Five Megatrends shaping our world of tomorrow

Digitalization
By 2020, around **55 billion** devices will be linked online

Demographic change
The earth’s population will increase from 7.3 billion people today to **9.7 billion** in 2050. Average life expectancy will then be 83 years

Climate change
In the summer of 2016, Earth's atmosphere had the **highest CO₂ concentration** in 800,000 years

Urbanization
By 2050, **70 percent of the world’s population** will live in cities (2014: 54 percent)

Globalization
The **volume of world trade** nearly **doubled** between **2000 and 2014**
UN Agenda 2030: 17 Sustainable Development Goals to transform our world

Countries will translate the SDGs in national development plans.
“Ingenuity” stands for **innovation**, **engineering** and **genius**. For us, it also includes **unity**: We are united in our efforts, and we are committed to partnering with our customers.

“For life” relates to our role in society: to make real what matters.

“Ingenuity for life” is therefore our unrelenting drive and promise to create **value** for **customers**, **employees** and **society**.
Clear and consistent company concepts and messages – Sustainability as one of three enablers of Vision 2020

**Siemens**

**Ingenuity for life**

**We make real what matters**

**Vision 2020**

**Seven goals / intents**

**Three enablers**

1. Live **lean governance** and drive **continuous optimization**
2. Sharpen our **business focus** in electrification, automation, and **digitalization**
3. Grow our company **value**
4. Get **closer** to our **customers** and **markets**
5. Foster an intimate and trusting **partnership** with our **customers**
6. Unleash the **full potential** of our **people**
7. Ignite **pride** and **passion** for Siemens, through a new mindset and equity ownership

a. Operating Model
b. **Sustainability at Siemens**

c. Brand and Business Impact Program (BBIP)
Sustainability at Siemens aims to optimize the impact of our business activities on a global level.

Sustainable development is the means to achieve profitable and long-term growth.

At Siemens we have a clear commitment to think and act in the interest of future generations, balancing People, Planet and Profit.
Siemens helps advance societies and create value for our business partners

We make real what matters by enhancing responsible business practices, preserving the environment and developing people and society.

Responsible Business Practices
- Supply Chain
- Compliance
- Human rights

Environment
- Decarbonization
- Resource conservation
- Product stewardship

People and Society
- Safety
- Health
- Diversity
- Education
- Corporate Citizenship
- Siemens Arts

With our Business to Society methodology, we assess our impact on societies on a global, country or project level as well as our contribution towards the UN’s Sustainable Development Goals.
With “Siemens - Business to Society”, Siemens is well positioned to provide credible proof-points around “making real what matters”

- Siemens impacts all SDGs directly or indirectly and is making this impact transparent via the “Siemens - Business to Society” approach

- Siemens shows biggest impact on five SDGs through its products, solutions and thought leadership expertise:
  - Urbanization
  - Demographic Change
  - Climate Change
  - Digitalization
  - Globalization

- For Siemens the SDGs provide a great opportunity to engage with local governments and support them to shape their local agenda

1 Countries translate the SDGs in national development plans
# SDGs by Siemens impact

## Impact via products & solutions
Mostly direct impact through innovative product portfolio along the value chain, thought leadership

<table>
<thead>
<tr>
<th>SDG</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Good Health and Well-being</td>
</tr>
<tr>
<td>7</td>
<td>Affordable and Clean Energy</td>
</tr>
<tr>
<td>9</td>
<td>Industry, Innovation and Infrastructure</td>
</tr>
<tr>
<td>11</td>
<td>Sustainable Cities and Communities</td>
</tr>
<tr>
<td>13</td>
<td>Climate Action</td>
</tr>
</tbody>
</table>

## Impact via sustainable and responsible business practices
Impact mainly via the way we do business, global operations, partnerships

<table>
<thead>
<tr>
<th>SDG</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Quality Education</td>
</tr>
<tr>
<td>5</td>
<td>Gender Equality</td>
</tr>
<tr>
<td>8</td>
<td>Decent Work and Economic Growth</td>
</tr>
<tr>
<td>12</td>
<td>Responsible Consumption and Production</td>
</tr>
<tr>
<td>16</td>
<td>Peace, Justice and Strong Institutions</td>
</tr>
<tr>
<td>17</td>
<td>Partnerships for the Goals</td>
</tr>
</tbody>
</table>

## Indirect impact
SDGs where Siemens has only limited and mostly indirect impact

<table>
<thead>
<tr>
<th>SDG</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No Poverty</td>
</tr>
<tr>
<td>2</td>
<td>Zero Hunger</td>
</tr>
<tr>
<td>6</td>
<td>Clean Water and Sanitation</td>
</tr>
<tr>
<td>10</td>
<td>Reduced Inequalities</td>
</tr>
<tr>
<td>14</td>
<td>Life Below Water</td>
</tr>
<tr>
<td>15</td>
<td>Life on Land</td>
</tr>
</tbody>
</table>
“Siemens – Business to Society“: We make real what matters

What matters to societies?

