

2023

Institutional and ESG Report

SIEMENS



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How to read this Report

This 2023 Institutional and ESG Report was developed to highlight the advancements of our businesses and the main sustainability actions in fiscal year 2023 (October 1,2022 - September 30, 2023).Produced in a 100% digital format for online platforms, the content presented herein reinforces the company’s transparency in communicating Siemens Brazil’s advancements towards global sustainability targets, and is directed at all our stakeholders – customers, suppliers, employees, entities, NGOs, research centers, universities, and society.

Since 2021, our institutional reports are organized according to Siemens Group’s global sustainability framework DEGREE (*more on pages 45 and 46*). Brazil’s progress regarding the DEGREE targets is shown in the table

-  **Decarbonization**
-  **Ethics**
-  **Governance**
-  **Resource efficiency**
-  **Equity**
-  **Employability**



6 fields of action

14 targets to be achieved

Sustainability structure aligned with the **10 Principles of the Global Compact and the 17 Sustainable Development Goals (SDGs) of the United Nations**

Environmental, social and governance practices

at the end of this report, which presents the global results and contributions from our country (*see page 106*). The report’s content is divided into three parts: the first block is

dedicated to Siemens AG’s institutional overview. The second block discusses corporate strategies and the organizational structure of Siemens Brazil, which includes the following business units: Digital Industries (DI), Smart Infrastructure (SI), Mobility (MO), Siemens Healthineers (SHS), and Digital Industries Software (DI SW), along with real-life cases that exemplify how Siemens’ solutions (DI and SI) contribute to the digital and sustainable transformation of its customers. This block also includes the company’s service areas: Siemens Financial Services (SFS), Siemens Real Estate (SRE), and Global Business Services (GBS). The third block examines Siemens Brazil’s efforts to promote sustainable practices based on ESG pillars (environment, social, and governance), from which the DEGREE action fields derive from.

This year’s report is even more inclusive: in addition to traditional podcasts, the publication includes an audiobook feature, complementary to the text. To listen to the report, you can use the audio player that appears at the top of the screen, or click on the icon indicated at the beginning of each chapter. To enrich user experience even further, links to complementary content are provided that can be accessed throughout the texts.

The report follows the standards of the Global Reporting Initiative (GRI). Reference to the GRI standards can be consulted in the annexes at the end of the publication.

Time waits for no one

In publishing Siemens Brazil's Institutional and ESG Report, I want to first acknowledge the extraordinary work of our people. Their commitment has allowed us to make significant progress in our goals, both in business and sustainability. To our customers, I restate our confidence that together, we are accelerating the digital transformation, making factories and critical infrastructures much more competitive and efficient. I also want to thank our partners in the journey, with whom Siemens has been working with to bring the most modern technologies — from private 5G to the industrial metaverse, from energy efficiency solutions for buildings and industries to electromobility enabling technologies — for as many people as possible.

We ended the last fiscal year confident. From a sales perspective, despite an even more competitive market, we posted record revenues, with excellent performance across all business areas. It was a period of achievements in the various sectors we operate in, with several standout projects that are supporting our customers on their sustainable digitalization journey — you will read about some of these initiatives in this report. From a corporate standpoint, two things make me particularly grateful to our team.



The first is the 86% participation rate in our global organizational-climate survey, conducted every quarter, indicating that our employees know their voices are being heard. Another point of pride is the 79-point Net Promoter Score (NPS), a metric that assesses customer satisfaction. This is an extraordinary level, placing Siemens in a zone of excellence.

I am certain that all this was only possible because we have a team that believes in the power of technological innovation to change people's lives, and also embraces their own transformation through continuous learning. Each employee in Brazil participated in an average of 35.9 hours of training, surpassing the organization's global average of 28.9 hours. This positions us as a truly agile company, with a young mindset, eager to grow, learn, and aware that to improve, it needs to find ways to innovate and constantly reinvent itself. This is one of the reasons why Siemens was included for the second consecutive year in the Innovative Workplace Brazil's list of 20 most innovative companies, selected by content platform MIT Technology Review in Brazil. I believe that the engagement and training of people are fundamental to our company, which places innovation at the heart of everything we do to remain in constant evolution and development.

For Siemens, sustainability is a business imperative, a fundamental part of our strategy. This is why the organization is globally committed to ESG practices (Environmental, Social, and Corporate Governance). Our goals are detailed in the DEGREE global strategy (acronym that stands for Decarbonization, Ethics, Governance, Resource Efficiency,

Equity, and Employability), which you will learn about in this report. Through this framework, we employ a 360-degree approach with all our stakeholders: customers, partners, suppliers, investors, employees, society, and the planet.

We have many examples of progress, but I'm taking the liberty to select three. In Decarbonization, we have already achieved a 49% reduction in our local emissions and are confident that we will reach net zero by 2030. In Governance, all our suppliers are committed to Siemens' Code of Conduct. And, in Resource Efficiency, we delivered our zero-landfill target ahead of schedule (2022 vs. 2030). All the waste from our operations is recycled, reused, or repurposed. The recent refurbishment of our São Paulo headquarters saw all the used furniture be repurposed. Then, project Anhanguera Green & Digital was implemented, which modernized our headquarters and transformed it into a true showroom of technologies for smart buildings that Siemens already offers to Brazilian customers. Indeed, I am very pleased to report that Brazil is now a global hub for developing cutting-edge building technology for creating smart buildings and infrastructure, with energy efficiency, security, and protection.

I take great pride in saying that Siemens is shaping the future by combining the real and digital worlds. Our open digital business platform, Siemens Xcelerator, brings together a portfolio of hardware and software-as-a-service—flexible, interoperable, and open, enabled for IoT (Internet of Things), and supported by a powerful ecosystem of partners and a marketplace.

We have a team that believes in the power of technological innovation to change lives

It is present in our Digital Experience Center (DEX), which was inaugurated in 2019, in São Paulo, the first of its kind in Latin America. In 2023, the DEX was renovated, and customers, partners, and students can now have an immersive experience with our digitalization tools: from digital twins (virtual simulation of products or production processes), industrial metaverse, indoor agriculture, and 5G technology to a completely innovative nano-brewery.

As a leading technology company, we transform the lives of billions of people. The acceleration of digitalization and sustainability has the power to drive progress and growth, while simultaneously reducing resource consumption across the planet. Time waits for no one, and to ensure a sustainable future, it is essential that we make major changes now. This is our commitment.

Pablo Roberto Fava
CEO of Siemens Brazil



Protagonist of the Global Agenda

Siemens is a signatory of the UN Global Compact's **10 Universal Principles** and **100% Transparency Movement**.

Siemens is a signatory of the **Ambition 2030** strategy.

Siemens is a member of the **Business Movement for the Amazon of the Brazilian Business Council for Sustainable Development** (CEBDS).

Pablo Fava, on behalf of Siemens, is **ambassador of the United Nations Sustainable Development Goal 9** (SDG 9), with the mission of supporting Brazil in advancing the construction of resilient infrastructures, promoting inclusive and sustainable industrialization, and fostering innovation.

Siemens: accelerating the world's digital transformation

Global technology company operates in the industry,
infrastructure, transport, and healthcare sectors





177 years of technology with purpose

Leading the digital and sustainable transformation

Key Global Figures*

-  320,000 employees
-  €77.8 billion in revenue
-  €8.5 billion in net income
-  €10 billion in free cash flow
-  Present in 190 countries
-  7% increase in new orders

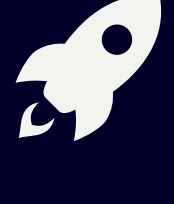
*Data from FY 2023, collected through September 30, 2023

Headquartered in Munich, Germany, Siemens is a global technology company that operates in the industry, infrastructure, transportation, and healthcare sectors. It is currently present in 190 countries and employs around 320,000 people.

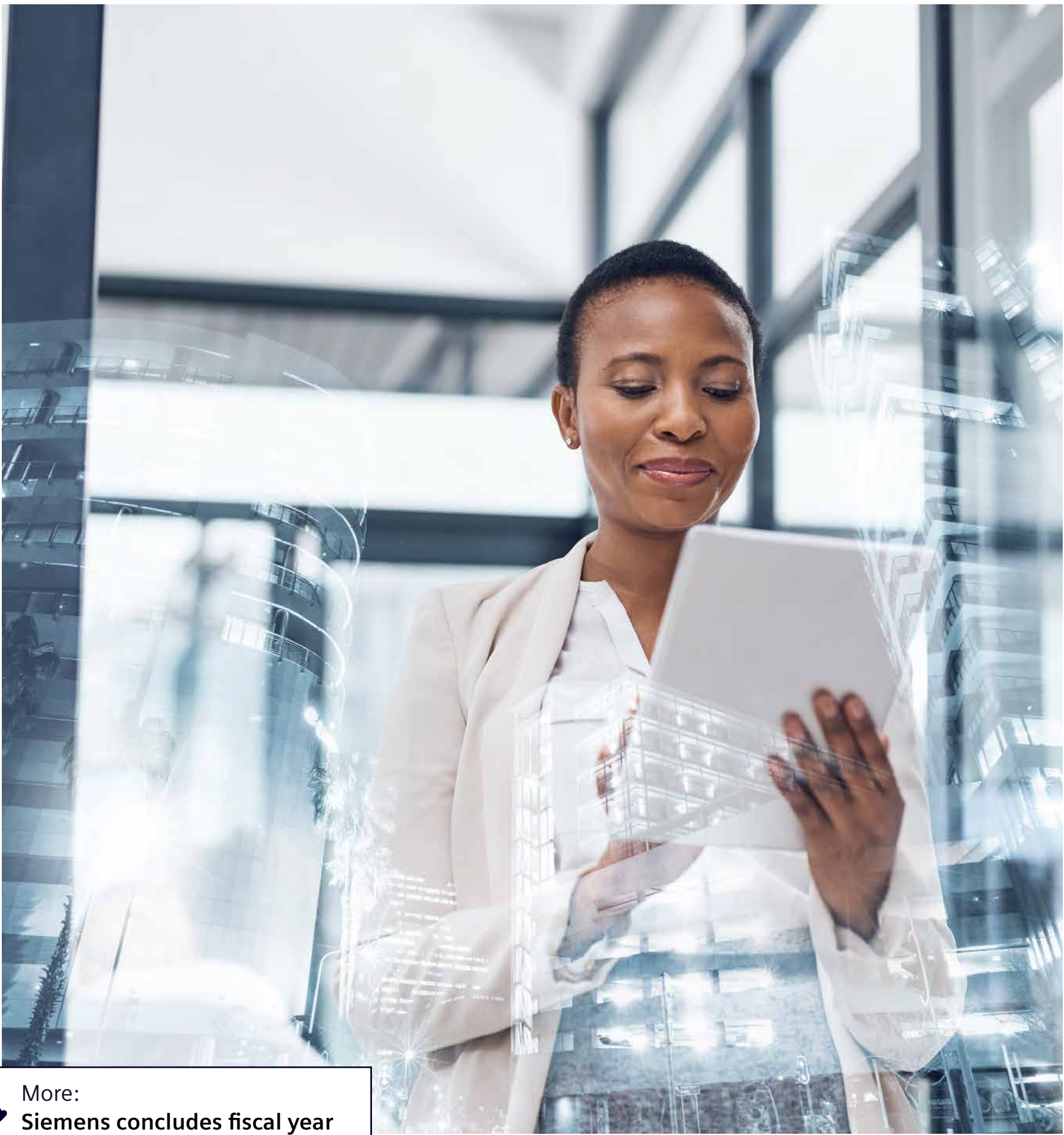
Siemens Brazil comprises the following business units: Digital Industries (DI), Smart Infrastructure (SI), Mobility (MO), Siemens Healthineers (SHS), and Digital Industries Software (DI SW). The company also includes Siemens Financial Services (SFS), Siemens Real Estate (SRE), and Siemens Global Business Services (GBS), which serve both internal and external customers.

Siemens focuses on accelerating the digital transformation of its customers through solutions that combine operational technology (hardware) with information technology (software). The digital transformation leads to more resource-efficient and circular factories, facilitates the energy transition to renewable sources, promotes the development of cleaner transportation methods and smart cities, and drives innovation in healthcare. As such, Siemens contributes to building a more prosperous future for society and the planet.

Global Strategic Priorities

-  **Customer Impact**
By anticipating and addressing their needs
-  **Technology with Purpose**
To transform the future
-  **Empowered People**
Customers, partners, and employees
-  **Growth Mindset**
Open to change and continuous learning

Siemens focuses on accelerating the technological transformation of its customers, combining the real and digital worlds.



More:
Siemens concludes fiscal year with record-breaking results

//
*Technology is the
most powerful
tool humanity has*

Roland Busch
CEO of Siemens AG



Technology with the power to change the world

Siemens has ambitious internal goals and is working to make its entire ecosystem even more sustainable

Decarbonization, ethics, governance, resource efficiency, equity and employability. These words form the acronym DEGREE, which represents Siemens' global sustainability ambitions, always aligned with the 10 Principles of the UN Global Compact and the 17 Sustainable Development Goals of the United Nations (UN). In a clear and measurable way, the DEGREE framework establishes 14 environmental, social, and governance (ESG) targets to be met by 2030. The global results* show significant progress towards their achievement.

