Vision 2020
We make real what matters.

Siemens at a glance
Fiscal 2014
Siemens is one of the world’s largest technology companies. Our name stands for engineering excellence and innovation, for quality and reliability, for human creativity and drive, for stability and financial solidity and, last but not least, for good corporate citizenship. Launched in fiscal 2014, Vision 2020 defines our path to a successful future.

To make this vision a reality, we’re leveraging the strengths of our roughly 343,000 employees worldwide, who generated revenue from continuing operations of around €71.9 billion and net income of about €5.5 billion in fiscal 2014.

This brochure provides a concise overview of important information about our Company. We hope you’ll find it interesting and stimulating reading. More details are available in the Siemens Annual Report for 2014 and online at:

* SIEMENS ANNUAL REPORT 2014
* WWW.SIEMENS.COM
## Key figures fiscal 2014

### Volume

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2013</th>
<th>Actual</th>
<th>Comparable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continuing operations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orders in millions of €</td>
<td>78,350</td>
<td>79,755</td>
<td>(2)%</td>
<td>1%</td>
</tr>
<tr>
<td>Revenue in millions of €</td>
<td>71,920</td>
<td>73,445</td>
<td>(2)%</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Profitability and Capital efficiency

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2013</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Sectors</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITDA in millions of €</td>
<td>9,103</td>
<td>8,131</td>
<td>12%</td>
</tr>
<tr>
<td>Total Sectors profit in millions of €</td>
<td>7,335</td>
<td>5,842</td>
<td>26%</td>
</tr>
<tr>
<td>in % of revenue (Total Sectors) in %</td>
<td>10.0</td>
<td>7.9</td>
<td></td>
</tr>
<tr>
<td><strong>Continuing operations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITDA in millions of €</td>
<td>9,139</td>
<td>8,097</td>
<td>13%</td>
</tr>
<tr>
<td>Income from continuing operations in millions of €</td>
<td>5,400</td>
<td>4,179</td>
<td>29%</td>
</tr>
<tr>
<td>Basic earnings per share³ in €</td>
<td>6.24</td>
<td>4.81</td>
<td>30%</td>
</tr>
<tr>
<td>Return on capital employed (ROCE) in %</td>
<td>17.2</td>
<td>13.7</td>
<td></td>
</tr>
<tr>
<td><strong>Continuing and discontinued operations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income in millions of €</td>
<td>5,507</td>
<td>4,409</td>
<td>25%</td>
</tr>
<tr>
<td>Basic earnings per share³ in €</td>
<td>6.37</td>
<td>5.08</td>
<td>25%</td>
</tr>
<tr>
<td>Return on capital employed (ROCE) in %</td>
<td>17.3</td>
<td>13.5</td>
<td></td>
</tr>
</tbody>
</table>

### Capital structure and Liquidity

<table>
<thead>
<tr>
<th></th>
<th>September 30, 2014</th>
<th>September 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents in millions of €</td>
<td>8,013</td>
<td>9,190</td>
</tr>
<tr>
<td>Total equity (Shareholders of Siemens AG) in millions of €</td>
<td>30,954</td>
<td>28,111</td>
</tr>
<tr>
<td>Industrial net debt in millions of €</td>
<td>1,390</td>
<td>2,805</td>
</tr>
<tr>
<td>Industrial net debt/adjusted EBITDA (continuing operations)</td>
<td>0.15</td>
<td>0.35</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continuing operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free cash flow in millions of €</td>
<td>5,399</td>
<td>5,378</td>
</tr>
<tr>
<td><strong>Continuing and discontinued operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free cash flow in millions of €</td>
<td>5,201</td>
<td>5,328</td>
</tr>
</tbody>
</table>

---

2. Excluding currency translation and portfolio effects.
3. Basic earnings per share – attributable to shareholders of Siemens AG. For fiscal 2014 and 2013 weighted average shares outstanding (basic) (in thousands) amounted to 843,449 and 843,819 shares, respectively.
### Customers and Innovation