Megatrends
- Digitalization
- Globalization
- Urbanization
- Demographic Change
- Climate Change

What impact does Siemens create for societies?

Egypt Megaproject will boost the country’s power generation capacity by 50% through 3 combined cycle power plants, 600 wind turbines, and intelligent power distribution.

Siemens is a trusted partner to >200 cities globally, improving the lives of millions - be it through our rail systems transport over 50’000 people daily or through infrastructure that increases safety, air quality and resilience in urban environments.

In 2017, about 1.3 bn patients from emerging countries had access to Siemens imaging systems.

Innovative solutions from within our Environmental Portfolio help our customers save the equivalent of >70% of Germany’s annual CO₂ emissions.

Siemens is committed to become carbon neutral in its own operations by 2030 and invests €100’000 in energy efficiency measures at its own sites until 2020.

Examples of positive impact highlights.
### Key Sustainability figures FY17

<table>
<thead>
<tr>
<th>Category</th>
<th>Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Portfolio</td>
<td>€39bn</td>
</tr>
<tr>
<td>Customers reduce CO₂ emissions</td>
<td>570 mio tons</td>
</tr>
<tr>
<td>Apprentices worldwide</td>
<td>&gt;10,000</td>
</tr>
<tr>
<td>Suppliers committed to Siemens supplier code of conduct</td>
<td>90,000</td>
</tr>
<tr>
<td>Women proportion of total employees</td>
<td>23%</td>
</tr>
<tr>
<td>Anti-corruption projects in 40 countries</td>
<td>55</td>
</tr>
<tr>
<td>R&amp;D investment as % of company revenue</td>
<td>6.2%</td>
</tr>
<tr>
<td>Patents granted</td>
<td>~63,000</td>
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<tr>
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<td>90%</td>
</tr>
<tr>
<td>Energy efficiency investment by 2030</td>
<td>€260 mio</td>
</tr>
<tr>
<td>Investment in training and education</td>
<td>€100 mio until 2020</td>
</tr>
<tr>
<td>Supplier quality audits</td>
<td>941</td>
</tr>
<tr>
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<td>&gt;US$ 70 mio</td>
</tr>
<tr>
<td>Employees quality audits</td>
<td>90,000</td>
</tr>
<tr>
<td>Grants</td>
<td>&gt;€260</td>
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# Environment
Siemens contributes to decarbonization along the value chain

## Sustainable Supply Chain
- **Supply Chain**
  - We measure and report supply chain emissions and encourage our suppliers to increase transparency.

## CO₂-neutral Siemens operations
- **Own operations**
  - Siemens aims to become carbon neutral by 2030 and halve its CO₂-footprint by 2020.

## Siemens Environmental Portfolio
- **Customers**
  - We support our customers in increasing energy efficiency and reducing their carbon footprint.
  - Solutions range from sustainable power generation, low-loss power transmission, intelligent distribution and storage, and efficient energy use.
Siemens’ direct contribution to decarbonization is to be CO₂-neutral by 2030

**Levers for CO₂-neutral Siemens**

- Drive Energy Efficiency Program
- Leverage Distributed Energy Systems
- Reduce Fleet emissions
- Purchase Green Energy

**CO₂-reduction on track**

- **FY 2014**: 2.2 million tons of CO₂ emissions
- **FY 2017**: >25% reduction achieved
- **By 2020**: 50% reduction
- **By 2030**: CO₂-neutral operations

Annual savings from Energy Efficiency projects add up to at least **€20 million**

Siemens invests more than **€100 million** to reduce the company’s own carbon emissions and become one of the world’s first CO₂-neutral industrial companies by 2030
Environment

Our biggest lever toward decarbonization is the Siemens Environmental Portfolio

<table>
<thead>
<tr>
<th>Environmental Portfolio revenue (in billions of €)¹</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>32.7</td>
<td>36.3</td>
<td>38.7</td>
</tr>
<tr>
<td></td>
<td>75%</td>
<td>25%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental Portfolio CO₂ abatement (in millions of metric tons)¹</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>487</td>
<td>522</td>
<td>570</td>
</tr>
</tbody>
</table>

equal to more than 70% of Germany’s total annual CO₂ emissions

1 On a comparable basis
### Electrification for Decarbonization –
Automation and Digitalization enable further emission reductions