* Fiscal year 2023



he DEGREE framework encompasses the stakeholder ecosystem — customers, suppliers, investors, employees, society, and the planet — and applies to all Siemens Group companies, except Siemens Healthineers, which has its own sustainability concept, but is also aligned with Siemens' principles. In regard to decarbonization, the company will invest 650 million euros by 2030, aiming to reduce its emissions by 55% by 2025 and up to 90% by the end of the decade. Regarding the goal of using resources efficiently, the organization implemented measures in 2023 that led to a 15% reduction in landfill waste.

In the social pillar (represented in DEGREE by Equity and Employability), Siemens adopted practices aimed at professional strengthening, career development, and creating an inclusive and empowering culture. In 2023, roughly 416 million euros were invested in continuous training and education for the 320,000 employees, an increase of 11% from FY2022. On average, each professional dedicated 23 hours to distance training, two hours more than in the previous fiscal year. The company also made progress in promoting equity. In terms of gender, 31% of positions are now held by women, a target that was achieved ahead of the 2025 deadline. Additionally, women represent 27% of Siemens' global workforce.

In the corporate governance pillar (represented in DEGREE by Ethics and Governance), Siemens has non-negotiable ethical values and principles embedded in its corporate culture and the way it conducts business. There are Business Conduct Guidelines for all employees, and another for suppliers and partners.

Siemens encourages all its stakeholders to work towards a more sustainable future

Siemens also has a long-term variable compensation program for its executives, which is based on an internal ESG and sustainability index. The index consists of three indicators: customer satisfaction (Net Promoter Score), CO2e reduction, and hours of digital learning. Compensation is granted in the form of Stock Awards to all members of Siemens' Managing Board and to senior managers of the global operation.

For Siemens, sustainability is an integral part of its strategy, and DEGREE is the tool for managing the business and operations, including investment decisions and governance. (*More about DEGREE in "Our sustainability ambitions," page 44*). Therefore, its strategy also impacts suppliers and customers, making sustainability a part of their business relationships, ultimately encouraging all its stakeholders to work towards a more sustainable future.

How our business contributes to sustainability

In Industry, our automation and digitalization solutions increase energy efficiency and promote the efficient use of resources in the development of new products. The use of technologies like digital twins and additive manufacturing can lead to savings of up to 50% in critical resources.

In Infrastructure, digitalization promotes the supply of decarbonized energy and its efficient use in buildings and industries. To give an idea of potential savings, it is estimated that these constructions consume about 30% of all the energy in the world.

In Transportation, our product portfolio enables railway automation and electrification. This results in more efficient, integrated, and durable systems, which increase their utility to the population. The automatic operation of trains can increase the capacity to manage railway flows by up to 30%.

In Healthcare, innovative solutions combat dangerous diseases, optimize hospital workflows, and facilitate access to modern examinations and treatments. The care and treatment of stroke patients, for example, become 44% faster with the use of artificial intelligence in imaging exams.

Supporting customers in their decarbonization journey

Since 2021, Siemens has been a member of SBTi (Science Based Targets initiative), a global movement aimed at transitioning to a low-carbon economy. SBTi works in alignment with the Paris Agreement, which primary goal is to limit global warming to 1.5°C.

As part of its commitment, Siemens invests in decarbonization across its entire value chain. An example can be found in its suppliers, as one of the DEGREE goals for decarbonization is the commitment to strive for a net-zero target in the supply chain by 2050. Thus, the German group commits to assessing the amount of emissions from its suppliers with the goal of implementing or accelerating reduction programs.

Siemens has a positive impact on its customers' CO₂e emissions: its products prevent or reduce carbon dioxide emissions to a degree that is considered 13 times greater than the emissions generated in comparison to similar products in the market.



More:
Siemens AG 2023 Global Sustainability Report
Siemens AG
Siemens Advances in the pursuit of ambitious sustainability goals

Consistent growth

2023* results reinforce the commitment to create value for customers

Siemens Brazil, which encompasses the Digital Industries, Smart Infrastructure, Mobility, and Siemens Healthineers businesses, continues to expand its local operation. It registered a 9.7% increase in revenue and a 6.2% increase in the number of employees, compared to the previous fiscal year. Although Siemens is a publicly traded company with shares listed on various stock exchanges around the world, including Frankfurt, New York, and London, in Brazil the group operates as a privately held company. Nevertheless, in the interest of transparency, it voluntarily publishes data on new orders and revenue.

* Fiscal Year 2023



The results reflect Siemens' commitment to creating value for customers by identifying and swiftly responding to their needs. This is made possible thanks to a portfolio of innovative technologies that help customers accelerate their digital transformation and enhance sustainability. The company operates two manufacturing plants and seven research and development centers across Brazil. Additionally, Brazil is served by service units for financial management, corporate real estate, and indirect business services. Another global operation present in the country is Digital Industries Software, which contributes to the digital transformation of its customers.

Siemens combines the real and digital worlds through innovative and sustainable technologies for various sectors of the economy



Revenue totaled
BRL 4.6 billion

Number of employees
increased 6.2%



Revenue
totalled BRL
R\$ 4,6 bi



Net revenue from
direct business
totalled BRL R\$ 4,5 bi



2.782 employees

Data for Grupo Siemens companies. October 1, 2022 – September 30, 2023
Excludes International Business and Siemens Digital Industries Software (DISW)
Employees: only full-time employees, excludes outsourced workers and interns

A 157-year legacy of innovation

Siemens' history in Brazil began in 1867 with the installation of the country's first telegraph line, connecting the states of Rio de Janeiro and Rio Grande do Sul. The project was commissioned by the then-emperor, Dom Pedro II.

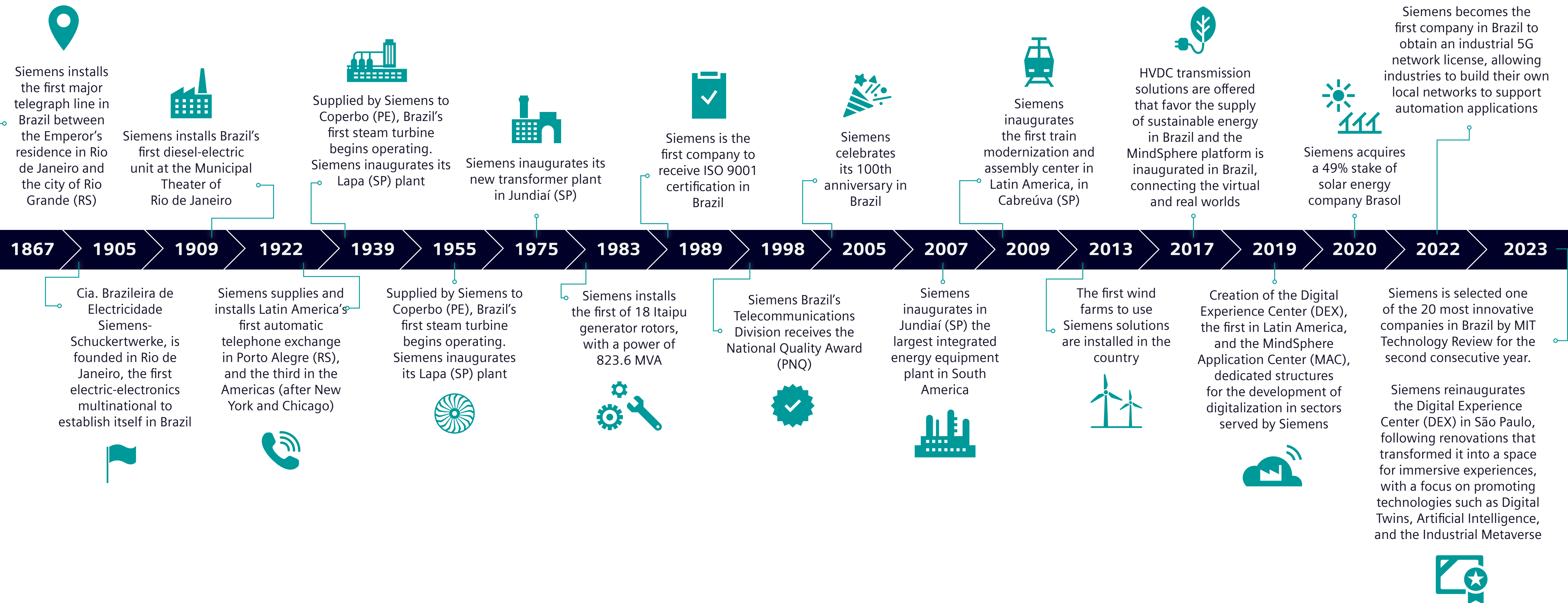
Throughout the 19th century, as urbanization and the electrification of cities advanced, the company played a strategic role in the country's development. In 1905, the German-based company established a permanent presence in the country by founding Cia. Brasileira de Electricidade Siemens-Schuckertwerke, headquartered in Rio de Janeiro.

Since then, Siemens has expanded its operations and is now present in the industrial, infrastructure, mobility, and healthcare sectors. Pioneering and innovation are words that characterize this trajectory. The company was responsible for projects such as Brazil's first diesel-electric power station (1909); Latin America's first automatic telephone exchange (1922); and the first Brazilian transformer plant (1939). Just recently, it became the first Brazilian company to obtain a definitive license to operate Industrial Private 5G (2023).



Cia. Brasileira de Electricidade
Siemens-Schuckertwerke
(Rio de Janeiro, 1923)

Major milestones in the company's trajectory



A pioneer in innovation

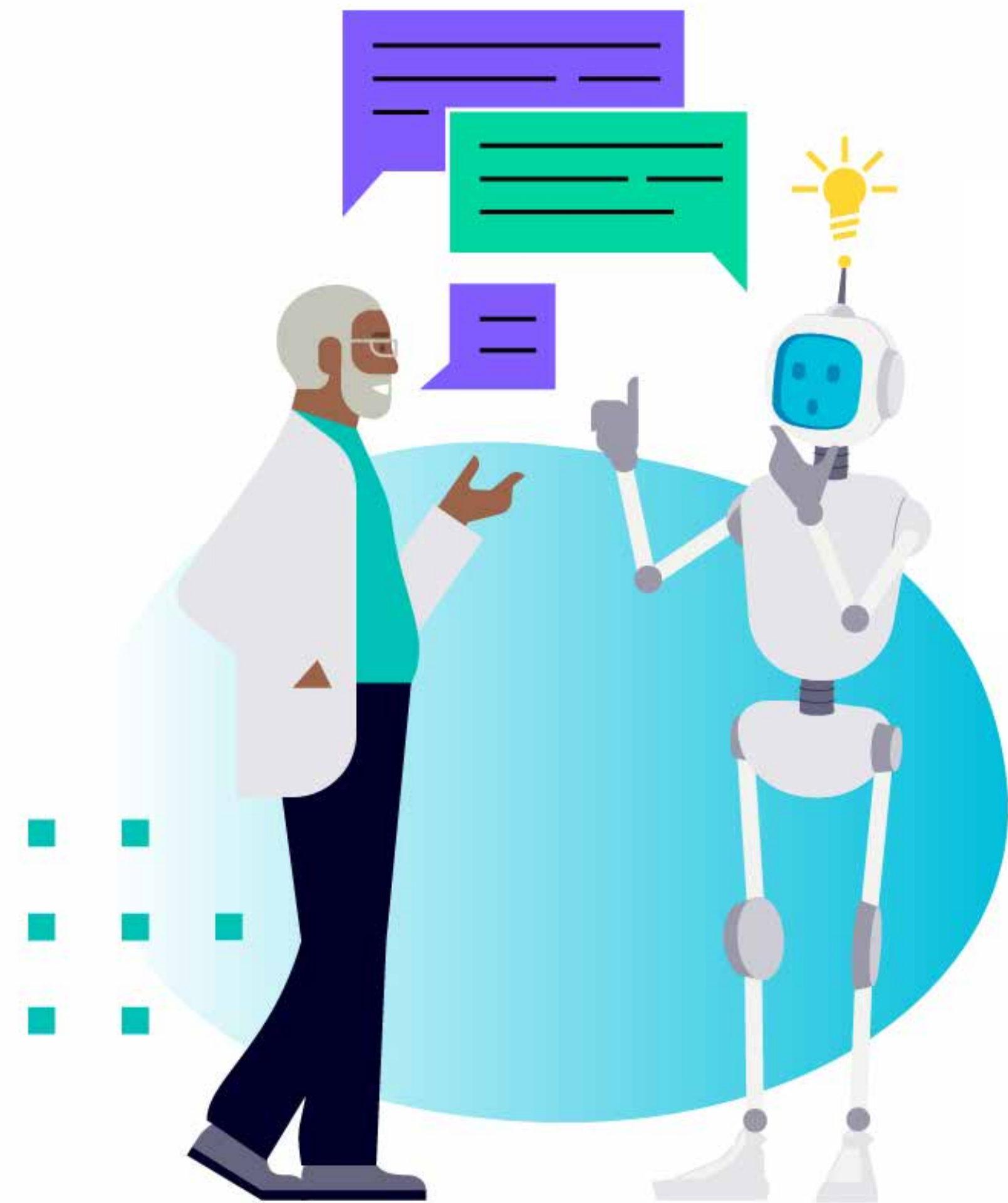
Siemens continuously reinvents itself to promote sustainable human development

Industrial Metaverse, Digital Twin, Industrial 5G, and Smart Buildings are some of the technologies enabling the digital transformation of Brazilian companies, and Siemens Brazil's employees have learned to work with these technologies on the job before introducing them to the market, especially customers. Siemens is a prime example of a company that uses its own digital transformation experience as a sales portfolio. This is evident in projects like Anhanguera Green & Digital, which transformed the São Paulo headquarters into a showroom for smart building solutions.