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue generated by the Environmental Portfolio(^1)</td>
<td>in billions €</td>
<td>33.0</td>
</tr>
<tr>
<td>in % of revenue from continuing operations</td>
<td>in %</td>
<td>46</td>
</tr>
<tr>
<td>Research and development expenses(^1)</td>
<td>in billions €</td>
<td>4.1</td>
</tr>
<tr>
<td>in % of revenue from continuing operations</td>
<td>in %</td>
<td>5.7</td>
</tr>
<tr>
<td>Research and development employees(^1,2)</td>
<td>in thousands</td>
<td>28.8</td>
</tr>
<tr>
<td>Inventions(^1,3)</td>
<td>in thousands</td>
<td>8.6</td>
</tr>
<tr>
<td>Patent first filings(^1,4)</td>
<td>in thousands</td>
<td>4.3</td>
</tr>
</tbody>
</table>

### Environment

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated annual customer reductions of carbon dioxide emissions generated by elements from the Environmental Portfolio(^1)</td>
<td>in millions metric tons</td>
<td>428</td>
</tr>
<tr>
<td>Energy efficiency improvement compared to baseline in fiscal 2010(^1)</td>
<td>in %</td>
<td>11</td>
</tr>
<tr>
<td>Waste efficiency improvement compared to baseline in fiscal 2010(^1)</td>
<td>in %</td>
<td>12</td>
</tr>
<tr>
<td>Waste for disposal reduction compared to baseline in fiscal 2010(^1)</td>
<td>in %</td>
<td>8</td>
</tr>
<tr>
<td>Carbon dioxide emission efficiency improvement compared to baseline in fiscal 2010(^1)</td>
<td>in %</td>
<td>20</td>
</tr>
</tbody>
</table>

### Employees

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total employees – continuing operations</td>
<td>in thousands</td>
<td>343</td>
</tr>
<tr>
<td>Europe, C.I.S.,(^5) Africa, Middle East</td>
<td>in thousands</td>
<td>211</td>
</tr>
<tr>
<td>therein Germany</td>
<td>in thousands</td>
<td>115</td>
</tr>
<tr>
<td>Asia, Australia</td>
<td>in thousands</td>
<td>62</td>
</tr>
<tr>
<td>Americas</td>
<td>in thousands</td>
<td>70</td>
</tr>
<tr>
<td>Total employees – continuing and discontinued operations</td>
<td>in thousands</td>
<td>357</td>
</tr>
<tr>
<td>Employee turnover rate(^6,7)</td>
<td>in %</td>
<td>9.1</td>
</tr>
<tr>
<td>Female employees in management positions (percentage of all management positions)(^6,8)</td>
<td>in %</td>
<td>15.6</td>
</tr>
<tr>
<td>Expenses for continuing education(^6,9)</td>
<td>in millions €</td>
<td>276</td>
</tr>
<tr>
<td>Expenses per employee for continuing education(^6,9)</td>
<td>in €</td>
<td>769</td>
</tr>
</tbody>
</table>

---

1. Continuing operations.
2. Average number of employees in fiscal year.
3. Number of inventions reported by the Business Units in an internal report.
4. First filings as part of inventions submitted to patent offices.
6. Continuing and discontinued operations.
7. Employee turnover rate is defined as the ratio of voluntary and involuntary exits from Siemens during the fiscal year to the average number of employees.
8. Employees in management positions include all managers with disciplinary responsibility, plus project managers.
9. Without travel expenses.
Vision 2020

If you want to gear a company to the future, you’ve got to provide answers to the following questions: What do you stand for? What sets you apart? How will you achieve long-term success? And that’s what we’ve done. Vision 2020 is paving the way to a successful future. And to make it happen, we’re focusing on three topics:

1. **A clear mission**
   
   A mission expresses a company’s self-understanding and defines its aspirations. “We make real what matters.” That’s our aspiration. That’s what we stand for. That’s what sets us apart. A reflection of our strong brand, it’s the mission that inspires us to succeed.

2. **A lived ownership culture**
   
   One engine of sustainable business is our ownership culture, in which every employee takes personal responsibility for our Company’s success. “Always act as if it were your own Company” – this maxim applies to everyone at Siemens, from Managing Board member to trainee.

