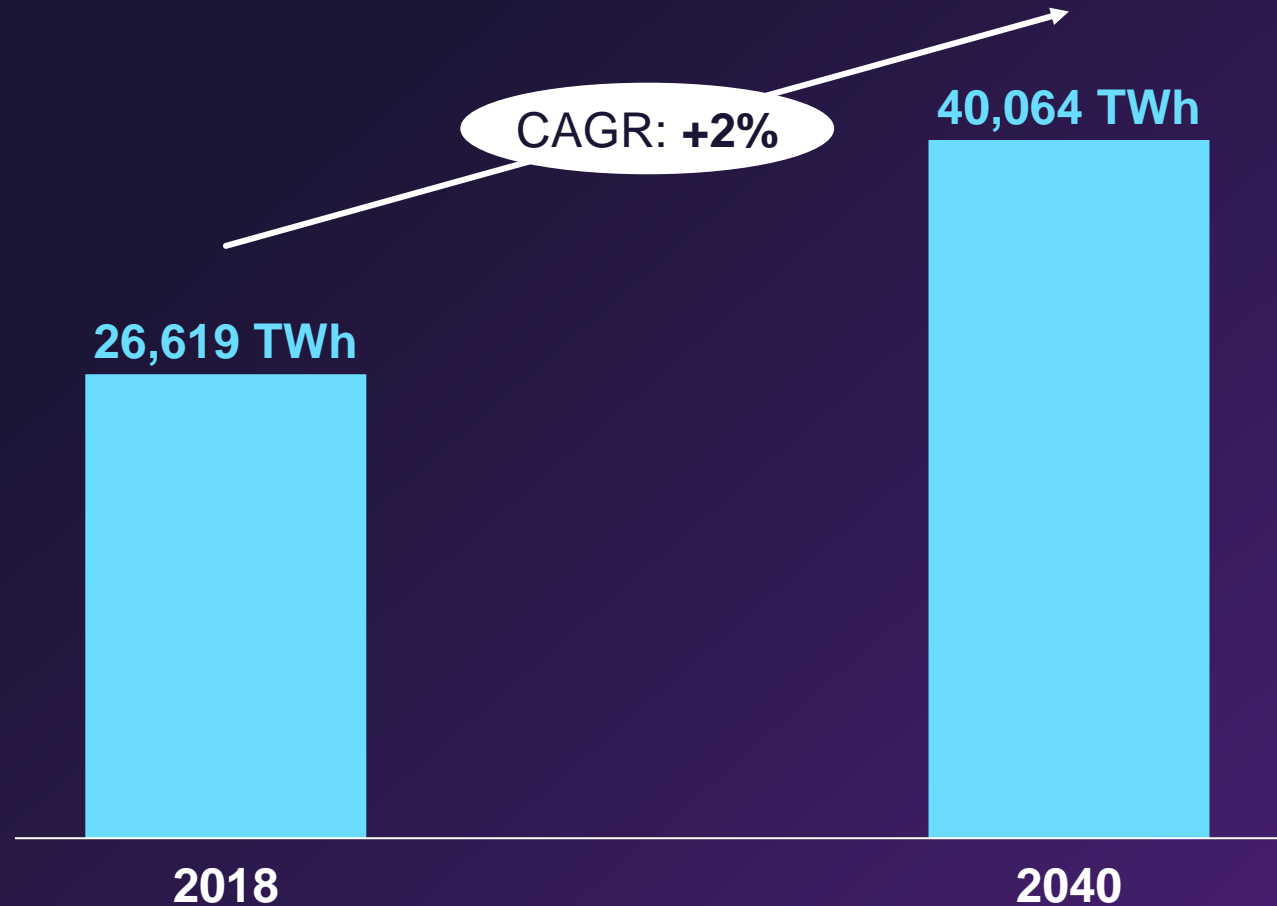
The world needs more electricity

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 (Stated Policies Scenario, October 2020)

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

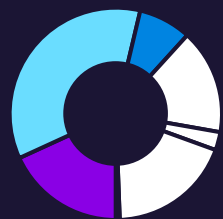


Oil

Implications

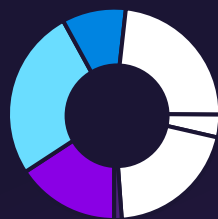
- Opportunities for SGRE
- Grid upgrades & stabilization
- Investment in energy transport & hydrogen
- Stable service business
- Highly efficient conventional generation
- Decarbonization of existing infrastructure
- Coal exit

Diversity of global energy infrastructure offers attractive opportunities for SE



4,898 **North America**

Transmission network upgrades and expansion. Shift from coal to gas-fired power generation. Growth in onshore wind and energy storage. Significant O&G market.