This culture of innovation is not new at Siemens. The company was responsible for the country's first telegraph line, the first automatic telephone exchange, and the first steam turbine (see *timeline, page 16*). However, it is undeniable that the company has intensified its efforts in recent decades, especially since deciding that all hardware leaving its manufacturing plants must be equipped with at least one piece of software. Intelligence and connectivity have become commonplace in this revolutionary environment. This is also why its role in developing the Industry 4.0 concept, which includes intelligence, energy efficiency, and sustainability for factories, is a landmark in this movement.

Thus, innovations walk hand in hand with the entire DEGREE strategy, but two letters in this acronym that summarizes Siemens' sustainability strategy are more prevalent in the vocabulary of the team that thinks, lives, and executes innovation: Decarbonization (D) and Resource efficiency (R).

More:
What is innovation?
Siemens and Innovation



Digital twin technology, for example, can depict reality in a digital environment to simulate the consequences of making changes in the production process of a factory—an action that assesses the most-efficient possible use of available resources.

The company believes that an innovation mindset should be present in all employees; the head of innovation works under a matrix structure called the “Innovation Committee”, which involves leaders from various areas. Below this committee are the “innovation champions”, individuals that are curious to understand society’s demands and find solutions to problems. The idea is to disseminate information widely and demystify the notion that innovation only occurs within a specific group of people. Solutions can range from ergonomic improvements to optimizing the flow of people, energy consumption, or productivity of a given machine.

All this effort to build an organizational culture that lives and breathes innovation has earned Siemens for the second consecutive year a spot among the top 20 companies in the Innovative Workplaces Brazil 2023, a selection made by global content platform MIT Technology Review. The publication recognized Siemens’ efforts in management, marketing, process, and product innovation. However, the company understands that this is a path of constant evolution. Therefore, Siemens Brazil is part of an ecosystem that allows sharing experiences and challenges with various players who are creating the transformations that the current world demands. Here are a few standout initiatives.

IPT Open

In IPT (Institute for Technological Research), Siemens is part of the innovation hub, which brings together companies, startups, and investors in a rich ecosystem of innovation.

More:
Partnership with IPT

IAsmin

Artificial Intelligence Solutions for Smart Manufacturing (IAsmin) is an Applied Research Center (CPA) that focuses on artificial intelligence for industry and is affiliated to the Institute for Technological Research (IPT). Siemens is a partner of IPT and has actively participated in discussions with researchers, bringing its innovative vision and technology to the market.

Startups Connected

The Brazil-Germany Chamber of Commerce’s (AHK) open innovation program connects stakeholders of the innovation and sustainability ecosystems from both countries to generate impact, develop projects, and business.

National Association for Research and Development of Innovative Companies (ANPEI)

Siemens Brazil is a member of the association and, in 2023, hosted 20 member companies at the Digital Experience Center (DEX) to

discuss their artificial intelligence projects.

Siemens actively works to further disseminate the culture of innovation among its various audiences, and the Siemens Innovation Forum Conexões exemplifies this commitment. Held in-person in six Brazilian cities (it previously took place in São Paulo via an online broadcast), it brought together company executives to deliver solutions to various sectors such as automotive, oil and gas, mining, agriculture, pharma, sanitation, and others. Additionally, Siemens Xcelerator, an open digital business platform was launched at the Siemens Innovation Forum in 2022 to accelerate the digital transformation through collaborative innovation.

Siemens Xcelerator serves as a true marketplace for digital solutions and has seen substantial growth — starting out with 50 partners and expanding to 114 in 2023 — because it offers market-tested resources that enable customers to easily initiate sustainability projects, such as those for energy efficiency and decarbonization. For example, there is tools for monitoring carbon emissions. All these offerings come with Siemens cybersecurity, which reduces risks for customers.

Internally, the focus has been on the sales team, with the Siemens Intrapreneurs Bootcamp Americas being held in Brazil for the first time. This initiative aims to awaken the innovative spirit of the team responsible for bringing Siemens solutions to customers.

More:
Siemens Innovation Forum *Conexões*

Siemens recognizes that successfully integrating the real and digital worlds requires more than just a robust product portfolio; it also needs internal processes and a skilled sales team to work with such technologies. To address this, the Bootcamp remotely gathered 30 professionals from Brazil, the United States, Canada, Mexico, Chile, and other countries. Utilizing a global Siemens methodology, the group was divided into small teams, with mentors, regular meetings, and the task of presenting a sustainability project and new business models at the end of eight weeks. The participants are now acting as multipliers in their teams.

In this context, it's also worth noting that Siemens Brazil currently has three global (read more in "Nationwide presence", page 22) innovation hubs: Competence Center for the Animal Protein Chain, R&D Center in Electrical Infrastructure Management Systems, and the latest global hub of building technology software development, the last two based in Curitiba (PR). In essence, Siemens Brazil is exporting research and development to other countries.

Labor prepping has social impact

For Siemens, the concept of sustainability is 360 degrees, encompassing all stakeholders. As a provider of digital solutions, Siemens also bears responsibility for preparing professionals for the scenarios created by technology—while some job functions become obsolete, others emerge and become opportunities.

In every interaction with its customers, Siemens addresses the issue of workforce preparation. We join forces with companies that work with us to digitally transform professionals, whether through in-house training centers, universities, or vocational schools. Over the years, Siemens has maintained an important partnership with the National Service for Industrial Training (Senai) to exchange experiences with a focus on education and innovation, involving the company's professionals, employees and students from the institution in various Brazilian cities.

Siemens believes that technology training is a social transformation tool for young Brazilians living in economically disadvantaged settings.

 More:
Partnership with Senai

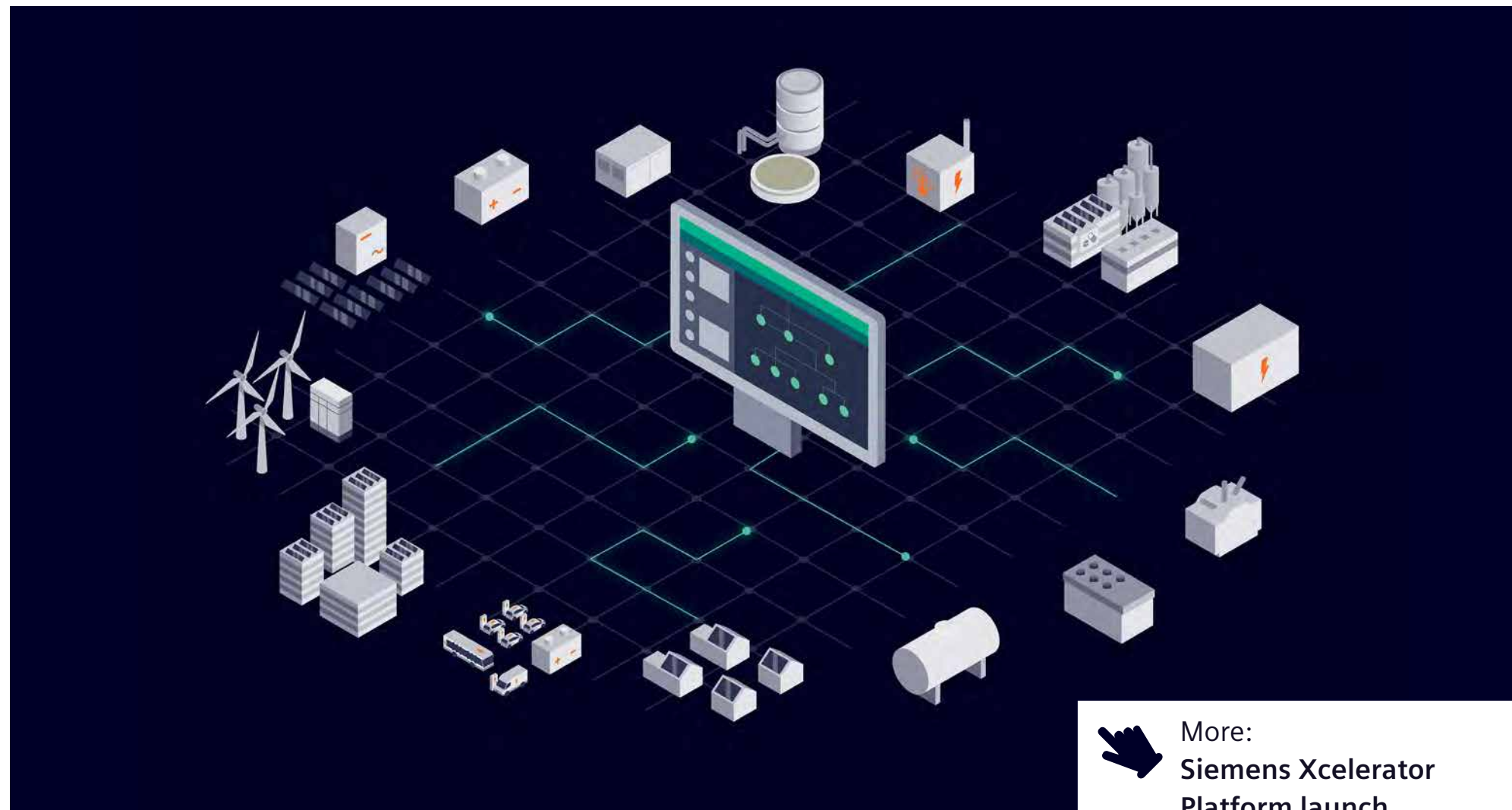


Inside the Siemens Xcelerator

The solutions from Siemens and its partners presented at the DEX are part of the Siemens Xcelerator, an open digital business platform that enables companies to accelerate their digital transformation in an easy, scalable, fast, and autonomous manner, thus helping to reduce environmental impacts.

The goal is to help accelerate the digital transformation across

industries, buildings, electrical grids, and mobility, regardless of company size or stage in the digital transformation journey. With Siemens Xcelerator, all companies have access to an innovative portfolio that addresses the challenges of our day-to-day lives, as well as to an ecosystem of partners and a marketplace to support them in their digital transformation efforts.



More:
Siemens Xcelerator
Platform launch

1ST PILLAR

Broad portfolio with the following characteristics:



As a Service

An as-a-service portfolio is key for businesses of all sizes to implement new technologies. All software from the Siemens Xcelerator is available as-a-service, which significantly reduces the cost and implementation time of new technologies.



Flexible

Solutions that can be customized to suit any segment.



Interoperable

All Siemens Xcelerator solutions communicate with third-party tools. This approach accommodates all devices currently found in companies.



Open

Enables the creation of application programming interfaces (APIs), which accelerate the digital transformation through data exchanges between Siemens tools and platforms, and those of third parties.

2ND PILLAR



Ecosystem

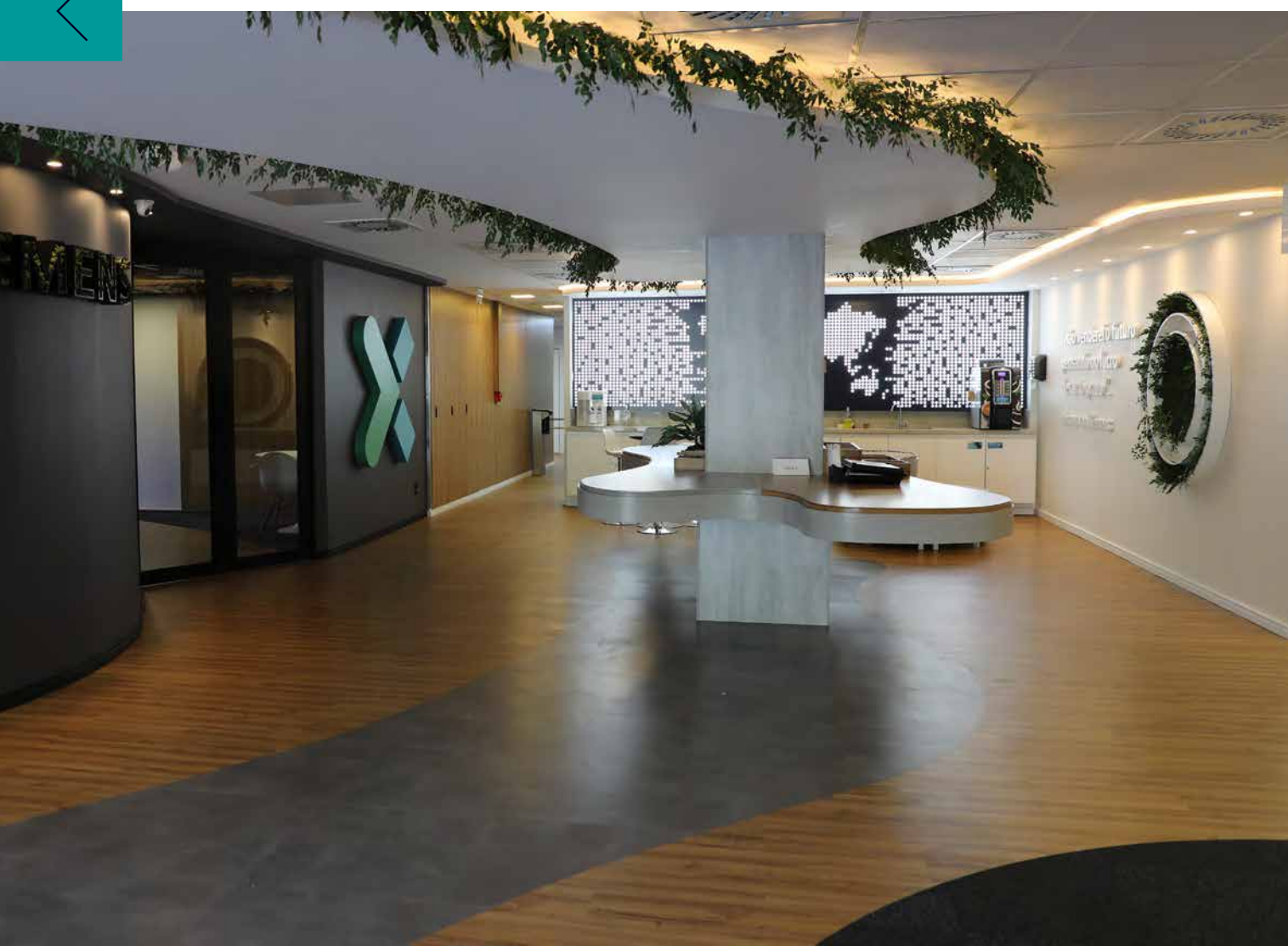
This refers to the integration of solutions and services from partners—ranging from global players to local developers—forming scalable solutions that respond to the challenges of our time.