3. **A consistent strategy**
   
   With our positioning along the electrification value chain, we have knowhow that extends from power generation to power transmission, power distribution and smart grid to the efficient application of electrical energy. And with our outstanding strengths in automation, we’re well equipped for the future and the age of digitalization. Vision 2020 defines an entrepreneurial concept that will enable our Company to consistently occupy attractive growth fields, sustainably strengthen our core business and outpace our competitors in efficiency and performance. It’s our path to long-term success. And we’re measuring our progress: seven overarching goals support this aim.
Automation

Digitalization

Electrification

Power and Gas

Energy Management

Building Technologies

Process Industries and Drives

Healthcare

Power generation

Energy application

Wind Power and Renewables

Power transmission, power distribution and smart grid

Imaging and in-vitro diagnostics

Digital Factory

Power Generation Services

Mobility

Financial Services

For further information, please see PAGE 22.
Goals

Only those who set demanding goals can be successful over the long term. That’s why we’ve linked the success of Vision 2020 to the attainment of seven overarching goals – goals that will provide us with a yardstick and a compass on the path to 2020. In particular, we aim to:

**Implement stringent corporate governance**
We’re simplifying and accelerating our processes while reducing complexity in our Company and strengthening our corporate governance functions. In this way, we plan to reduce our costs by roughly €1 billion. The savings are expected to be mainly effective in 2016.

**Create value sustainably**
We’re tapping attractive growth fields and getting those businesses that haven’t yet reached their full potential back on track.

**Execute our financial target system**
We’re rigorously implementing our financial target system in order to consistently achieve our capital efficiency target – an ROCE of 15% to 20%. Our aim is to grow faster than our most relevant competitors.
Expand global management

We want more than 30% of our Division and Business Unit managers to be based outside Germany by 2020. We now have business activities in virtually every country of the world, generating some 85% of our revenue outside Germany. We want our management to reflect this global orientation more strongly in the future.

Be a partner of choice for our customers

We want to be our customers’ partner of choice – both now and in the future. To measure customer satisfaction, we use the Net Promoter Score – a comprehensive customer satisfaction survey that we conduct every year. Our goal is to improve our score in the survey by at least 20%.

Be an employer of choice

Highly committed and satisfied employees are the basis of our success. We are – and want to remain – an attractive employer. That’s why we conduct a global engagement survey to measure employee satisfaction. In the categories Leadership and Diversity, we aim to achieve an approval rating of over 75% on a sustainable basis.

Foster an ownership culture

In the future, our employees will have an even greater stake in their Company’s success. We want to increase the current number of employee shareholders by at least 50%.


The Siemens share price developed positively during fiscal 2014 in a market environment strongly impacted by economic and political factors. In the first four months, European stock markets and the Siemens share price rose substantially due to unexpectedly positive economic data. After the Siemens share achieved its high for the year of €101.35 in January 2014, stock markets initially began to decline in February and then moved sideways in the following months in a volatile stock market environment. On September 30, 2014, the Siemens share closed at €94.37, a gain of 6% compared to September 30, 2013.

As part of our investor relations work, we provide investors with information on the Company’s development in quarterly, half-yearly and annual reports. Our CEO and CFO also maintain close contact with investors through investor discussions, roadshows and conferences.

### Stock market information

<table>
<thead>
<tr>
<th>Stock price range (Xetra closing prices)</th>
<th>FY 2014¹</th>
<th>FY 2013¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>High in €</td>
<td>101.35</td>
<td>90.33</td>
</tr>
<tr>
<td>Low in €</td>
<td>88.71</td>
<td>76.00</td>
</tr>
<tr>
<td>Fiscal year-end in €</td>
<td>94.37</td>
<td>89.06</td>
</tr>
<tr>
<td>Number of shares issued</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(September 30) in millions</td>
<td>881</td>
<td>881</td>
</tr>
<tr>
<td>Market capitalization² in millions of €</td>
<td>78,823</td>
<td>75,078</td>
</tr>
<tr>
<td>Basic earnings per share³ in €</td>
<td>6.37</td>
<td>5.08</td>
</tr>
<tr>
<td>Diluted earnings per share³ in €</td>
<td>6.31</td>
<td>5.03</td>
</tr>
<tr>
<td>Dividend per share in €</td>
<td>3.30⁴</td>
<td>3.00</td>
</tr>
</tbody>
</table>

