Our culture

Acting entrepreneurially
Even the best strategy can’t succeed unless it’s supported by a strong culture. That’s why we at Siemens live and foster an ownership culture – a culture that encourages every individual in our Company to give his or her best in his or her position in order to help build Siemens’ long-term success.

We’ve asked employees to explain what they understand by an ownership culture. You’ll meet some of them on the pages that follow.
Always act as if it were your own Company.

Joe Kaeser
President and CEO of Siemens AG
It is genuinely demonstrating commitment and responsibility to do my best and what is best for the Company.

Lena Ikejiri de Medeiros
Human Resources Manager
Ownership culture for me means to apply the level of performance and rigor to every action you take as if you would take them for your own company.
Together with my team, I work hard and with dedication to ease the workload for the colleagues who take over where we’ve left off.

"Jag, tillsammans med min grupp, arbetar hårt och målinräktat med att underlätta arbetsbörjan för kollegor som tar över där vi slutar."
For me, ownership culture means that everyone in the company feels they have the ability and the opportunity to really make a difference and contribute to the success of their teams. And that everyone is encouraged to do so.

Janina Kugel
Chief Diversity Officer
Head of HR People & Leadership
Ownership culture is an asset as well as a prerequisite for our global success.

Georgia Davari
Apprentice
Europeans@Siemens
For me, ownership culture is having both feet on the ground, knowing the local context like the back of my hand and creating a culture for the people around me that will motivate them to do their best.
Ownership culture

It’s not just strategy that makes the difference; it’s also a company’s culture, its values and what it stands for.
Siemens is a company that was led for generations by owners who had a passionate interest in the firm’s long-term successful development. They all knew that every individual makes a contribution every day to the Company’s enduring success. We’re following this conviction and want to foster an ownership culture worldwide that includes all of our people. We believe the following principles are especially important here:

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<th>Owners ensure our business success</th>
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<td>Our managers should serve as role models for the Company’s strategic direction and ensure the sustainable and efficient use of available resources – thus inspiring and empowering their teams to give their best for the Company.</td>
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<th>Our behaviors bring the ownership culture to life</th>
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<td>Entrepreneurial behavior should be the standard and foundation for how we act at Siemens. This applies to each individual in the Company – since only then can behaviors constantly evolve and improve.</td>
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<th>Owners care for each individual</th>
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<td>We strive for a people-oriented approach that values and clearly fosters diversity of experience and expertise. If this is reflected in all that we do, we’ll improve the performance of our Company.</td>
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<th>Ownership culture is based on our Company values</th>
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<td>If everyone in the Company acts responsibly, achieves excellent results and is innovative, they will personally contribute to the sustainable success of Siemens. Responsible, excellent, innovative – these values are the foundation of our ownership culture.</td>
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<th>Owners identify themselves fully with Siemens</th>
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<td>We strongly believe that employee shareholders act responsibly and are oriented to the long term when they directly participate in their Company’s success. That’s why the equity culture is an integral part of our ownership culture. → SEE PAGE 63</td>
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Be a role model and follow safe routines for a safer future.

Jesper Rönnbäck
Electrician
Ownership culture is being self-motivated by continuous improvement for sustainable success, whatever your position is.

Juliana Furlanetto Odoni
Sales Support Manager
For me, Ownership Culture is my personal responsibility to make intelligent business decisions and act in a manner that generates positive impact for our company and our customers, partners and shareholders.
Personal ownership screams, "I care!" from within; and when all team members truly care, success usually follows.

Michael Cheng
Senior Manager
Engineering for Angiography
Creating a good working environment, trusting and respecting one another – that’s what ownership culture means to me.

Elena Rubio López
Apprentice
Europeans@Siemens
Ownership culture is exercising a sense of belonging, taking the responsibility for doing your best, unconditionally, every day.

Sergio Souza
Program Manager
Transformation Program
Siemens Brazil
Mariel von Schumann
Munich, Germany
Mariel von Schumann joined Siemens in 1999. After serving the Company in various capacities, she was appointed head of Governance & Markets in November 2013. In her current function, she combines internal management of governance topics with the external view from the capital market. This includes, for instance, communicating with the shareholder community, coordinating remuneration of Siemens’ Managing Board and top executives, and managing the Company’s organizational structure and internal equity programs. In addition, she orchestrates our initiative for fostering an ownership culture at Siemens, one of the main building blocks of our Vision 2020. She’s eager to be a role model in that respect – living this ownership culture drives her actions.

Lena Ikejiri de Medeiros
São Paulo, Brazil
After graduating with a degree in business administration and specializing in HR, Lena Ikejiri de Medeiros joined Siemens in 1996 as an intern and has worked in human resources with passion ever since. Lena’s core competencies are employee and leadership development, succession planning and learning – the areas for which she’s currently responsible at Siemens Brazil. Drawing on two cultural heritages, Brazilian and Japanese, Lena lives both cultures’ values with great enthusiasm. She’s further enhanced her intercultural capabilities by working in a variety of Latin American countries.