3RD PILLAR



Marketplace

The Siemens Xcelerator marketplace facilitates customer access to the ecosystem and industrial solutions that can be customized according to their needs to accelerate the digitalization of their processes. More than just offering products and solutions, the marketplace enables forming a community for exchanging experiences and knowledge among Siemens customers and professionals, partners, and users.



Digital and sustainable experience

DEX offers a combination of the real and digital worlds, showcasing technologies aligned with sustainability.

Imagine a company has an expansion project that requires building a new plant. Now, imagine that this plant, before any brick is laid at the construction site, can be digitally created with all the machines, spaces, and requirements for efficiency, quality, and guideline compliance. Such a sophisticated proposal provides the business with information about every detail of the operation, reducing the time and investment required for the design and planning phases. Now, consider that this Industry 4.0 automation technology can be visualized in an immersive experience that simulates industrial processes using the most sophisticated digital tools on the market. This is possible at the Digital Experience Center (DEX), located at Siemens Brazil's headquarters in São Paulo.

DEX is the space where Siemens showcases to customers, partners, and students how the real and digital worlds merge using technologies such as private 5G (the company was the first to obtain the license in Brazil), industrial metaverse, intelligent design of products and production processes using digital twins, generative AI (artificial intelligence), the Internet of Things (IoT), among others. The first of its kind in Latin America, Brazil's DEX was created in 2019 and then renovated in 2023, allowing visitors to tour the ecosystem of the company's solutions and services. One feature is the nano-brewery that was digitally designed and, created in a reduced size, is capable of producing beer.

More
DEX

DEX and the DEGREE framework

The suite of solutions and tools showcased at DEX aligns with several ambitions of DEGREE, our sustainability framework:

- **Decarbonization** — the digital acceleration process contributes to decarbonization.
- **Resource Efficiency** — in remodeling DEX, the company used recycled and renewed products, developed by partners involved with circularity and minimizing the consumption of natural resources.
- **Governance** — can be observed in the implementation of cybersecurity solutions for network management in DEX.

Furthermore, the space receives visits from customers, public-school students, women working in engineering and technical fields, teachers and students from Senai, Fatecs, and community schools. Since its renovation in October 2023, an average of 30 visits are scheduled per month, with groups ranging from 15 to 20 people.

Nationwide presence

Offices, manufacturing plants, research and development centers, and innovation hubs connect the different regions of Brazil and the world

São Paulo Headquarters

Siemens - Anhanguera site

São Paulo (SP)

The building in the Pirituba neighborhood serves as headquarters for Siemens Brazil, Mobility, and Siemens Healthineers. It is currently part of project Anhanguera Green & Digital, which employs digital technological solutions to operate sustainably, aligned with Sustainable Development Goals (SDGs) (more on page 66). The headquarters are also home to DEX (Digital Experience Center) and SITRAIN.

Digital Experience Center (DEX)

The first DEX in Latin America was inaugurated in 2019. In 2023, the space was remodeled, combining the real and digital worlds to offer an immersive experience. It acts as a catalyst for technology and innovation at society's service and is incorporated into the company's ESG policy. The Siemens Xcelerator, 5G, Digital Twins, Industrial Metaverse, and Indoor Agriculture are featured in this space, which is divided into islands of knowledge.

SITRAIN, the Digital Academy of Industry

SITRAIN serves as a center of excellence for customers in the industrial sector, providing detailed information about Siemens products through a digital learning platform and in-person sessions with qualified instructors.

detalhadas sobre os produtos Siemens por meio de uma plataforma de aprendizado digital e sessões presenciais com instrutores qualificados.

DEX, located at Siemens' headquarters

Distribution Centers

Jundiaí (SP)¹
Itajaí (SC)
Joinville (SC)
Vespasiano (MG)

Branch Offices

Jundiaí (SP)
Belo Horizonte (MG)
Curitiba (PR)
Salvador (BA)
Itajaí (SC)
Rio de Janeiro (RJ)

¹ Part of the Jundtech Distribution Center's operation was transferred to Itajaí (SC), in October 2023

R&D Centers

R&D Center for Electrical Infrastructure Management Systems

Curitiba (PR)

Global development center for smart grid solutions for energy systems management and automation, which can be installed in commercial or residential buildings, catering to the German and American markets.

Manufacturing Facilities

Jundiaí (SP)
Joinville (SC)

Coworkings

Belo Horizonte (MG)
Brasília (DF)
Chapecó (SC)
Curitiba (PR)
Goiânia (GO)
Joinville (SC)
Porto Alegre (RS)
Recife (PE)
Rio de Janeiro (RJ)
Salvador (BA)
Vespasiano (MG)
Vitória (ES)



Jundtech site



Studio (Jundtech)



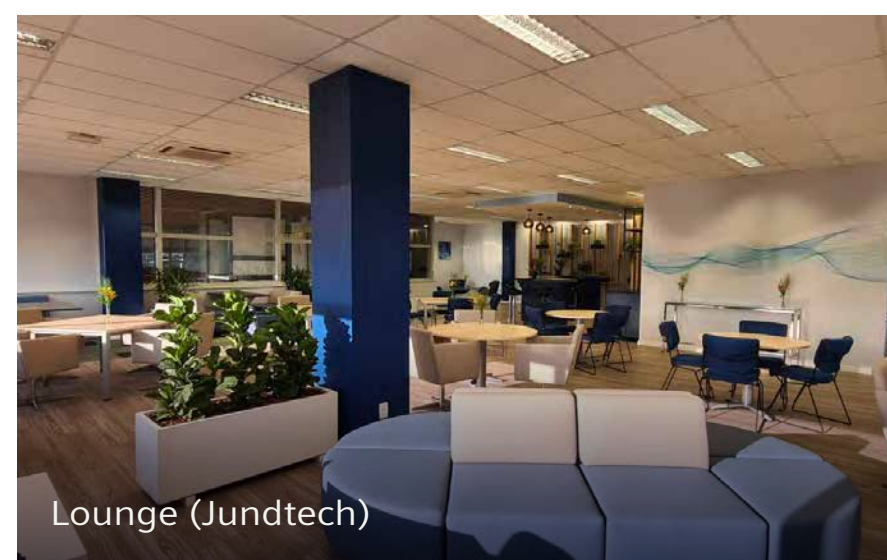
Anhanguera Skyspace (headquarters)



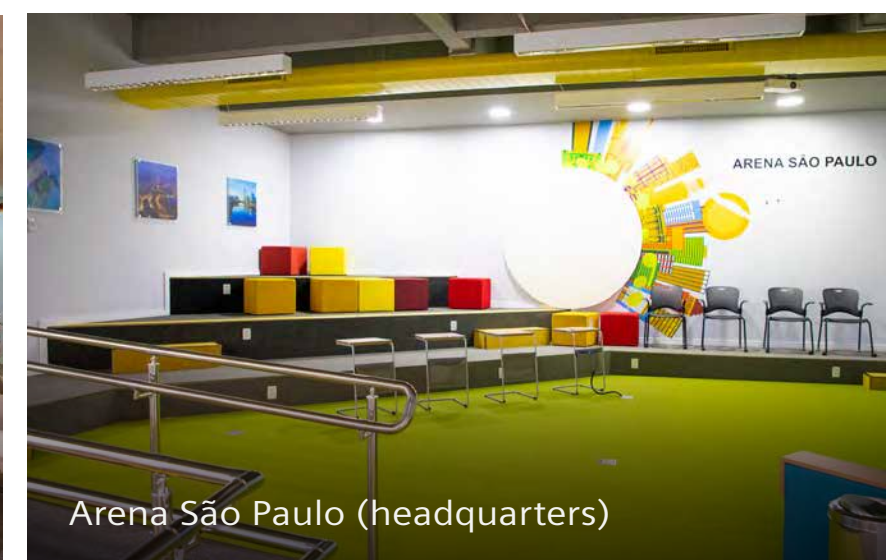
Anhanguera office space (headquarters)



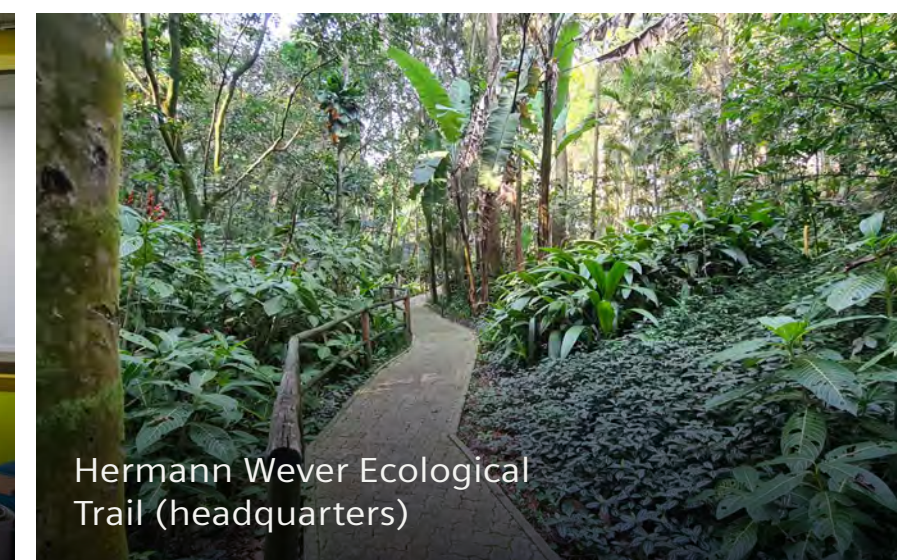
Office space (Jundtech)



Lounge (Jundtech)



Arena São Paulo (headquarters)



Hermann Wever Ecological Trail (headquarters)

Siemens Infrastructure Building Products (SIBP) Software Development Competence Center Curitiba (PR)

Curitiba (PR)

The hub focuses on developing cutting-edge building technology for creating smart buildings and infrastructure with emphasis on energy efficiency, security, and protection. It was created upon recognizing Brazil's potential to develop these products and supply them on a global scale.

DI Systems R&D Center

Joinville (SC)

Dedicated to the development of Siemens Healthineers solutions, this center focuses on high-performance digital imaging equipment such as Multix B and Multix B DR, used in imaging exams.

Smart Metering R&D Center

Belo Horizonte (MG)

Development site for Smart Metering solutions that help save energy by recording precise consumption data. They can be installed in commercial or residential buildings.

Competence Center for the Animal Protein Chain

São Paulo (SP)

Hub for traceability, automation, and energy efficiency solutions, catering to customers in the cattle, poultry, and swine markets. It works in collaboration with other Siemens competence centers worldwide and partners, driving technological innovation.

Innovation Center in IoE (Internet of Energy)

Jundiaí (SP)

Development site for solutions integrated with the IoE concept, optimizing the management of energy systems for energy-producing and -distributing companies.

Participation in the IPT Open Experience Innovation Hub

São Paulo - SP

This space is part of the Technological Research Institute's (IPT) initiative to bring together the public sector, universities, companies, and other organizations to cooperatively catalyze ideas, research, and projects.