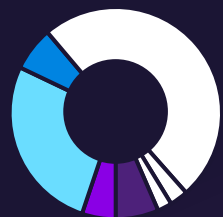
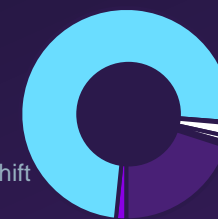


5,186 **Europe**

Growth in renewables, peaking power, energy storage, grid stabilization and decarbonization (hydrogen technology).

1,178 **Middle East**

Gas-fired power generation and electrification infrastructure. Shift to decarbonization (hydrogen technology). Continued investment in oil & gas.

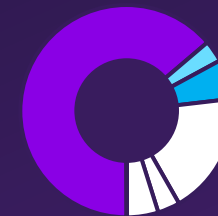


1,587 **Latin America**

Investment in gas-fired power generation (central and decentral), renewables and O&G.

7,694 **China**

New investments focus on renewables and gas, transmission and energy storage.

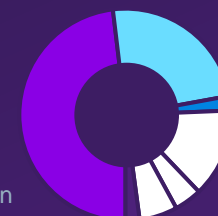


839 **Africa**

Increasing shift to distributed generation, micro grids & solar PV, expansion of transmission grids and O&G markets.

5,049 **Asia Pacific (excl. China)**

Shift to efficient fossil fuel generation. Expansion of renewables, oil & gas, transmission and energy storage.



● Electricity generated in TWh in 2020 ● Wind ● Gas ● Coal ● Oil ● Others

Source: IHS (Green Rules, July 2021)

2021-09-22

Siemens Energy offers more than one solution to cut emissions

Baseline

~ 500 – 900g CO₂/kWh



Conventional
Coal Power Plant

Siemens Energy Offering

~ 200 – 250g CO₂/kWh



Modern
Gas Power Plant
with combined heat and power
technology / H₂ co-firing

0g CO₂/kWh



Wind Park

Three pillars underpinning our strategy



Low- or zero-emission power generation



Transport and storage of energy



Reducing the CO₂ footprint & energy consumption in industrial processes



Siemens Energy is well positioned to lead the energy transition

Siemens Energy AG

Revenue FY20: € 27.5 bn

67% owned

Gas and Power
("GP")