<table>
<thead>
<tr>
<th>Electrification</th>
<th>Automation</th>
<th>Digitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wind Power – 7 MW gearless</td>
<td>Ships – World's first electric</td>
<td>Wind Power – Remote Service</td>
</tr>
<tr>
<td>offshore turbine</td>
<td>ferry</td>
<td></td>
</tr>
<tr>
<td>E-buses – Automated fast charging</td>
<td>E-aircraft – World-record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>electric motor</td>
<td>Industry 4.0 – Energy savings with PLM Software</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Smart grids – Virtual Power Plants</td>
</tr>
</tbody>
</table>

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Seite 15
Environment
We complement our carbon neutral efforts with our industrial environmental protection program

Environmental Program
“Serve the Environment”

- 36% Higher energy efficiency\(^1\)
- 1% More waste efficiency\(^1\)
- 416k CO\(_2\) emissions reduced\(^2\)
- 13% / 29% Less ozone depleting substances/volatile organic compounds\(^2\)
- 91% Total recycling rate Siemens wide
- 67% Total water risk assessments incl. climate risks

Examples
- Number of energy management systems increased to 64 covering now 25% of Siemens electricity consumption.
- New evaporation technique for liquid waste at site DF Chemnitz reduced waste volume costs drastically by €180,000 p.a. and also shows opportunities for scaling.

\(^1\)compared to baseline FY14; \(^2\)compared to FY16; all numbers without WP, SGRE FY17
Environment
We focus on resource productivity over the entire product lifecycle

Environmental Program
“Product Eco Excellence”

- 65% Total lifecycle assessments (LCAs)\(^1\)
- 65% Total environmental product declarations (EPDs)\(^1\)
- 17% more Critical materials purchased \(^2; \(^3\)
- 6% Total substance suppliers declarations at sufficient quality in BOMcheck \(^3\)

Examples
- Siemens Division Energy Management increased its total number of Full-Scale LCAs about 263% (from 8 to 29).
- Siemens Divisions HC, WP, DF increased purchase of REE magnet materials for products, so that general CM reduction effect is eliminated. Dominant leverage due to HC material purchasing.

\(^1\) percentage of revenue covered in FY17; \(^2\) compared to FY16; \(^3\) without WP, SGRE FY17
# Responsible Business Practices

Supply Chain Management provides value to our business and our partners

<table>
<thead>
<tr>
<th>Measure</th>
<th>Achievements FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code of Conduct for Siemens Suppliers</td>
<td>90,000 suppliers committed</td>
</tr>
<tr>
<td>Corporate Responsibility Self Assessment</td>
<td>~2,400 suppliers assessed</td>
</tr>
<tr>
<td>Supplier Quality Audit</td>
<td>~940 suppliers audited by internal auditors</td>
</tr>
<tr>
<td>External Sustainability Audit</td>
<td>~400 suppliers audited by external auditors</td>
</tr>
</tbody>
</table>
Responsible Business Practices
Integrity is the basis of sustainable business

- Siemens has zero tolerance for corruption, violations of the principles of fair competition and for other violations of applicable law.

- The company’s compliance system and processes support the ownership culture.

- The Siemens Integrity Initiative supports organizations and projects that combat corruption and fraud through Collective Action with more than 100 million US-Dollars.

The compliance priorities provide the basis for the ongoing development and further improvement of the company’s compliance system.
Responsible Business Practices
The respect of human rights is an integral part of Siemens’ business responsibility

Respect of human rights anchored in the Siemens Business Conduct Guidelines

Commitment to international conventions and recommendations

Our employees
Siemens, the Siemens Central Works Council, the German trade union, IG Metall, and the global industrial union, IndustriAll, have signed an international framework agreement on the principles of corporate responsibility.

Our suppliers and business partners
Our Code of Conduct for Siemens suppliers and third-party intermediaries is based on the UN Global Compact and the principles of the International Labor Organization.