Organization

Siemens Brazil



Pablo Fava
CEO



Wolfgang Beitz
CFO

Business units



Digital Industries (DI)

Pablo Fava
Vice-president
Wolfgang Beitz
CFO



Smart Infrastructure (SI)

William Pereira
Vice-president
Lilian Pacheco*
CFO



Mobility (MO)

Andreas Facco Bonetti
Vice-president (Latin America)
Marisilvia Mattedi
CFO (Latin America)



Siemens Healthineers (SHS)

Adriana Costa
Country Head (Brazil)
Georgios Papanikolaou
CFO (Latin America)



Digital Industries Software (DI SW)

Daniel Scuzzarello
VP & Country Manager
South America DI SW
Thiago Gaspar
Head de Finanças

Services



Siemens Financial Services (SFS)

David Taff



Global Business Service (GBS)

Cláudio Cordeiro de Lima



Siemens Real Estate (SRE)

Robson Vecchi

* In FY 2023, she served as CFO at DI and moved to SI in FY 2024

Corporate Functions

- 

Communications
Ariane Herek de López
- 

EHS Environmental Protection, Health Management & Safety
Welton Rezende Deboni de Souza
- 

Integrated Management System Manager and Risk and Internal Control Officer
Carolina Guedes Villela
- 

Legal, Government and External Affairs, Sustainability and Foundation Brazil
Luis Felipe Gatto Mosquera
- 

People & Organization
Caroline Zilinski da Cruz
- 

Taxes
Ivan Garcia Xavier Ferreira

Business Partners

- 

Accounting, Reporting and Controlling
Priscila Bernardes
- 

Compliance, Export Control and Data Privacy
Gustavo Franco Ferreira
- 

Customs
Regiane Joazeiro
- 

Cybersecurity
Caio Fontoura da Silva Colman
- 

Financing
Andrea Kuboyama
Daniel Kissomoto
- 

Information Technology
Fernando Demattio de Oliveira Simões
- 

Product Safety
José Paulo Nunes
- 

Security
Davi Prates Ferreira
- 

Supply Chain Management
Lilian Ultramari

Businesses

Discover how we create technology to transform people's everyday life and learn about successful achievements of partner companies that are accelerating the digital transformation of their operations with Siemens solutions



Connecting efficiency and sustainability

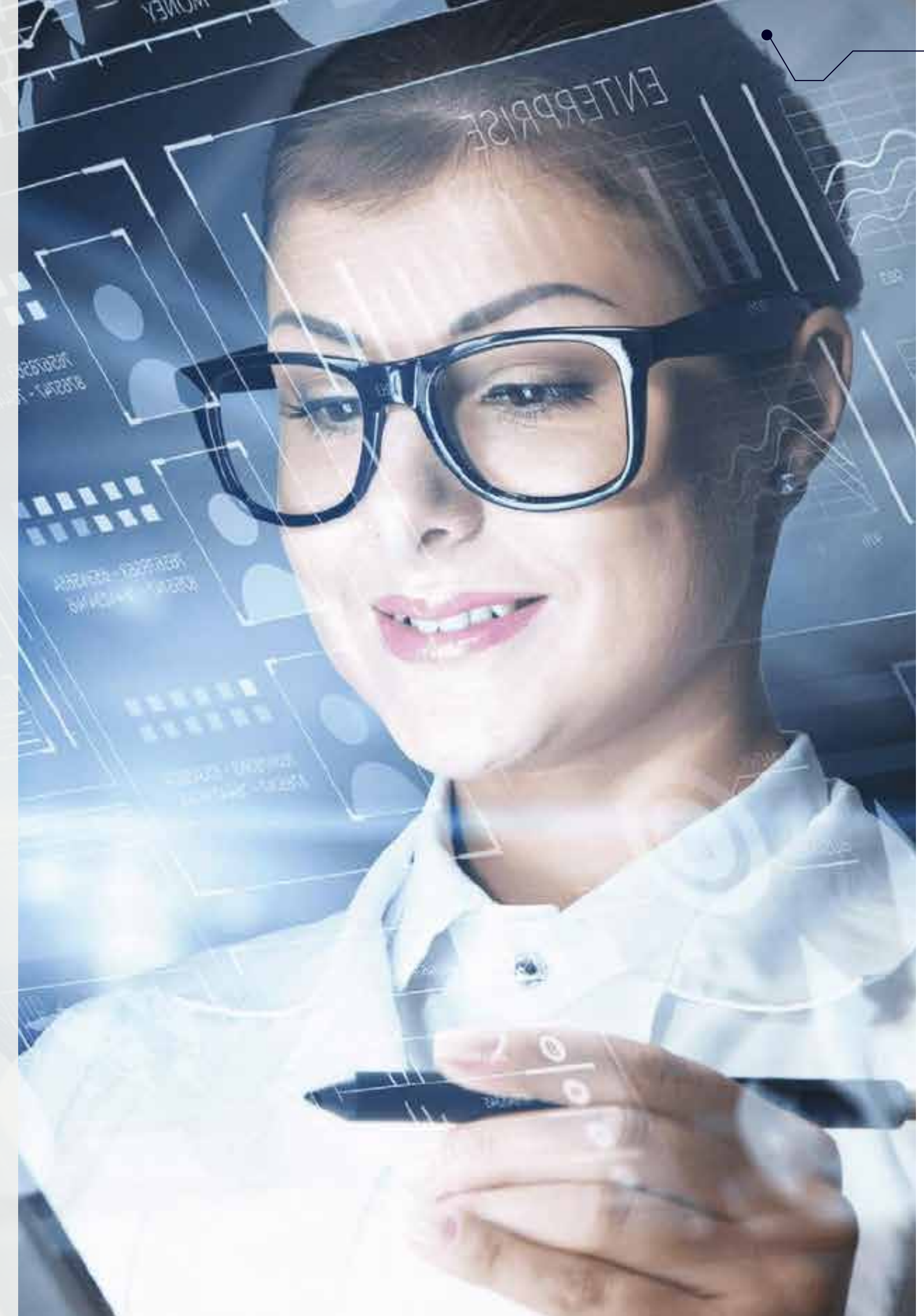
Siemens DI and SI are driving the industrial digitalization and creation of efficient infrastructures

Digital Industries

Siemens Digital Industries is a leader in innovation and technology for industrial automation and digitalization. In close collaboration with its partners and customers, DI is the driving force behind the digital transformation in process and discrete-manufacturing industries. By combining the real and digital worlds into a continuous flow of data, DI helps produce more with less, increasing flexibility and productivity. A key component of its solutions is the Digital Twin, which creates virtual replicas of processes and products, gathering data that is utilized from the initial concept throughout their entire lifecycle. This allows industries to understand and use finite resources much more efficiently, making the industry more sustainable.

Smart Infrastructure

Merging the real and digital worlds in energy systems, buildings, and industries, Siemens Smart Infrastructure enhances the way people live and work, epitomizing efficient and sustainable infrastructure. SI offers a complete range of physical products, components, and systems, along with connected cloud-based digital services and solutions. From intelligent network control and electrification to smart storage solutions, building automation, and control systems, keys, valves, and sensors, SI is responsible for creating an ecosystem that intuitively responds to society's needs. Moreover, it assists customers achieve their business goals, helps communities grow and protects the planet for future generations.





Solution: Data connectivity, extraction and management for dated machines

Siemens portfolio: Brownfield e Insights Hub

Goal: Improve efficiency and provide insights for decision-making

Connectivity on the shop floor

Founded in 1953 through a partnership of three German companies, MWM is currently one of the most important manufacturers of engines, generators, and lighting towers in Brazil. Since 2022, it has become part of the Santa Catarina-based Tupy group. Its factory, located in São Paulo’s Jurubatuba neighborhood, remains in the same location to this day, and a significant portion of the machinery and equipment there bears the Siemens brand name. This long-standing business relationship entered a new chapter during the pandemic with the digital transformation of part of the factory without changing the existing industrial setup. This was made possible thanks to Siemens DI’s Brownfield and Insights Hub solutions.

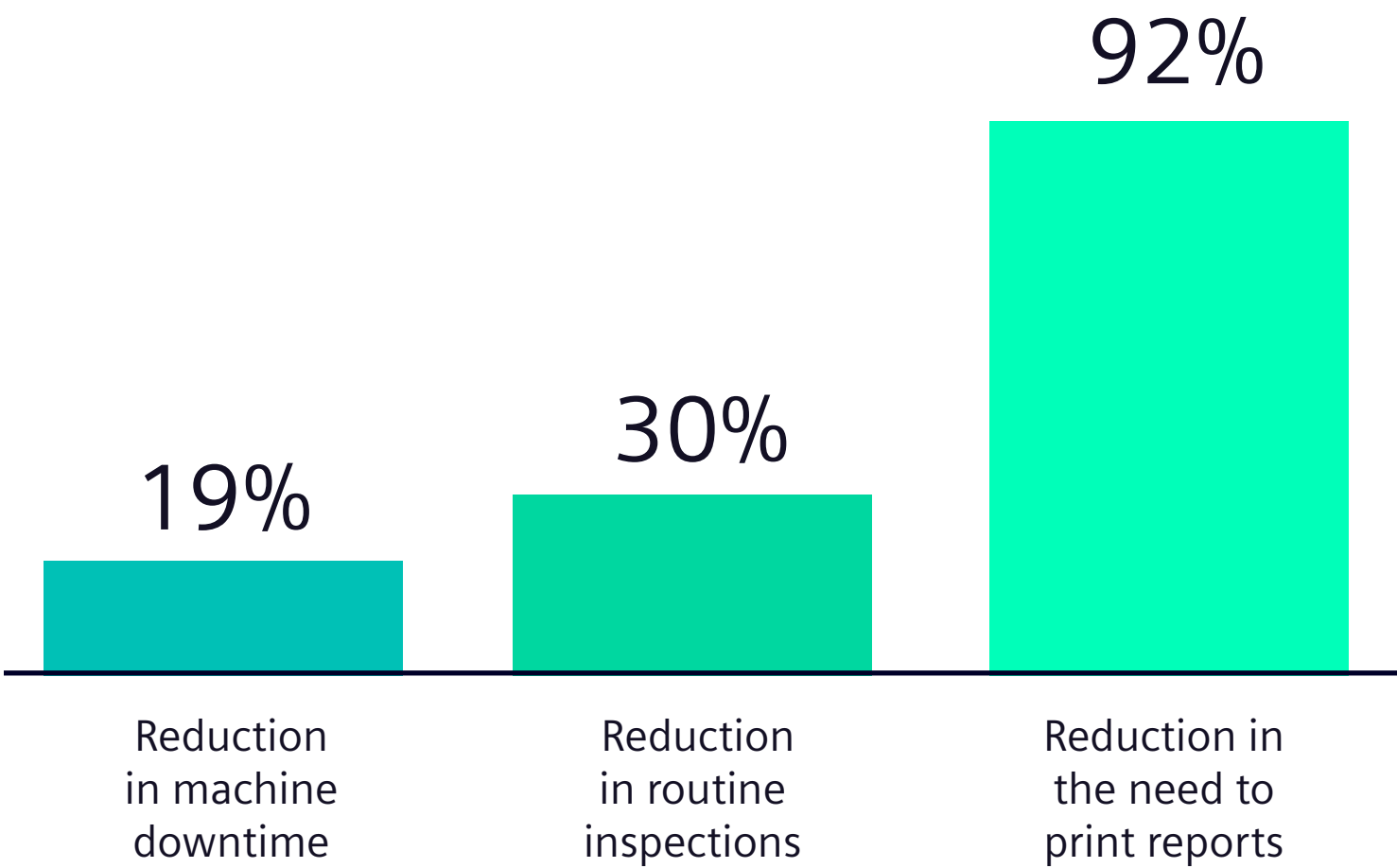
The Brownfield service securely extracts data directly from machines in real-time and sends it to a central server. This can be done even with older machines made by other manufacturers. The data collected by Brownfield is sent to the Insights Hub, a cloud-based platform for the Industrial Internet of Things (IIoT), where it is transformed into actionable insights. With this, the manual data collection at the plant was replaced with Siemens solutions. Initially, the project included ten

machining machines but then expanded to include ten more in the following phase.

The data provides equips maintenance teams with information that can minimize unnecessary equipment downtime and plan maintenance more accurately. It also can indicate the efficiency and production capacity of machines, generating insights for decision-making. Siemens’ solutions are standardized, but the services are customized for each manufacturing facility.

The results are noticeable in cost savings, less production-line stoppages, and optimized machine-usage times:

More:
Siemens accelerates MWM’s digitalization with its Brownfield and Insights Hub solutions



Siemens' consulting service supports the digital transformation

Solution: Consulting to define a master plan for the plant's digitalization

Siemens Portfolio: Value Discovery Days

Goal: Transform the facility into a factory of the future

Tramontina Cutelaria, the company's first factory founded in 1911 in Carlos Barbosa (RS), produces, among other items, household utilities that have made it one of the largest industrial companies in the country. In 2022, management felt the need to understand how it could connect the factory shop floor securely and in a scalable manner to generate data to help it make better decisions. The goal was to obtain data online to monitor costs and energy consumption of products and processes. In summary, Tramontina wanted to transform this dated unit into a factory of the future, using digitalization to reduce manual controls. For this, they contracted the consulting service Value Discovery Days from Siemens Digital Enterprise Service.

Using its own methodology, in the beginning of March 2023, Siemens consultants conducted a deep dive in the production line of premium pans: they interviewed professionals, mapped processes, analyzed machines and equipment; they also analyzed the value chain from the arrival of raw materials (aluminum in discs) to the shipping of pans at the end of the process. This allowed them to identify bottlenecks and points of improvement. Among other findings, the methodology allows understanding the



plant's current degree of digitalization and where it could be in three years. After measuring the gaps, the company receives a report to guide it on its digital transformation journey.