~65%
of SE Revenue

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

~35%
of SE Revenue

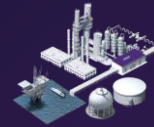
Generation

#1 Distributed
#3 Central



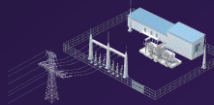
~25%

Industrial Applications
#2



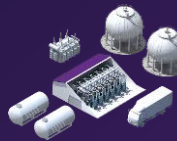
~20%

Transmission
#1



~20%

**New
Energy**

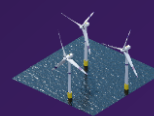


Onshore
#3



~20%

Offshore
#1



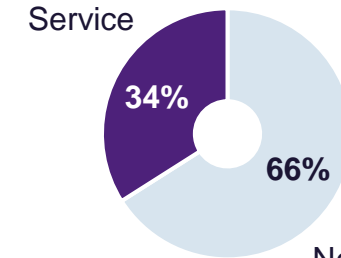
~10%

Service
#1



~5%

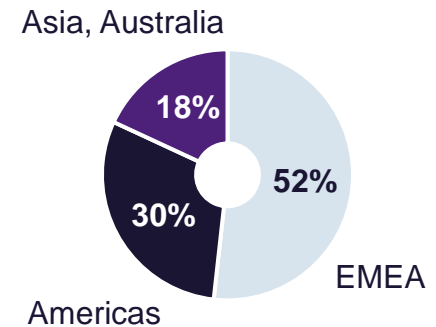
Revenue by type



Gas and Power
Service share: 42%

SGRE
Service share: 19%

Revenue by geography



Two core markets:
EMEA, Americas

Further upside
in Asia

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



We are #TeamPurple #WeEnergizeSociety



Questions & Answers



2021

2022

Sep 22

Nov 10

Feb 9

10th Berenberg & GS
German Corporate
Conference

Q4 FY21

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



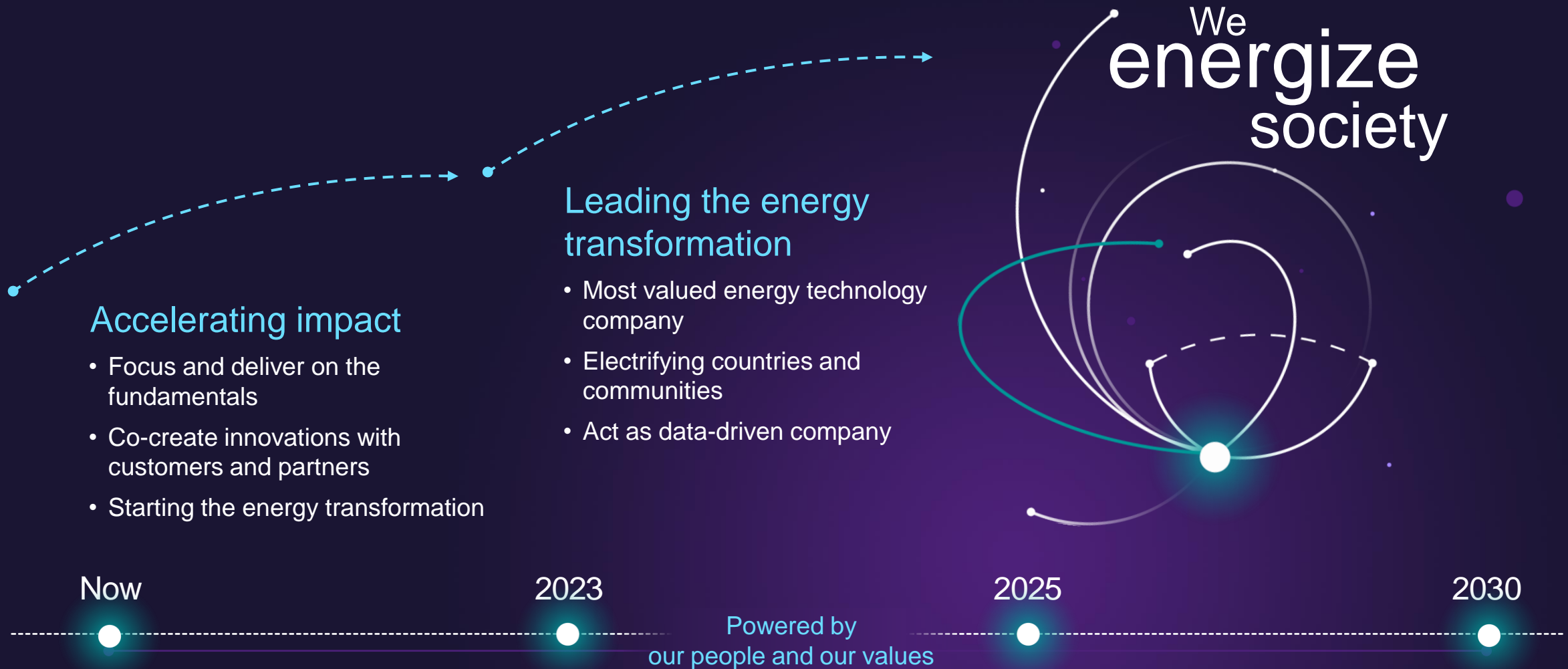
Lisa Class
Team Assistant
lisa.class@siemens-energy.com
+49 89 6362 5358



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

Appendix

On track with our company program Energy of Tomorrow



Siemens Energy's ESG performance well received



Climate protection seal from the Science Based Target Initiative-(SBTi)

- Reduction targets confirmed on a scientific base in line with Paris Agreement
- Siemens Energy aims to be climate neutral in its own operations by 2030
- Gas and Power: CO₂ emissions shall be reduced by 27.5% over the entire usage phase by 2030



Prime Rating from ISS ESG

- Siemens Energy received an ESG Performance Rating and was rated B-Prime
- Siemens Energy's ESG Performance Rating places it into the top 20th percentile in the Electrical Equipment industry



MSCI ESG Rating upgrade

Siemens Energy received a rating upgrade to BBB (from BB)



Top ranking by ESG-agency Sustainalytics

- 7th place out of 177 companies worldwide (Industry Group "Electrical Equipment")
- ESG Risk Rating "low" (lowest risk rating)



Silver medal by EcoVadis

- Overall score of 63 points out of 100
- Siemens Energy placed in the top 4% of companies rated by EcoVadis in the Manufacture of general-purpose machinery industry

On track to deliver on what we promised



Leader in energy industry

Leading market positions

1/6 of global electricity generation based on SE technology

Unique position as sole pureplay



Service Business as a core value driver

Installed base of >90,000 units of rotating equipment

Resilient and high profit margin business

R&D focus on serviceability



Reach operational performance (after Spin-off)

>€300m additional cost reduction announced

7,800 additional job reductions announced

Decisive footprint decisions (e.g., Le Havre, Oleans)

Decisive portfolio decisions (exit new coal power plant business, wind down of large AGTs)