Our supply chain
With our conflict minerals policy, we are working towards avoiding the use of conflict minerals in our supply chain. The policy also describes how we support external activities and initiatives in this context.
People & Society
We manage health as a resource and act upon it proactively

Healthy @ Siemens ¹)

Our approach for systematic health management:
• Introduction of a consistent quality standard for sustainable health management across Siemens
• Continuous improvement of health management maturity across all countries
• Healthy @ Siemens Label as recognition for countries which meet the defined quality standard for sustainable Health Management

30 countries and 31 “Betriebe” in Germany have so far achieved the Healthy @ Siemens Label

Health Management ¹)

85% of employees have access to health check-ups
69% of employees have access to EAP ²)
services
71% of employees are covered by a pre-travel check-up

More than 50% of employees can participate in physical activity and ergonomic programs to foster the musculoskeletal health

¹) Based on Global HM Reporting FY17 covering 80 countries with 296.193 employees  ²) Employee Assistance Program
People & Society
Safety management is an integral part of our business processes

Safety

- Fatal accidents increased from 7 in FY16 to 8 in FY17 (including 2 road accidents of Siemens employees and 2 accidents at SGRE)
- LTIFR\(^1\) decreased from 0.56 in FY16 to 0.51 in FY17\(^2\)
- €4.9 million premium refunds from Berufsgenossenschaft in Germany
- 1,800 more days off due to more work-related and commuting accidents in Germany cause additional cost of approx. €0.7 million

Zero Harm Culture @ Siemens

Our approach to establish a systematic safety culture at Siemens and permanently transform the way management and employees think and act.

The Zero Harm Culture @ Siemens Label is awarded on Country level. The goal is to demonstrate that the organizational unit in the country has deployed the Zero Harm Culture @ Siemens in a comprehensive and systematic way and impacted safety on workplace level.

12 countries have been awarded with the Zero Harm Culture @ Siemens Label so far.

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\(^1\) Lost Time Injury Frequency Rate, no. of incidents with >1 day off per 200,000 working hours | \(^2\) The externally communicated LTIFR for FY17 is 0.51. However, due to an update of the reporting definitions, effective FY18 (Business and Regional data combined; scope extended: Temporary workers, apprentices), the applicable LTIFR baseline for our ambition is 0.53 (not applied to HC and SGRE)

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People & Society
Diversity unleashes the full potential of our employees

Nobody is perfect, but a team can be!

At Siemens we value diversity as the inclusion and collaboration of different thinking, backgrounds, experience, expertise and individual qualities across all organizational levels and dimensions.

Ability@Siemens
- Siemens promotes accessibility of an inclusive workplace to value the ability of disabled employees.
- In Germany, we employ around 6,000 people with disabilities.

Gender Balance
- Women in Workforce: 23%
- Women in Management: 16%
- Both genders equally contribute to Siemens’ business growth.

LGBTI
- At Siemens nobody has to leave his identity at the factory gate.
- Our PRIDE network is a role model group to foster openness and collaboration.

Globality – Global capability for global reality
- Siemens units more than 170 different nationalities.
- Our management consists ~130 nationalities.
Our commitment to education goes well beyond the company’s borders

Siemens invests over €266 million each year in the training and education of employees. This equals about €735 per employee.

Siemens is one of the largest and most innovative providers of professional education for secondary-school graduates in the world.

Currently we educate **11,315** young apprentices in our training centers globally, 8,743 of whom are in Germany. However, our focus is shifting more to **emerging markets** where skills gaps are a significant obstacle to development (e.g. Egypt, India, Mexico).

In Germany we reserve **10%** of apprenticeship positions to (socially) disadvantaged youth. Furthermore, Siemens offers vocational **pre-courses for refugees**.
People & Society

Three strategic pillars define the basis of our corporate citizenship activities

We aim to advance societies all around the world. Our citizenship commitment is based on three strategic focus areas:

1) Access to Technology
   We provide shared value and access to our core competencies in digitalization, automation, electrification and scientific research.
   Example: Project “Asha” in the Indian village of Amle that has brought fundamental change to the living conditions of an entire village community.

2) Access to Education
   We provide our knowledge to a broader audience, especially in STEM studies, and enable thought leadership.
   Example: Curiosity Project, UK - where we aim to ignite enthusiasm for STEM studies through a comprehensive program.

3) Sustaining Communities
   We provide humanitarian relief, including financial and technical assistance after natural disasters.
   Example: Earthquake in Nepal - in 2015, we donated €1.9 million.
Innovation is our lifeblood

Expenditures for research and development

- €5.2 billion
- €3.8 billion

Inventions and patents – securing our future

- 7,400 inventions¹
- 63,000 granted patents¹

University cooperations – our knowledge edge

- 38,000 R&D employees¹
- 8 CKI universities²
- 17 principal partner universities

Corporate Technology – our competence center for innovation and business excellence³

- 8,300 employees worldwide
- 4,800 software developers
- 1,600 researchers
- 400 patent experts

¹ In FY 2017
² Center of Knowledge Interchange
³ Employee figures: status FY 2017
The next generation of innovation –  
A separately managed unit for startups

In October 2016, Siemens will set up a separate unit to foster disruptive ideas more vigorously and to accelerate the development of new technologies. The unit's name, next47, plays on the fact that Siemens was founded in 1847. We are using next47 to pool our existing startup activities.