¹ Fiscal year from October 1 to September 30.  
² On the basis of outstanding shares.  
³ Continuing and discontinued operations.  
⁴ To be proposed to the Annual Shareholders’ Meeting.
Employees

Excellent employees are one of our greatest strengths. They’ve made Siemens what it is today – and their expertise, capabilities and outstanding commitment are the foundation for our ongoing success. To remain competitive, we have to continuously recruit and retain the best and brightest people worldwide. As an employer of choice, we foster the diversity and commitment of our workforce in a high-performance culture, encourage life-long learning and development, offer an attractive working environment, operate a health management system and guarantee occupational safety.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee turnover rate(^1,2)</td>
<td>in %</td>
<td>9.1</td>
</tr>
<tr>
<td>Female employees in management positions (as a percentage of management positions)(^1,3)</td>
<td>in %</td>
<td>15.6</td>
</tr>
<tr>
<td>Expenditures for continuing education(^1,4)</td>
<td>in millions of €</td>
<td>276</td>
</tr>
<tr>
<td>Expenditures per employee for continuing education(^1,4)</td>
<td>in €</td>
<td>769</td>
</tr>
<tr>
<td>Employees (continuing operations)</td>
<td>in thousands</td>
<td>343</td>
</tr>
<tr>
<td>Total employees(^1)</td>
<td>in thousands</td>
<td>357</td>
</tr>
</tbody>
</table>

1 Continuing and discontinued operations.
2 The employee turnover rate is defined as the ratio between the total number of voluntary and involuntary departures from Siemens in the fiscal year and the average number of employees.
3 Employees in management positions include all managers with disciplinary responsibility, plus project managers.
4 Excluding travel expenses.
Global presence

Germany

10.9
Revenue (in billions of €)
15% of total worldwide

115,000
Employees
33% of total worldwide

69
Key production facilities
24% of total worldwide

Americas

18.8
Revenue (in billions of €)
26% of total worldwide

70,000
Employees
20% of total worldwide

76
Key production facilities
26% of total worldwide

1 All figures refer to continuing operations.
2 Commonwealth of Independent States.
3 By customer location.
4 As of September 30, 2014.
5 Fifteen employees or more.
Europe, C.I.S.,\textsuperscript{2} Africa, Middle East
(therein Germany)

- Revenue (in billions of €): 38.7 (54% of total worldwide)
- Employees: 211,000 (62% of total worldwide)
- Key production facilities: 139 (48% of total worldwide)

Asia, Australia

- Revenue (in billions of €): 14.4 (20% of total worldwide)
- Employees: 62,000 (18% of total worldwide)
- Key production facilities: 74 (26% of total worldwide)
Research and development

Our innovations have always been one of the key pillars of our success. In fiscal 2014, we maintained our R&D expenditures at almost the level of the previous years, spending some €4.1 billion to develop new technologies and bring them to market readiness in all our business areas.

Environmental Portfolio

In fiscal 2014, the Siemens Environmental Portfolio, which encompasses a large number of innovations, generated revenue of €33.0 billion and enabled our customers to cut their CO₂ emissions by around 428 million metric tons – an amount equal to more than half of Germany’s total annual CO₂ emissions.

Patents and inventions

We’ve been granted some 56,100 patents worldwide. In patent applications, we were No. 4 in Germany and No. 2 in Europe in calendar year 2013. In the U.S., we were No. 13 in patents granted. In fiscal 2014, Siemens employees submitted 8,600 invention disclosures – an average of about 39 per workday.

Employees and partnerships

In fiscal 2014, we had roughly 28,800 R&D employees, of whom 13,200 were in Germany and 15,600 in other countries. To remain at the cutting edge of innovation, we participate in more than 1,000 research partnerships a year with universities, research institutes and other partners around the world.