More EBITA and more cash

3.5% Adj. EBITA margin before SI in Q1-Q3 FY21 (vs. -0.4% in Q1-Q3 FY20)

Improved FCF pre-tax in Q1-Q3 FY21 (€373m vs. €272m in Q1-Q3 FY20)



Developing future portfolio with focus on sustainability and service

Sustainability integral part of our strategy

€1 bn R&D investment focusing on 3 pillars

SBTi confirms SE CO₂ saving targets

Excellent sustainability ratings (e.g., Sustainalytics, ISS & MSCI)



Leading portfolio in the industry

Benefitting from global rising demand of clean energy (Biden plan, China "3060 targets", EU Green Deal)

Active in future energy technologies (e.g., hydrogen, offshore wind, SF6-free products)

Decarbonization solutions for industry and power generation

Gas & Power on track, SGRE impacted by onshore wind business

Market Environment

- Early signs of market recovery
 - Rising raw material cost
 - COVID impact less pronounced
-

Restructuring

- Rapid implementation in non-co-determined countries
 - GER: Negotiations in arbitration; Voluntary Leaver Program in execution
-

Guidance 2021

- Revenue growth 3% – 8%
- Adj. EBITA Margin before SI 2% to <3%

Q1 – Q3 FY21

Financial Performance

- **Revenue: +2.3%** (+6.2% comp.) at €20.3bn; **book-to-bill ratio of 1.18**
- **Order backlog: at around €83bn**
- **Adj. EBITA before SI:** Sharply increased to **€708m** (up from neg. €87m); **margin of 3.5%** (up from neg. 0.4%)
- **Net income at neg. €177m** (up from neg. €1,469m)
- **FCF pre-tax: improved to €373m** (up from €272m)

Financial outlook and framework

		Actuals		Profit forecast		3-year guidance	Mid-term target
		FY19	FY20	FY20	FY21	FY23	
Gas and Power	Revenue	€18.7bn	€18.1bn	(5)%-(3)%	2%-6%		
	% Growth y-o-y ²	(1.4)%	(3.1)%	✓			
	Adj. EBITA before Special Items	€836m	€254m	0%-2%	3.5%-5.5%	6%-8%	
	% Margin before Special Items	4.5%	1.4%	✓			
	Restructuring costs ³	€247m	€133m	Cumulative mid-to-high triple digit euro million amount in FY20-23			
Siemens Energy	Revenue	€28.8bn	€27.5bn	(5)%-(2)%	3%-8%		Flat to 3% ¹
	% Growth y-o-y ²	2.8%	(4.7)%	✓			
	Adj. EBITA before Special Items	€1,517m	(€17)m	(1)%-1%	2% - <3% (prev. 3%-5%)	6.5%-8.5%	≥8% Margin reported ⁴
	% Margin before Special Items	5.3%	(0.1)%	✓			
	Tax rate			Medium-term tax rate 25%-30%			

¹ Rolling 3-year average total revenue growth, excluding portfolio and currency effects | ² FY19 growth compared to FY18; FY20 growth compared to FY19

| ³ Included in Special Items definition | ⁴ Adj. EBITA not adjusted for Special Items

Framework for value creation

Performance

✓ Covered in incentive framework

6.5-8.5% ✓

Adj. EBITA margin before Special Items
Siemens Energy FY23 target

≥8% ✓

Adj. EBITA margin
Siemens Energy mid-term target¹

Flat to 3%

Rolling 3-year average revenue growth
Siemens Energy mid-term target²



Cash Conversion Rate = 1-revenue growth ✓

Rolling over 3 years⁵
FCF/Adj. EBITA
Siemens Energy FY23 target

Portfolio

Research and Development

~€1bn annual spending

Portfolio optimization

Resize the portfolio

Financial policy

Capital structure

Solid investment grade rating

Adj. (Net Cash)/Net Debt³ to EBITDA below 1.5x

Dividend policy

40-60% pay-out ratio⁴

¹ Adj. EBITA not adjusted for Special Items | ² Excluding portfolio and currency effects | ³ Adj. (Net Cash)/Net Debt defined as short-term debt and current maturities of long-term debt + long-term debt + payables to Siemens Group from financing activities – cash and cash equivalents – receivables from Siemens Group from financing activities + provisions for pensions and similar obligations | ⁴ Pay-out based on the Group's net income attributable to shareholders of Siemens Energy AG. Net income may be adjusted for extraordinary non-cash effects. Siemens Energy will not make a dividend payment for FY20 except for a statutory minimum dividend of up to €29 m in case of sufficient distributable profits | ⁵ Based on the CAGR of revenue over the fiscal years 2021 to 2023, excluding portfolio effects and currency effects