For Tramontina, Siemens' Value Discovery Days enabled:

- **Discussions among different departments to develop and prioritize the best strategies, always moderated by Siemens experts.**
- **Understanding which steps needed to be taken in the digital transformation.**
- **Transparency about the current digital maturity and ambitions for the next three years.**
- **Ways to promote governance in the digitalization process, aiming to satisfy the process changes and organizational culture.**



Ultrarapid charging station
in Ametista do Sul (RS)

Clean mobility

Solution: Charging stations for electric cars

Siemens Portfolio: Carregadores Sicharge D e VersiCharge

Goal: Structure a network of charging stations in the cooperative's operation area



More:
Charging stations | Creluz

Creluz is a half-century-old cooperative engaged in the generation, distribution, and marketing of renewable energy in Rio Grande do Sul state. The cooperative's electric mobility plan started out by renewing its fleet of vehicles, replacing them with electric cars that run on the renewable fuel it produces itself.

By installing a network of charging stations, Creluz chose Siemens EV chargers. There are eight charging stations on highways and in urban areas, which serve the cooperative's fleet of EVs, as well as vehicles in communities where they are located.

The municipality of Ametista do Sul received an ultra-rapid charging station equipped with Siemens' Sicharge D direct current charger, which allows for the simultaneous charging of two large vehicles. It is strategically located near the São Gabriel Solar Power Plant, where Creluz generates photovoltaic energy to supply the municipality. In other towns like Jaboticaba, Rodeio Bonito, Pinhal, Frederico Westphalen, and Palmeira das Missões, Creluz chose charging stations equipped with Siemens VersiCharge alternating current chargers.

All charging stations operate on a self-service basis. These stations are equipped with cutting-edge technology that allows for remote monitoring.

Decarbonization helping the Amazon

Solution: Boiler electrification

Siemens portfolio: Siprotec and medium-voltage solutions de média tensão

Target: Reduction of 400,000 tons per year

 Learn more:
Boiler electrification | Alunorte

The Norwegian company Hydro, which has its main source of aluminum raw material in Brazil—bauxite—maintains an ambitious environmental program aimed at making Alunorte, its subsidiary, one of the world’s lowest-carbon aluminum refineries. The goal is to achieve decarbonization by neutralizing carbon emissions from operations by 2050. To this end, the company is replacing its energy matrix with renewable energy sources. One of the measures adopted is the replacement of coal-fired boilers at the aluminum refinery in Barcarena (Pará) with electric boilers, which will operate using solar and wind energy.

Siemens is participating in Alunorte’s decarbonization project by supplying electrification protection and control systems for new 230 kV transmission lines, integrated with the medium-voltage solution, using Siemens Siprotec equipment for switching operations and motor protection. Two of the company’s portfolios were integrated to meet Alunorte’s needs.

These customized solutions enable the electrification of the first three boilers to come into operation in Barcarena—out of a total of five that Alunorte plans to install. This is a large-scale project that is expected to reduce the refinery’s CO₂e emissions by 400,000 tons per year in its first phase.



Caldeiras da
Hydro Alunorte,
em Barcarena (PA)

Synergy among Siemens solutions yields sustainability gains

Steel giant ArcelorMittal is expanding its iron ore production capacity at a mine located in Itatiaiuçu, (MG), which is expected to double in volume to 4.5 million tons per year. The project focuses on sustainability, aiming to achieve the lowest possible CO₂e emissions for the activity, and will introduce a new treatment for mining waste. By drying and stacking the waste dry, it can be repurposed, enhancing the mineral product's lifecycle.

The mine's expansion project includes building a new plant to increase production capacity and extend the mine's operational life until 2056. Siemens participates in the project through integrator partners: Grupo Vision, based in Nova Lima (MG), which specializes in electrical and automation solutions for utilities and large industries, is responsible for supplying five power centers; and Factory Solutions, an industrial automation company based in Rio de Janeiro (RJ), is responsible for the new plant's automation. Both projects are being assembled using Siemens components.

The breadth of Siemens' portfolio allows it to satisfy ArcelorMittal's needs end-to-end. What makes the company stand out is the total synergy between its electrification and automation solutions. This integration offers significant advantages for the project, with two key sustainability gains: a reduction in the total number of items used (less material) and an increase in energy efficiency.



Solution: Power centers and plant automation

Siemens Portfólio: Components for low voltage panels and automation

Goal: Reduce materials and increase energy efficiency

Innovations that are driving the world

Mobility is committed to decarbonization and resource efficiency in rail transport and freight

Imagine that both passenger and freight trains in Brazil begin operating on clean energy instead of a fossil fuel like diesel. Now, consider intelligent traffic systems that optimize train acceleration and braking, potentially reducing energy consumption by up to 30%. Envision a medium-distance rail network connecting São Paulo to Sorocaba, Campinas, and other cities with significant commuter traffic. Finally, think about how much carbon dioxide (CO₂e) emissions could be reduced by investing in the efficiency of Brazil's railway infrastructure. Mobility is a leader in offering digital technologies that meet current mobility challenges in Brazil and globally — it aligns with two DEGREE-strategy ambitions: decarbonization and resource efficiency, specifically targeting the passenger and freight railway transport sector.





Siemens is present in Brazil’s transportation infrastructure, and its Mobility division focuses on providing solutions to accelerate decarbonization for both public companies, such as the São Paulo Metropolitan Train Company (CPTM), and private businesses, such as Grupo CCR. A recent example of how its technology is making rail transport more efficient is seen in Salvador (BA), where, since mid-2023, the population has had access to the Campinas station in Section 3 of the Salvador-Lauro de Freitas subway line. Working in partnership with concessionaire CCR Metrô Bahia, Mobility’s smart solutions included the installation of signaling systems, train control, catenary, and telecommunications.

The Trainguard MT control system, implemented in Salvador’s subway line by Mobility between March 2015 to July 2018, enables automated operation. The telecom technology is radio-based and provides real-time data on the position and speed of trains. This allows the system operator to safely increase the number of vehicles on a subway line, resulting in more frequent train arrivals.

Besides helping reduce carbon footprint, Mobility aligns with Siemens’ strategy to invest in resource efficiency technologies and projects, even when there is no financial gain involved. This commitment is exemplified by the recycling project of reels used in railway infrastructure works. Traditionally, the cables used in signaling systems or electrification are delivered to construction sites on large wooden reels. Once used, the reels were discarded as waste since they no longer served any function or use.

In July 2023, Siemens launched a project to reuse and refurbish reels for over 500,000 meters of cable in the first year alone. This non-profit initiative is a partnership between Siemens and Madem S/A, a packaging manufacturer (including wooden reels) based in Sorocaba (SP). This effort enhances reverse logistics and supports the circular economy in the supply chains of both companies.

2023, the turnaround year

Following a period of project scarcity for railway transport due to the Covid-19 pandemic, Brazil resumed discussions in 2023 for new subway lines and medium-speed passenger trains connecting São Paulo to Sorocaba, as well as three new lines in São Paulo’s metropolitan area. This is promising news for Mobility, which provides digital technologies that have transformed the rail transport experience for Brazilians. An example is the Line 4-Yellow subway line in São Paulo, inaugurated in 2011, which was and still is the first fully automated line in the country. Its Operational Control Center (the brain of the operation) was supplied by Mobility and is still considered one of the most modern in Brazil.

In 2023, Mobility finished modernizing the traction energy system for CPTM’s Line 11-Coral and Line 12-Sapphire. This included building a new rectifier substation and new cabins equipped with modern power centers, enhancing remote operation reliability and operational efficiency of lines, and allowing for future expansions and increased passenger comfort.



The reel recycling project is a partnership between Mobility and Madem S/A

Now, the lines can be operated remotely with increased reliability and operational efficiency, as well as allowing for future expansions and greater passenger comfort.

 More:
Siemens Mobility



Up to 100%
availability

Up to 30%
more network capacity

15%
more punctual

91%
less CO₂e emissions
than automobiles

85%
less CO₂ emissions
than airplanes

Digitalization and sustainability

Mobility's solutions combine the real and digital worlds to deliver the best in passenger and freight transport

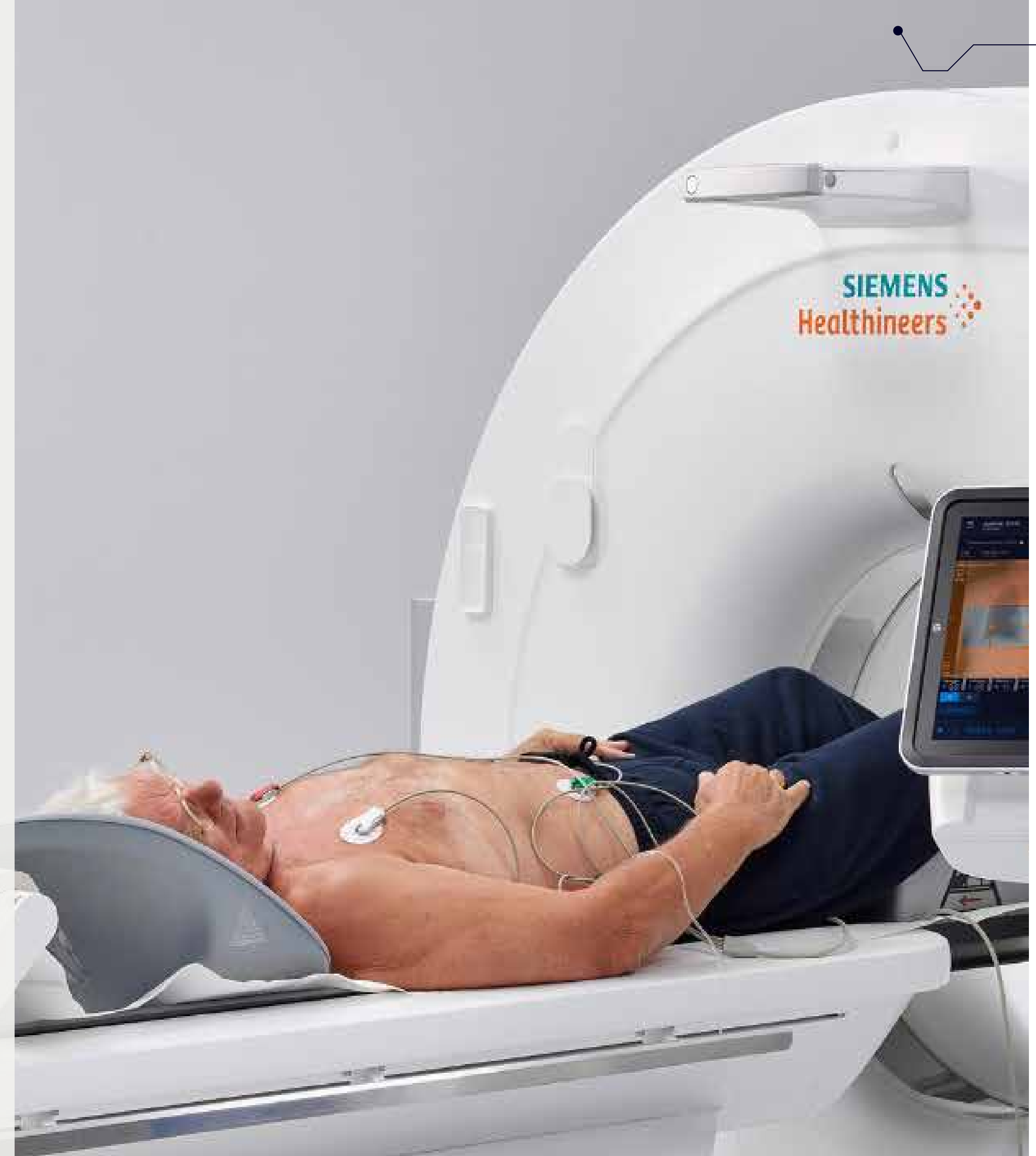
Mobility Technologies

Make trains and
infrastructures smart.
Optimize the lifecycle cost
in a sustainable way.
Maximize transport
network capacity.
Enhance passenger
experience.

Healthcare for everyone, everywhere, in a sustainable way

Innovation creates technological solutions for faster, more advanced, and predictive medicine

Siemens Healthineers, a publicly traded company on the Frankfurt Stock Exchange, of which Siemens owns a 75% stake, is a global leader in imaging equipment such as computed tomography, ultrasound, and magnetic resonance imaging, as well as oncological treatment systems like radiotherapy, following the acquisition of Varian in 2021. Healthineers' solutions are used in over 90% of public and private healthcare institutions worldwide. The company's goal is to enable access to health resources to everyone, everywhere, regardless of their vulnerability level, by developing and offering more technologically advanced, faster, and predictive medicine.