Corporate Technology

The mission of Corporate Technology (CT) is to create the innovations and solutions that will shape our technologies now and in the future and help us maximize our Company’s potential. As our central research organization, CT works hand-in-hand with our operating units to define our technology and innovation strategy, while fostering business excellence with consulting and development services. With its global network of experts, CT is a reliable strategic partner for our business units, making important contributions along the entire value chain – from research and development to production technologies, manufacturing processes and product and solutions testing. The organization’s roughly 7,400 employees contribute in-depth understanding of technologies, models and trends as well as extensive software and process know-how. Networked with universities and research centers worldwide, CT has major R&D facilities in Germany, the U.S., China, Russia, India and Austria.
Invention disclosures, patent first filings (approximate) in fiscal 2014

- Invention disclosures: 8,600
- Invention disclosures per workday: 39
- Patent first filings: 4,300
- Patent first filings per workday: 20

R&D employees and software developers (approximate) in fiscal 2014

- R&D employees: 28,800
- Software developers: 17,500
- Software developers at Corporate Technology: 4,200

On the basis of 220 workdays per year.
A small industrial gas turbine with a huge impact

Our SGT-750 gas turbine has a capacity of 37 megawatts (MW) and can operate at full load just ten minutes after startup. Equally impressive is the turbine’s reliability: with just 17 maintenance days over a 17-year period, the SGT-750 offers the highest availability – and thus the lowest maintenance costs – in its class. In operation at the combined heat and power plant in Lubmin, Germany, for example, the turbine serves a dual purpose: the electricity it generates is fed into the grid, while its exhaust heat is utilized to increase the temperature of the natural gas at the landfall facility. This second step is necessary because the gas, which arrives in Lubmin via the Nord Stream pipeline, cannot be further transported until its pressure has been lowered – but reducing the pressure of the gas also cools it (Joule-Thomson effect). The exhaust heat from the gas turbine is used to offset this temperature drop, thus keeping the pipeline’s valves and other system components from icing up.
Creating more intelligent power grids

Information and communications technologies play a key role when it comes to constructing and expanding energy-efficient, ecofriendly smart grids. In Brazil, the construction of a smart grid was driven primarily by a consortium comprising the country’s Electric Energy Research Center (CEPEL) and Siemens. We were selected as project partner because of our experience in designing and implementing smart grid applications worldwide. Brazil’s national grid operator, ONS, commissioned the system in 2013. Combining five energy management systems to form a single nationwide power network, the grid is a system of superlatives: its more than 100,000 kilometers of high-voltage lines can transport over 120 gigawatts of electricity. The network is one of the safest, most advanced and most reliable power grids ever created.
An integrated approach to building technology

Our Desigo CC building management platform enables the integrated control and real-time monitoring of all building systems – from heating, ventilation and air conditioning to lighting, shading, room automation, energy management and fire safety as well as security features such as surveillance cameras and intrusion prevention systems. An open platform based on standard protocols, Desigo CC can be flexibly adapted to meet building operator requirements.

Key figures for projects using Desigo CC:

- **Energy consumption**: $-8\%$
- **Operating costs**: $-20\%$
An electrified monorail system for Doha – Planned and commissioned in a virtual environment using Siemens industry software

Our Tecnomatix PLM software adds a new dimension to the construction and modernization of entire systems and plants by enabling even large, complex projects to be simulated. For instance, thanks to Tecnomatix, the new electrified monorail system for catering operations at Hamad International Airport in Doha was tested and virtually operated on a PC in Böblingen, Germany, before the airport itself had even been completed. All parameters for the electrified monorail system were pretested on the computer using a “digital twin” model, and all processes were simulated under realistic conditions. When the monorail system had its real-world debut, everything worked exactly as planned in the virtual world.