Rickard Olsson
Finspång, Sweden
Rickard Olsson is a workshop test manager at our Siemens Industrial Turbomachinery AB site in Finspång, a town in the Swedish province of Östergötland. Once famous for its cannon production, the locality now pursues peaceful activities, building the most modern and efficient gas turbine in its class. Rickard looks back on many years of experience in this field. He started his career as a trainee, followed by on-site assembly and commissioning work. Before assuming his current duties, he held various positions in a transfer project in the Middle East and worked as a warranty engineer in Europe.
Georgia Davari | Elena Rubio López

Berlin, Germany

In many EU countries, one out of every two young people has neither a job nor a vocational trainee position. Through the Europeans@Siemens initiative, we’re helping improve this situation by giving young people the chance to complete a dual education-and-training program in Germany. Since 2012, 90 young Europeans from 18 EU member countries have been selected by their respective Siemens Regional Companies and sent to Berlin. Among them are Georgia Davari and Elena López, who entered the program on August 1, 2014. Whereas 24-year-old Georgia had already earned a college degree in automation engineering in her home country of Greece, 18-year-old Elena left Spain after attaining the “Bachillerato,” which is a college entrance qualification. In the coming years, in alternating phases of theoretical instruction and hands-on practice, these two women will learn the occupation of electronics technician. After that, they intend to take the knowledge and skills acquired in the program back to their home countries. But first, they need to become proficient in German, the language in which the final examination is conducted.

Janina Kugel
Munich, Germany

Janina Kugel is responsible for strategic personnel topics and executive development at Siemens. After studying at universities in Mainz and Verona, she began work as a management consultant in 1997. Since joining Siemens in 2001, she’s been involved in the Company’s development in various capacities. From 2012 to 2013, Janina headed the global HR organization at OSRAM and prepared the business for the IPO that was completed in July 2013. Since 2014, she’s been Chief Diversity Officer at Siemens AG.
Hamad Al Khayyat  
General Manager Oil & Gas, Qatar

Hamad Al Khayyat joined Siemens WLL Qatar in December 2010 as General Manager of the company’s oil and gas business in the Gulf state. As a highly respected expert in Qatar’s oil, gas and petrochemicals industry, Hamad boasts vast experience in strategic planning and in fostering business relationships with other organizations and the representatives of governmental and non-governmental institutions. As a large number of projects impressively attest, he’s helped strengthen Siemens’ successful, trust-based partnership with the nation of Qatar.

Jesper Rönnbäck  
Finspång, Sweden

Jesper Rönnbäck plays a key role in keeping production running smoothly at our gas turbine plant in the Swedish town of Finspång. Starting out as a technical assistant and moving up to the position of foreman in 2010, Jesper is responsible for all the plant’s electrical installation work, including the connecting up of the SGT-750, one of our latest gas turbines. A smaller gas turbine in the Siemens portfolio, the SGT-750 is capable of generating 37 megawatts of power. Its outstanding features include versatility, high efficiency and low emissions – all of which make it one of the most environmentally friendly turbines in its class.

Juliana Furlanetto Odoni  
São Paulo, Brazil

Juliana Furlanetto Odoni holds a bachelor’s degree in environmental engineering and a master’s degree in business management. The 28-year-old Brazilian first came to Siemens in 2008 as an intern in corporate quality management before joining a trainee program in 2010. Since 2011, she’s been working as a sales support manager. Always motivated to improve processes, Juliana has participated in several projects and programs focused on making Siemens Brazil a benchmark in leadership, productivity and customer satisfaction. Very committed to sustainability issues, she’s also been serving as an environmental education volunteer and panelist.
Sergio Souza
São Paulo, Brazil

Sergio Souza joined Siemens in 1990 as a field service technician in the area of telecommunications. Since then, he’s held a wide range of positions in Brazil and other countries. Since August 2013, Sergio has headed the Transformation Program, a Regional initiative aimed at making Siemens Brazil an agile organization with an excellent working environment and at enabling the company to better serve its customers, better fulfill its responsibilities to society and consistently outpace its competitors.

Michael Cheng
Chicago, USA

Michael Cheng works at Siemens in the Chicago area. He holds a degree in actuarial mathematics from the University of Michigan. After working for 16 years as a pension consultant, applications specialist, tester and quality assurance manager in the defined benefits industry, he joined Siemens in 2007. Michael successfully led a test center for six years before moving on to manage a team in systems engineering.

Devina Pasta
Munich, Germany

An electrical engineer, Devina Pasta joined Siemens India in 2006, where she held positions in the area of motion control – first in product management, later in business development. There, she launched a product for the Asian market and created new business models. After driving business in Asia, she now works at Corporate Strategies in Munich, managing aspects of digital transformation – such as a Siemens CEO community – in order to address the key opportunities arising from digitalization. Devina has studied, worked and lived in Asia, America and Europe and thrives in international environments.
Owners identify themselves with their Company and thus give their best.

Joe Kaeser
President and CEO of Siemens AG
Strengthening our equity culture

A company owes its existence to the fact that its employees identify with it, trust it and commit themselves to its positive development. **We’re proud that around 140,000 of our employees are today expressing these feelings by owning Siemens shares. We intend to increase this figure by at least 50%.** Therefore, we want employees below the management level to participate in their Company’s success on an annual basis. Because the more our people trust their own Company, the more personal commitment they will feel and the greater each individual’s sense of belonging and sense of responsibility will be. This is the culture we’re striving to create at Siemens – a culture that will be decisive for our Company’s long-term success.
Further information on our ownership culture is available at:

WWW.SIEMENS.COM/OWNERSHIP-CULTURE