Collaboration with startups

- Cooperate
- Invest
- Found

Capital volume

€1 billion

for five years

Selected innovation fields

- Distributed electrification
- Artificial intelligence
- Connected (e-)mobility
- Autonomous machines
- Block-chain applications
Ratings and Rankings

- 86 points; Member of DJSI World Index
- DJSI is the leading global sustainability index, following a best-in-class approach

- Rating Score: A -
- Siemens responds to the climate change and supply chain request and discloses how greenhouse gas emissions are being reduced and climate change risks mitigated

- #1 of the world's top regarded companies 2017
  Considering trustworthiness/honesty, social conduct, the company as an employer and the performance of the company’s product/services.

- #1 at 2017 Global 100 Most Sustainable Corporations in the World
- Annual ranking based on 14 KPI's, covering resources, employee, financial management, and supplier performance.

- #1 on the 2017 Carbon Clean 200 list
- Based on Bloomberg’s New Energy Financial (BNEF) database to rank companies according to their clean energy revenues.

- Included in the MSCI World Index for the first time in 2017.
- The MSCI World is a market cap weighted stock market index of 1,653 stocks from companies throughout the world.

- Included in FTSE4Good series
- FTSE4Good is the pioneering global responsible investment index that demonstrates strong Environmental, Social and Governance (ESG) practices of companies.

- 77.3 points
- Included in Bloomberg ESG Terminal, primary audience are investors

- Score: Prime Label
- Oekom qualifies shares on the stock market for an investment from an ecological and social perspective.

- 57 points, “Silver recognition level”
- EcoVadis operates a collaborative platform providing supplier Sustainability Ratings for global supply chains.

1) Formally: Morgan Stanley Capital International
Stakeholder collaboration to leverage our sustainable impact – Selected examples

- World Economic Forum
- UN Global Compact
- UN Environmental Program
- UNFCCC
- European School of Management and Technology
- International Chamber of Commerce
- CDP
- Global Reporting Initiative
econsense
The Conference Board
For us, Ingenuity for life means dedicating our innovative spirit to the service of society and our planet.”
Roland Busch, Managing Board Member and CTO on sustainability

“Siemens can and will lead this transition to a low-carbon economy – both with our Environmental Portfolio and our CO$_2$-neutral program.”
Almost all the technologies needed for the transition to a zero emission economy already exist today.
Joe Kaeser

- “For us, Ingenuity for life means dedicating our innovative spirit to the service of society and our planet – every day, every year, for an entire lifetime.”
- “A company that does not add value to the society should not exist.”
- “We stand for innovation, quality and engineering – but also for responsibility, integrity and society.”
- “This company does not act in terms of quarterly expectations; rather, we think in terms of the long-term and in generations.”
- “Committing to cutting our global carbon footprint is not only prudent – it’s profitable.”
- “Industry can lead on climate change.”
- “The G7 leaders have committed to decarbonize the economy over the course of the century. We already have initiated the changes and fully support the effort to mitigate climate change.”
- “We should lead not just by talking but we need to lead by example.”
- “Whatever we do it must add lasting value and deliver benefits – for shareholders, for employees, for customers and for our partners in business and in society.”
- Full awareness of our responsibility towards the society and the future generations… That is what "Business to Society" means to me!
- “An increased push for energy efficiency, renewable energy technology, electric mobility along with the growing digitalization movement and a universal carbon pricing structure, would speed up the carbon-free future and the rise of a global middle class we desperately need.”
Roland Busch

- “70% of all emissions will come from cities. If we want to win the battle against climate change, we need to win the battle in the cities first.”

- “The Paris Agreement marks a historic turning point. The world clearly moves towards decarbonization. Siemens can and will lead this transition to a low-carbon economy – both with our Environmental Portfolio and our CO₂-neutral program.”

Lisa Davis

- “Almost all the technologies needed for the transition to a zero emission economy already exist today. But the furtherance of decarbonization in the energy sector will not be the sole decisive factor – electrification and digitalization in all the other sectors will also be crucial. Along with the energy sector, the industry, building and transport sectors are responsible for almost 75 percent of the total emissions. We need to deploy energy-efficient and renewable technologies in these areas alongside innovative storage facilities.”
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Siemens.com/resourceconservation
Siemens.com/productstewardship
siemens.com/b2s
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