Key figures for projects using Tecnomatix:

- Boosts productivity of existing systems by up to 20%
- Cuts costs for new systems by up to 20%
Desiro City – Improving passenger travel in the UK

Our new Desiro City trains for suburban and regional lines in the UK will consume up to 50% less energy than previous models while also reducing track wear by as much as 50%. Lightweight components, improved aerodynamics, energy-efficient lighting and an intelligent climate control system that adapts the flow of air to the number of passengers will make these advances possible. Thanks to enhanced interior fixtures, the new generation of trains will offer greater comfort and flexibility. The number of seats and the distance between them can be adjusted as circumstances and deployment require, thus creating additional standing room and space for bicycles and wheelchairs, for example. Vehicle construction started at our plant in Krefeld, Germany, in 2013. The first trains are due to enter service in 2016.
Images of the human body –
Fast, patient-friendly, low-radiation scans

The SOMATOM Force can perform a complete chest scan in less than a second while generating images with a default resolution of 0.24 millimeters, compared to 0.33 millimeters for the previous model. What’s more, radiation exposure is up to 50% lower than with other high-end CT scanners. In addition, considerably less iodine contrast medium is required – 25 to 35 milliliters instead of 90 to 110 milliliters for a chest scan, for example – enabling patients with renal insufficiency and elderly cancer patients to be examined. Rotating four times a second, the gantry’s movable parts are substantially faster than on the previous model – and the faster the parts rotate, the more precise are the images obtained. However, the high rotation speeds place extreme demands on the system’s mechanics and electronics. Weighing 1.6 tons, the movable parts are heavier than an E-Class Mercedes. And at 50 times the pull of gravity, the device’s acceleration forces are five times greater than those of a fighter jet. To deliver excellent image quality under such extreme conditions, the scanner’s radiation sources and detectors must be held in position with not just millimeter but micrometer precision.
Our setup

We’re building on our positioning along the electrification value chain, which constitutes our core business. From power generation and distribution to the efficient application of electrical energy – in each of these interconnected fields, electrification, automation and digitalization define our business activities. Built on a global sales organization and an organizational structure oriented toward shared customer markets, our integrated setup enables us not only to leverage opportunities in individual markets but also to exploit the potential at their interfaces.

Power generation

Power and Gas

We offer a broad spectrum of products and solutions for the environmentally compatible and resource-saving generation of electricity from fossil and renewable fuels and for the reliable transport of oil and natural gas. Our customers are utilities, independent power producers and engineering, procurement and construction (EPC) companies as well as businesses in industries such as oil and gas.

WWW.SIEMENS.COM/AR/POWER-GAS

Wind Power and Renewables

We’re one of the leading providers of solutions for the growing field of onshore and offshore wind power. To maximize cost-efficiency – a key factor in the industry – we’re further optimizing our manufacturing and logistics processes and driving innovations in plant technology. By rigorously adapting our offerings to diverse regional conditions, we provide customers with optimized solutions that precisely meet their market-specific requirements.

WWW.SIEMENS.COM/AR/WIND-RENEWABLES
Power transmission, power distribution and smart grid

Energy Management

We’re one of the world’s leading suppliers of products, systems, solutions and services for the economical, reliable and smart transmission and distribution of electrical energy. As a trusted partner for the provision and expansion of efficient, sustainable energy infrastructure, we offer power utilities and industrial companies a portfolio that ranges from systems for low-voltage grids and distribution grids to solutions for smart grids and energy automation systems to power supply systems for industrial plants and high-voltage transmission systems.

Energy application

Building Technologies

We’re the world’s leading provider of safe, secure, energy-efficient and ecofriendly buildings and infrastructures. As a technology partner, consultant, service provider, systems integrator and product vendor, we have offerings for fire safety, security, building automation, heating, ventilation, air conditioning and energy management.

Mobility

We combine all Siemens businesses in the area of passenger and freight transportation – including rail vehicles, rail automation systems, rail electrification systems, road traffic technology and IT solutions. Our service offerings maximize vehicle and infrastructure availability. Our end-to-end portfolio is further augmented by turnkey project competencies as well as targeted financing solutions.
Digital Factory
With our comprehensive portfolio of automation technology, industrial switchgear, industry software and services, we’re a trusted partner to customers in the manufacturing industry worldwide. The integration of products and production lifecycles along the value chain and the merger of the real and digital worlds are creating future-proof automation solutions.