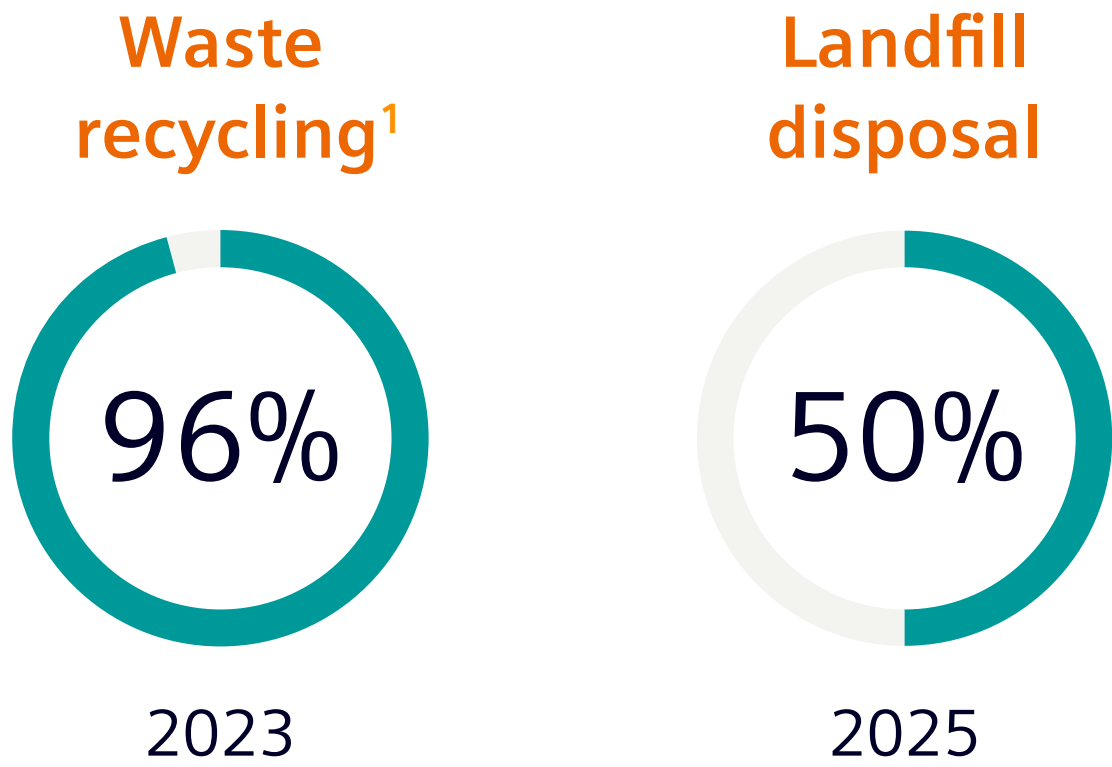


Siemens Healthineers focuses its efforts on three globally-impactful health areas: oncological, cardiovascular, and neurovascular diseases. This strategy aligns with demographic shifts toward increasingly aged and populated societies, characteristics that lead to a greater occurrence of chronic and complex diseases. The company aims to achieve this goal by investing in technological innovations that reduce costs and overcome geographical limitations. One example is the project “Resonance for Everyone”, which mapped the availability of MRI equipment in Brazilian microregions and identified those lacking such services. For these areas, Siemens introduced the FreeStar line, a compact alternative that is less costly to install due to its simple installation needs, without requiring high-power energy sources or helium infrastructure.

Another initiative aimed at enabling diagnostic medicine in vulnerable communities is the Open Care 5G project. This involves a partnership with other companies to facilitate ultrasound and tomography exams in underserved communities, connecting radiologists from the Hospital de Clínicas in São Paulo with local health professionals and patients via 5G technology. This project began in 2022 and has been progressing with new testing phases as 5G technology expands across Brazil.

Siemens Healthineers’ manufacturing plant and one of its distribution centers in Brazil are located in Joinville (SC), where they make CT scanners and some X-ray lines.

In Jundiaí, there’s a second distribution center and a training area. Although Siemens Healthineers does not adopt the company’s DEGREE framework, it shares the same environmental, social and governance principles. Its products are designed with a circular approach, anticipating the possibility of reusing resources, materials, parts, and components. The Joinville site, for example, recycles 96% of the waste it generates and aims to reduce landfill disposal by 50% by 2025. Processes are evaluated and monitored from the very beginning of the product life cycle, considering input suppliers, transporters, service providers, and final waste disposal.



¹ By encouraging the distribution chain to reduce CO₂e emissions, Siemens Healthineers fulfills Scope 3, which addresses indirect greenhouse gas (GHG) emissions

Siemens Healthineers demonstrates its commitment to the circular economy with its Ecoline product line. This program allows medical equipment from clients around the world to be restored based on their condition, usage time, and technological level. If suitable, Siemens Healthineers deinstalls and transfers the equipment to one of its factories where it undergoes a stringent process

involving disinfection, cleaning, inspection, replacement of damaged parts, and quality tests with standards identical to those used for new equipment. This not only prevents the unnecessary disposal of medical devices but also supports a more sustainable healthcare ecosystem. By repairing equipment rather than purchasing new, Ecoline offers hospitals cost savings of about 30%.

Project	Objective	Solution	Advantages
Resonance for Everyone	Microregions without MRI equipment	Magnetom FreeStar	Compact equipment with low installation cost
Open Care 5G	Communities without ultrasound and tomography equipment	5G connects doctors from HC in SP with professionals in underprivileged communities	Provide quality medicine everywhere
Remote Training	Prepare health teams wherever they are	Connection and virtual reality tools	Self-sufficient teams for using equipment
iHealth	Reduce exam duplicity and waiting lists	AI analyzes data (imaging and clinical exams, as well as patient history) to identify patterns	More accurate diagnostics and early identification of diseases or complications

We support our partners' pursuit of efficiency

Our partners can rely on Siemens Healthineers' consulting service for projects aimed at increasing productivity in exam-processing response time, reducing the use of materials, and equipping diagnostic centers with artificial intelligence, among other resources. An example is a partnership with the Confederação das Santas Casas e Hospitais Filantrópicos (CMB) to improve the treatment experience and monitoring of patients with stroke, oncological, or cardiovascular diseases, in addition to avoiding duplicated exams. This includes mapping improvement points in care lines throughout their journey within the institution. At Hospital de Amor, in Barretos (SP), the focus is on breast cancer screening. We work together to build the best experience for patients in the hospital and create models and processes that can be shared with other institutions.

We use innovation to gain efficiency

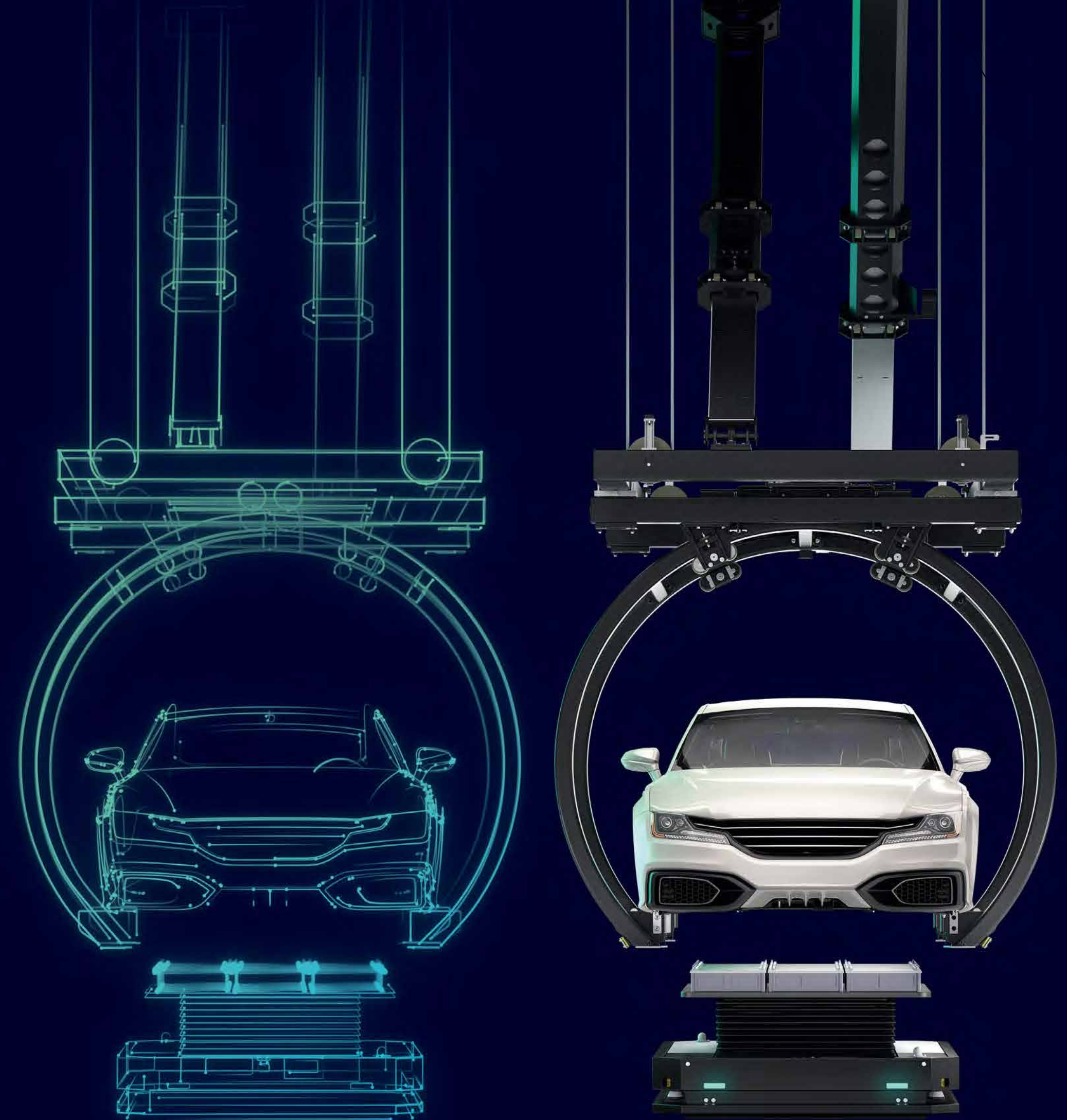
Innovation paves the way for treatments that bring better results for patients. A good example is the refinement of radiotherapy to reduce by up to 50% the number of sessions needed until the desired result. This reduction was achieved with Siemens Healthineers' equipment and is especially important for patients who live far from hospitals, who tend to have the highest treatment-abandonment rates.

Convergence of technologies

The combination of digitalization tools lends efficiency and sustainability to industries, cities, and buildings.

Digital Industries Software is Siemens' software division dedicated to Industry 4.0. It offers a broad portfolio of digitalization tools for all types of businesses and company sizes, from traditional industries to banks and government agencies. It works with low-code platforms that allow customers to quickly and autonomously put new ideas into practice, pursuant to the concept proposed by Siemens Xcelerator (*More [here](#)*).

Siemens Digital Industries Software focuses on increasing productivity and efficiency for its customers and reducing the environmental impact of operations. The management software treats the product as data, which is monitored from the time it's conceived to the point it reaches the end consumer, including mapping energy cycles and exploring the possibilities of a circular economy. Throughout the entire trajectory, Siemens aims to implement the highest efficiency possible.



Siemens Digital Industries Software solutions cater to a wide range of customer demands, from improvements in supply chain management to energy efficiency at plants or time savings in processes. Digitalization consistently delivers rapid returns in terms of efficiency.

Moreover, the company's work is much more than merely developing software. Its mission is to positively impact the communities where it does business. Our software is used by Brazilian companies looking to boost their competitiveness and achieve prominence in the global arena. This initiative is reflected in society through the creation of wealth and adoption of excellent processes.

Metaverse and digital twin applied to the real-world of customers

Siemens' software integrates various technologies, allowing them to work together and open up a new range of possibilities. Such is the case with the digital

twin, which Siemens masters and uses to significantly enhance customer returns. The digital twin serves as a visual representation of a product, production process, or performance, enabling simulations within a computer to increase efficiency and reduce risks.

Similarly, Siemens Digital Industries Software explores the industrial metaverse, a digital world concept that mirrors and simulates real machines, factories, buildings, cities, networks, and transportation systems. At Siemens, the industrial metaverse is seen as the convergence of the best tools to optimize processes and drive sustainable practices. Our vision is that actions in this field will increasingly be cooperative, as demonstrated by the partnership with Sony to develop the NX™ Immersive Designer, launched in 2024. This integrated solution combines Siemens' NX software and Sony's technology, enabling designers and engineers to create and explore design concepts in an immersive, borderless work environment.

