The next level of profitable growth

Path to market growth and expanding workflow leadership

Segment Diagnostics

Meet the Management,
December 10, 2019
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## Diagnostics – Building from a leading position

<table>
<thead>
<tr>
<th>Strong positions …</th>
<th>… in an attractive market</th>
<th>… with global scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>#2</td>
<td>€28bn+</td>
<td>300k+</td>
</tr>
<tr>
<td>Laboratory Diagnostics</td>
<td>Market Size(^2) (2018)</td>
<td>Global Installed Base(^3)</td>
</tr>
<tr>
<td>#1</td>
<td>&gt;5%</td>
<td>135+</td>
</tr>
<tr>
<td>Automation(^1)</td>
<td>Market CAGR (2018 – 2023)</td>
<td>Number of Countries(^3)</td>
</tr>
<tr>
<td>#2</td>
<td></td>
<td></td>
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<tr>
<td>Point-of-Care</td>
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<td></td>
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</tbody>
</table>

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\(^1\) Automation refers to installed base of track-based automation systems (TLA, 2019 BBC Annual IVD Market Book)  
\(^2\) 2019 BBC Annual IVD Market Book in USD and calendar year, excludes Molecular Diagnostics  
\(^3\) Internal data
Global healthcare trends are shaping the evolution of diagnostics market.

**Customer pain points**
- Connectivity
- Fleet management
- Form factor / menu

**Customer pain points**
- Productivity
- Space efficiency
- Staff shortage

**Bifurcation** of the market

**Increasing demand for diagnostic tests**

**Consolidation and industrialization**

**Increased clinical integration**

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1 POC = Point-of-Care, POL = Physician Office Lab
Siemens Healthineers has the broadest portfolio in the core lab and leading positions in key POC segments

Decentralized settings

Connected point-of-care solutions

Workflow excellence
Clinical excellence

Automation refers to installed base of track-based automation systems

Centralized settings

Automated, high throughput solutions

Market segment leadership positions across a comprehensive and innovative portfolio

Note: The products mentioned herein are not commercially available in all countries

1 Automation refers to installed base of track-based automation systems
Path to market growth and expanding workflow leadership

Strategic focus areas
- Automated, high throughput solutions
- Connected point-of-care solutions
- End-to-end solutions
- Data, Digitalization and AI

Roadmap for transition and growth

Diagnóstics accelerating towards mid-single digit growth

Grow

- by delivering on the promise of Atellica
  - Manage product scale-up and technology
  - Optimize installation processes
  - Improve commercial execution

Expand

- by positioning ourselves for the future
  - Expand range of Atellica Solution to additional segments
  - Grow menu breadth and depth
  - Drive POC innovation for market leadership

Elevate

- with innovation in workflow
  - Lead in workflow excellence and Data, Digital and AI
  - Supported with increase in clinical value with unique tests and near patient insight

Workflow excellence
Clinical excellence
Atellica® Solution is our cornerstone to grow and achieve leadership in the diagnostics market

**Designed to meet evolving needs of customers ...**

- Highest immunoassay productivity
- 300+ customized configurations to meet individual lab needs
- Advanced automated workflow to reduce manual interventions
- Seamless integration of emergency and routine testing

**... with good uptake in the market ...**

- >35% Overall competitive win rate
- Head-to-head wins vs. all major competitors across every laboratory setting

**= ... and tangible customer impact**

- >80% Mega Lab² competitive win rate with TLA³
- The go-to solution for high volume, sophisticated requirements

- 73% less hands-on time
- 33% fewer analyzers
- 86% fewer operators

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1 Based on tests per hour per square meter when compared to leading competitive modular immunoassay instrument | 2 Labs processing in excess of ~30k tubes/day | 3 TLA = Total Lab Automation | 4 The outcomes obtained by individual Siemens Healthineers customers were realized in the customer’s unique setting. Since there is no typical laboratory, and many variables exist, there can be no guarantee that others will achieve the same results.
We will deliver new levels of productivity with Atellica and digitalization of the clinical lab

Guardian Program®
AI pattern recognition for predictive monitoring

Intelligent Service Assistant
Fast AI enabled troubleshooting

Drawer Vision System
Machine learning of 7,500 tube features for tube handling

Tube Characterization System
Deep learning that identifies tube and adjusts aspiration to avoid jams

Atellica Solution has
Artificial Intelligence built-in
We are rising to the challenge of delivering game-changing innovation

There is a definitive action plan to realize Atellica’s maximum potential

Drive continuous improvement

Optimize installation and go-live

Sharpen commercial execution

We are making clear progress and realizing impact of our actions

45%
Reducing overall service effort

47%
Streamlining implementation time

>35%
Maintaining overall competitive win rate

1. Reduction in annualized cost of service support since April – June 2019 application of hardware and software updates (Data as of Oct 1, 2019) | MtM Diagnostics 2019
2. Improvement in implementation time of new installations since Q1 FY18

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Atellica Solution is the first step to expand our position in the centralized lab
In point-of-care, we will deliver innovation to grow in the most attractive segments

Accuracy, confidence, and outcomes
RP500e¹ blood gas analyzer

Optimized point-of-care workflows
POCcelerator 5.0

End-to-end cardiac immunoassay testing
MiniCare² (handheld)

¹ Not commercially available in all countries; future availability cannot be guaranteed
² Under development and not yet commercially available; future availability cannot be guaranteed
Diagnostics has a strong starting position to deliver the lab of the future

We will build on Diagnostics’ unique foundation and capabilities ...

Workflow leader

Digitalization and AI pioneer

Comprehensive, scalable solution provider

... to elevate our performance and deliver the Clinical Laboratory of 2025

Industrialized ...
• “One touch” lab
• Multidisciplinary
• Consolidated menu

Digitally enabled ...
• Advanced lab analytics
• AI-enabled operations
• Clinical decision support

Harmonized...
• Concordance from central lab to point-of-care
• Data integration
• Continuity of care
Diagnostics is on a solid path to become a top-tier performer

Roadmap for transition and growth

- Grow
- Expand
- Elevate

- ...by delivering on the promise of Atellica
- ...by positioning ourselves for the future
- ...with innovation in workflow

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Comparable revenue growth

<table>
<thead>
<tr>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>Mid-term</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mid-single-digit</td>
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</table>

Adjusted profit margin

<table>
<thead>
<tr>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>~2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mid-teens</td>
</tr>
</tbody>
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1 Y-o-y on a comparable basis; excluding translation and portfolio effects |
2 Adjusted for severance charges, in fiscal year 2018 additionally for IPO costs | Graphs: For illustrative purposes only
The next level of profitable growth

Path to market growth and expanding workflow leadership

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