WWW.SIEMENS.COM/AR/DIGITAL-FACTORY

Process Industries and Drives
We’re building on our leading market position in the growth field of process industries and drives. With a clear focus on customer requirements now and in the future, we offer products, systems, solutions and services across entire lifecycles for all industry sectors. As a trusted partner, we deliver the innovative and integrated technologies and the related industry expertise that ensure our customers’ competitiveness and sustainable growth.

WWW.SIEMENS.COM/AR/PROCESS-INDUSTRIES

Imaging and in-vitro diagnostics

Healthcare
We’re one of the world’s largest suppliers of technology to the healthcare industry and a leader in medical imaging, laboratory diagnostics and solutions for healthcare IT. We provide innovative, outcome-oriented medical technology and intelligent software solutions as well as clinical consulting services – all supported by a comprehensive training and service portfolio available across the globe and tailored to our customers’ needs. Our aim is to enable our customers at all levels and along the entire continuum of care to meet the challenges of a changing business environment and achieve a successful transition to next-generation healthcare.

WWW.SIEMENS.COM/AR/HEALTHCARE
Financing

Financial Services (SFS)
We’re a provider of business-to-business financial solutions. We facilitate customer investments with leasing and equipment solutions as well as project and structured financing. In addition to providing capital for customers at Siemens and other companies, we also serve as an advisor and manager for financial risks within Siemens. Our combined financial and industry knowhow creates value for our customers and enhances their competitiveness. By providing accompanying financing, we also build trust in new technologies and enable innovative business models.

Siemens Real Estate (SRE)
We’re responsible for all the Company’s real estate activities – managing Siemens’ real estate portfolio, optimizing property utilization, overseeing real estate operations and providing all related services. We also handle rentals and sales and implement all construction projects Company-wide. With our innovative sustainability initiatives and programs, we’re optimizing resource use while boosting the energy efficiency of buildings. And by introducing a trendsetting work concept that fosters creativity and interaction among employees, we’re helping Siemens remain attractive to today’s best employees and tomorrow’s top talents.
Information resources

Further information on the contents of this brochure is available from:
Address Siemens AG
Wittelsbacherplatz 2
80333 Munich
Germany

Phone +49 89 636-33443 (Media Relations)
+49 89 636-32474 (Investor Relations)
Fax +49 89 636-30085 (Media Relations)
+49 89 636-32830 (Investor Relations)
E-mail press@siemens.com
investorrelations@siemens.com

Additional information is available in the Siemens Annual Report at:
WWW.SIEMENS.COM/ANNUAL-REPORT (English)
WWW.SIEMENS.COM/JAHRESBERICHT (German)
and at:
WWW.SIEMENS.COM/INNOVATION
WWW.SIEMENS.COM/POF

Copies of Siemens at a glance and the Annual Report can be ordered at:
E-mail siemens@bek-gmbh.de
Fax +49 7237-1736
Internet WWW.SIEMENS.COM/ORDER-ANNUALREPORT

Key to references
 referencia to an external publication
 referencia to the internet

Concept and coordination
Communications and Government Affairs
Dr. Johannes von Karczewski
Annette Häfelinger

Copyright notice
Designations used in this document may be trademarks, the use of which by third parties for their own purposes could violate the rights of the trademark owners.

As of December 3, 2014
© 2014 by Siemens AG, Berlin and Munich
Financial calendar

- **27 January 2015**: First-quarter financial report
- **7 May 2015**: Second-quarter financial report
- **28 January 2015**: Ex-dividend date
- **26 January 2016**: Annual Shareholders’ Meeting for fiscal 2015
- **30 July 2015**: Third-quarter financial report
- **12 November 2015**: Preliminary figures for fiscal 2015

Provisional. Updates will be published at: [WWW.SIEMENS.COM/FINANCIAL-CALENDAR](http://WWW.SIEMENS.COM/FINANCIAL-CALENDAR)