

**How can we ensure sustainability
while generating profitable growth?**

Annual Report 2009

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Company Report 2009



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Welcome to the Siemens Annual Report 2009.

My name's **Andrea Estrada-Hein.**

Together with my colleague **Ralf Pfitzner**, I'll be accompanying you through this Siemens Annual Report. As ambassadors for our company's green solutions, we'll be showcasing the concrete benefits of our Environmental Portfolio and referring you to further information elsewhere in this Report.

We hope you'll find the Report interesting and informative.

Andrea Estrada-Hein, Dr.-Ing

After obtaining a master of science degree in environmental engineering at Stanford University, Andrea earned a doctorate at the Technical University of Dresden and the Wuppertal Institute for Climate, Environment and Energy with a dissertation entitled "Resource Efficiency Strategies for Developing Countries – An Analysis Based on South America and its Mining Industry." Andrea has been employed at Siemens since 2007. After working on various strategy projects on climate change and other topics at Siemens Management Consulting (SMC), she joined the team at Product-related Environmental Protection at the beginning of 2009, where she is responsible for projects concerning supply chain sustainability and the Siemens Environmental Portfolio.

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Ralf Pfitzner

After studying environmental technology at the Technical University of Berlin and the Swiss Federal Institute of Technology Zurich, Ralf worked at the Institute for Future Studies and Technology Assessment in Berlin from 1995 to 1999. Subsequently employed as a senior consultant at KPMG Sustainability Services from 1999 to 2004, Ralf led a wide array of environmental management and climate protection projects. He then joined Siemens, where he headed the Office for Product-related Environmental Protection until the end of fiscal 2009. In October 2009, Ralf moved to the new Corporate Sustainability Department, where he's responsible for the Siemens Environmental Portfolio and our company's Sustainability Report.

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Our vision

Siemens – The pioneer in

- energy efficiency
- industrial productivity
- affordable and personalized healthcare
- intelligent infrastructure solutions



Our values

Responsible

Committed to ethical and responsible actions.

Excellent

Achieving high performance and excellent results.

Innovative

Being innovative to create sustainable value.

A pioneer of our time – Our proven strategy and enduring vision

Urbanization and sustainable development, globalization and competitiveness, demographic change and healthcare, climate change and energy supply – the world is facing major challenges. How can we meet the rising demand for energy and protect the environment at the same time? How can we increase industrial productivity while reducing harmful greenhouse gas emissions? How can we provide efficient, patient-friendly and affordable healthcare systems in cities and rural areas alike? And how can we create sustainable infrastructures that satisfy the world's growing need for mobility? These are far-reaching questions that demand comprehensive answers. Answers based on experience, expertise, foresight, innovative strength and a sense of responsibility. Answers that a company like ours, which has been tackling the challenges of its time since the mid-19th century, is ideally equipped to provide.

As a pioneer in electrical engineering, Siemens was a major force in industrialization. And it's this pioneering spirit – the spirit that has made us the global powerhouse we are today – that is pushing us to excel even in these tough times. Being a pioneer means setting ambitious goals and capitalizing on new growth opportunities everywhere in the world – particularly in the booming markets of the world's emerging countries – with innovative products and solutions.

A pioneer of our time – this has been our strategy in the past, and it will remain our vision for the future. In the current economic and financial crisis, the demand for market-specific, single-source solutions is higher than ever before – solutions that promote the well-being of people around the world and support economic, environmental and social progress. Sustainability in this broad sense is the guiding principle of all our actions. Our Environmental Portfolio, which has made us the world leader in green technologies, is a prime example of what we're achieving. Today, we're steadily expanding the Portfolio's offerings to further leverage the business opportunities provided by sustainable economic development. And that's why we're continuing to make major investments in research and development even in today's difficult business environment.

We have a clear vision for the future: to be a pioneer in efficient energy supply, industrial productivity, affordable, personalized healthcare systems and intelligent infrastructure solutions. Our efforts to realize this vision and the answers we're finding to the toughest questions of our time are the theme of this Annual Report.

Peter Löscher
President and Chief Executive Officer
Siemens AG

How can we help customers minimize their greenhouse gas emissions?

How will we meet the world's growing demand for energy in the future?



Siegfried Russwurm

Corporate Human Resources
Europe, Commonwealth of
Independent States (C.I.S.),
Africa, Middle East

Peter Löscher
President and
Chief Executive Officer

Corporate Communications
and Government Affairs
Corporate Development

Joe Kaeser

Corporate Finance
and Controlling
Siemens Financial Services
Siemens IT Solutions and Services
Equity Investments
Siemens Real Estate