Digital Industries' software boosts the competitiveness of companies in the global arena





Services

Dedicated areas focused on ensuring support and efficient business operations. These areas serve both internal and external customers

Financing solutions for businesses

Siemens Financial Services area drives decarbonization projects around the world

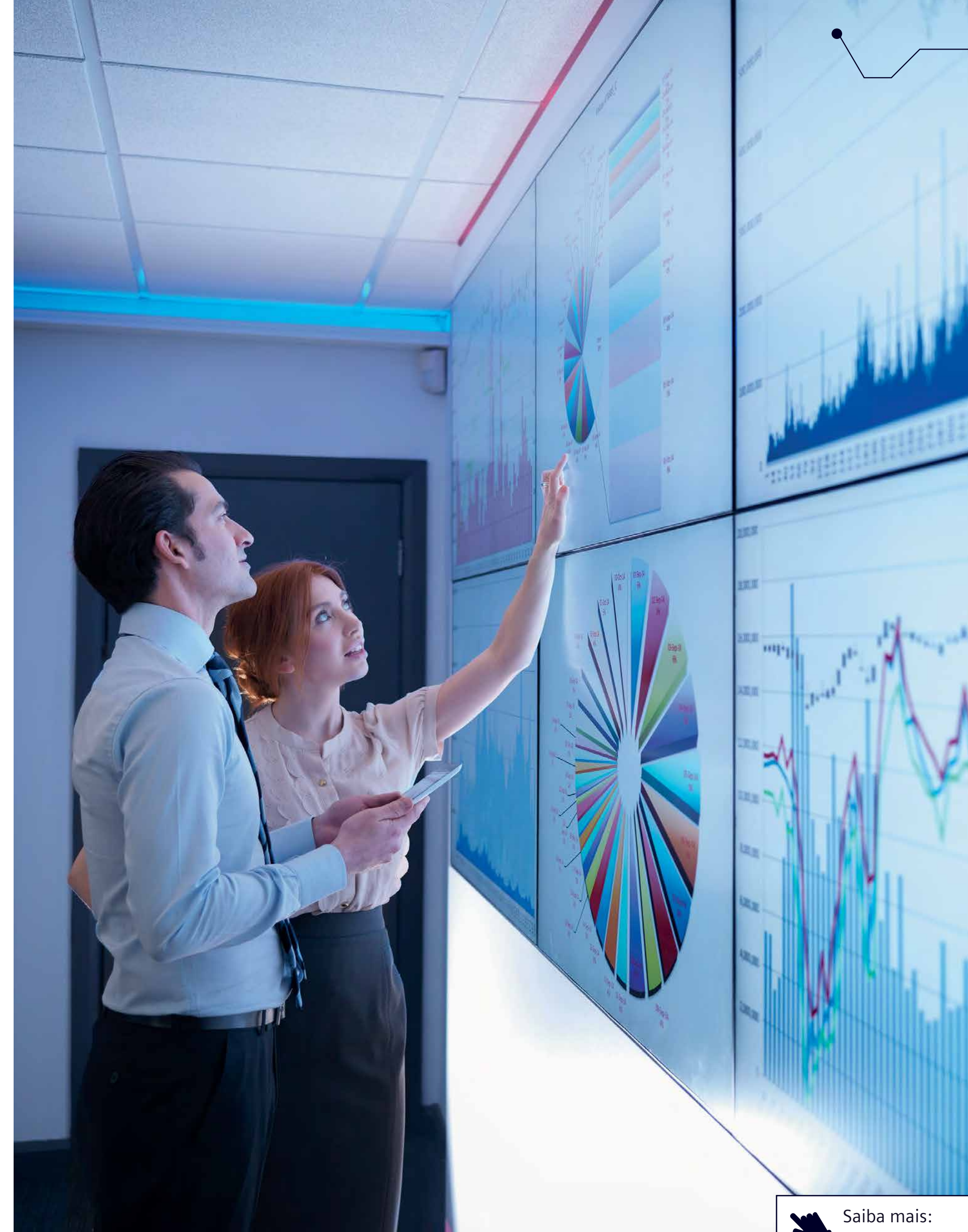
Siemens Financial Services (SFS) stems from a unique combination of financial expertise, risk management skills, and knowledge of the industry and infrastructure sectors. Thus, it offers unique financing solutions for different businesses in more than 20 countries, under the business-to-business (B2B) model, leading to increased competitiveness. Solutions can be tailored to customer needs and include flexible leasing, working capital products, structured project financing, corporate loans, equity investments, financial consulting, trade finance, and accounts receivable.

Aligned with the DEGREE strategy, SFS is one of the main financing providers for projects that contribute to decarbonization.

This is part of the equity investment solutions aimed at initiatives in the energy, health, and infrastructure sectors that benefit society. Globally, the area already supports renewable energy plants that have a total installed capacity of 27,500 MW in wind energy, 14,900 MW in solar energy, and 2,400 MW in other sources, including energy storage (batteries).

Throughout 2023, SFS invested in companies that develop technologies to remove CO₂e from the atmosphere. Moreover, it financed renewable energy projects that are expected to reduce emissions by approximately three million metric tons of CO₂e under Scope 3.¹ of the Greenhouse Gas Protocol (GHG).

¹ Scope 3 category related to investments.



 Saiba mais:
Financial Services

The role of facilities in building sustainability

By 2030, all Siemens facilities will be carbon-neutral

Siemens Real Estate (SRE) drives the transformation of offices and manufacturing sites worldwide, from strategy to development and operation, offering holistic solutions for the entire real estate lifecycle of both Siemens and external customers.

As a pioneer in corporate real estate management, SRE significantly enhances the efficiency and flexibility of its customers. This involves implementing innovative office concepts that support future-oriented hybrid work, as well as using smart and sustainable solutions to strengthen the permanent viability and resilience of industrial sites.

We are committed to owning and occupying only assets that are carbon-neutral in our operations by 2030, as part of our EP100 commitment¹. This goal will be achieved through various measures, including the construction of new CO₂e-neutral buildings,

¹ Global initiative launched by the Climate Group to encourage companies to commit to improving energy efficiency in their operations, with a goal to double their energy productivity by 2030.

modernization of existing buildings, and leasing office spaces that produce the lowest possible emissions.

Once all feasible measures have been exhausted, we plan to purchase high-quality carbon offsets to compensate for any remaining emissions. Currently, 37 of our sites have net zero CO₂e emissions during normal operations.

Our criteria for CO₂-neutral operations of new buildings, as well as the maximum allowable emissions in the supply chain and construction activities, are detailed in a guide we recently published. The SRE Green Lease Guideline governs all new lease agreements from FY2023 onwards, aiming to enhance the ESG performance of all new leases.

For example, per the new guideline, the renovation and expansion process of our facility in Texas has concrete plans to reduce emissions by 90%. In California, a change resulted in 58% less space used and a 68-metric-ton reduction of CO₂e.

Sustainable and smart building

At Siemens' headquarters in São Paulo, SRE is one of the areas responsible for the Anhanguera Green & Digital project, which employs hardware and software solutions to reduce resource consumption, promote energy efficiency, and enhance security and comfort. The site also features 45,000 square meters of preserved Atlantic Rain Forest, home to the Hermann Wever Ecological Trail, which is open to student visits.



More:
Siemens Real Estate

Services center also has the mission of being a driver of innovation

Development of tools to transform processes
and improve productivity

For nearly two decades, Siemens Global Business Services (GBS) has incorporated the company's administrative services with the aim of improving processes and increasing productivity. Its goal is to simplify, streamline, and boost productivity in the company as a shared services center, serving both internal and external demands, in all countries where Siemens operates.

One of GBS' excellence differentials is the digitization of administrative processes - a revolution that Siemens promoted within its own structure, developing technology to make the business increasingly agile and sustainable. Thanks to this solution, processes are analyzed continuously to eliminate unnecessary activities and cut waste.

The best of all? This digital world freed Siemens' talented professionals to dedicate themselves to developing solutions capable of transforming people's everyday life. It is a continuous project that incorporates the new businesses that have emerged in recent years and the expectations of new generations of professionals regarding work.

Here in Brazil, GBS developed digital solutions (software and apps) that generate automatic workflows and make processes even more agile. These tools are available globally for Siemens Group companies and sold in the market.

Opportunity for the labor market

GBS is the gateway for many young professionals who join Siemens, most of them undergoing their first experience in the labor market, fruit of Fundação Siemens' Productive Inclusion program (*more on page 86*).

In addition to contributing to the initiative that plays a relevant social role, as it welcomes and trains teenagers from low-income families in São Paulo and Jundiaí (SP), GBS traditionally hires former apprentices, to whom it offers mentorship to help them in their careers and job opportunities in other Siemens areas or businesses in Brazil and abroad. This is the case of three youngsters who participated in the project, were hired by GBS and currently work in other countries where the company operates.

In another front, GBS plays a fundamental role in achieving the DEGREE goals, by organizing processes to generate data that makes the company's reality transparent to managers. Thus, information produced continuously provides data for environmental policies and always up-to-date equity status of team composition.



Our sustainability ambitions

Siemens uses advanced technologies to reduce emissions, optimize resources, and contribute to the energy transition, as well as help its customers achieve their environmental, social, and governance (ESG) goals

360° vision of sustainability

With technologies designed to empower customers to become more competitive, resilient, and advance their sustainability goals, Siemens aims to be a protagonist of a movement positioning Brazil at the forefront of emerging global issues for humanity.

How can manufacturing plants reduce greenhouse gas emissions and thus meet their climate-change mitigation targets? By employing technologies that connect machines to smart systems, enhancing productivity and reducing the waste of time and materials. How can water wastage from leaks in big city pipelines be reduced? Through smart sensors that alert sanitation companies about the exact location of leaks. How can Brazil influence the global energy transition? By investing further in substituting fossil fuels for renewable energies such as hydrogen, biofuels, solar power, and simultaneously increasing energy efficiency.

Siemens Brazil currently has a portfolio of products and services designed to help customers and the country achieve their ESG (Environmental, Social, and Governance) goals across three areas of impact: decarbonization and energy efficiency, resource efficiency and circularity, and social impact centered around people.

Siemens is a technology company with the purpose of contributing to a more sustainable world. By doing so, we strengthen our role as a true sustainability powerhouse, with the ambition to influence customers and society.

Throughout its digital transformation and sustainability journey, Siemens has been a prominent and active voice in sectorial forums such as the National Confederation of Industry (CNI) and the Brazilian Business Council for Sustainable Development (CEBDS). They have tackled issues ranging from the 5G regulation in Brazil — Siemens was the first company licensed to operate industrial 5G, essential for Industry 4.0 — to the Ecological Transition Plan, coined the “Green Package” by the Ministry of Finance, aiming to stimulate the sustainable economy in Brazil. In 2023, Siemens Brazil also collaborated in the B20 working group (B20 connects the business community with G20 governments), which crafted proposals to stimulate global economic development through digital transformation. At a meeting in India, with representatives from Siemens Brazil, recommendations were made concerning access to 5G, education for digitalization, support for small and medium enterprises, and cybersecurity.

This task force is part of the preparations for the upcoming G20 meeting in November 2024, in Rio de Janeiro — an event that places Brazil at the center of global decisions. Similarly, Siemens sees the Brazil-Germany cooperation as a major driver of business for both countries. Therefore, in 2023, the legal vice-president, Luis Mosquera, responsible for government relations and sustainability areas, spoke at the “Digitalization and Democracy, a Brazil-Europe Dialogue” event, organized by Goethe

University Frankfurt and the Brazilian Bar Association (OAB) about reindustrialization, neoindustrialization, and digitalization. Moreover, a Brazil-Germany meeting is planned for 2024, in which Siemens will directly participate, drawing attention to investment and bilateral business opportunities.

Siemens’ sustainability strategy starts within the company itself, through the DEGREE framework (more on page 49), which condenses our environmental, social, and governance ambitions into six themes and 14 targets. These commitments are lived daily by all Siemens employees, echoing founder Werner von Siemens’ belief that “the purpose of a company is to serve society” — a principle that holds true today.

Siemens takes its social responsibility seriously, providing employees with a workplace where they can embrace sustainability in their daily activities. An example is the Anhanguera Green and Digital project at Siemens Brazil’s headquarters, a successful retrofit case of a 50-year-old building, where the company applied its own automation and digitalization solutions to improve building efficiency. Here, employees experience the digital transformation they advocate to other stakeholders daily. At Siemens, sustainability is embedded in the business, and the DEGREE ambitions are present in all roles, from interns to management. This mindset permeates the company culture, ensuring that our people continuously evolve to keep pace with a rapidly changing world, with Siemens aspiring to be a transformative agent in society.

Fuel of the future

Siemens is committed to developing technological applications of green hydrogen, a renewable and non-polluting energy source. Currently, the company is engaged in two fronts: more efficient technological solutions and discussions about regulations within sectorial forums. At the FIEC Green Hydrogen Summit in October 2023, held by the Federation of Industries of the State of Ceará, Siemens presented integrated hardware and software solutions to support the country’s energy transition. Benefits of digitalization were also showcased, such as for a substation, which reduces system vulnerability and costs, increases operational availability, and enhances the quality of services provided, thus maximizing the operation of green hydrogen. Siemens is involved in much of the green hydrogen production chain.



More:
Siemens presents technologies for
green hydrogen at the FIEC Summit

Our sustainability structure

Learn about the governance structure that guides Siemens in its decision-making, implementation, and monitoring of the ESG strategy

At Siemens, sustainability is anchored in the purpose, business strategy, corporate culture, and all processes and guidelines. The strategic management of sustainability is integrated into the business through a governance structure that extends from Siemens AG's Managing Board based in Germany, to local managers. Global leadership of the topic is the responsibility of the Chief Sustainability Officer (CSO), who is a member of the board. We also have a Supervisory Board that periodically reviews and advises the Managing Board on the strategic management of Sustainability.

In 2023, we significantly strengthened our organizational sustainability companywide by introducing the Sustainability Executive Committee and Sustainability Heads in major businesses and business units, and we increased the responsibility of Siemens' Sustainability Department.



Shared responsibility



Organizational Structure Defines Responsibilities

Managing Board

At the top of the organization, is responsible for addressing risks and opportunities related to the sustainability strategy. It must also approve any changes to the DEGREE framework.

Siemens Sustainability Board (SSB)

Among other responsibilities, it monitors the progress of our DEGREE ambitions and provides information and guidance for the global sustainability report. Its members meet four times a year, or more frequently as needed, and provide updates and recommendations to the Managing Board. Members include the global CEO (chair), CSO, CEOs of Businesses, Strategy Director, General Counsel, and Global Sustainability Officer.

Sustainability Executive Committee (EC SUS)

Serves as the guiding body for the sustainability of Siemens’ businesses, addressing decarbonization and energy efficiency; resource efficiency and circularity; and people-centricity and social impact. Participants include the global CEO (committee chair), CSO, CEOs of major businesses, strategy director, general counsel, and Global Sustainability Officer.

Chief Sustainability Officer (CSO)

Is a member of the Managing Board and adopts a holistic view: coordinates governance, strategy, and the company’s connection to sustainability.

Sustainability department

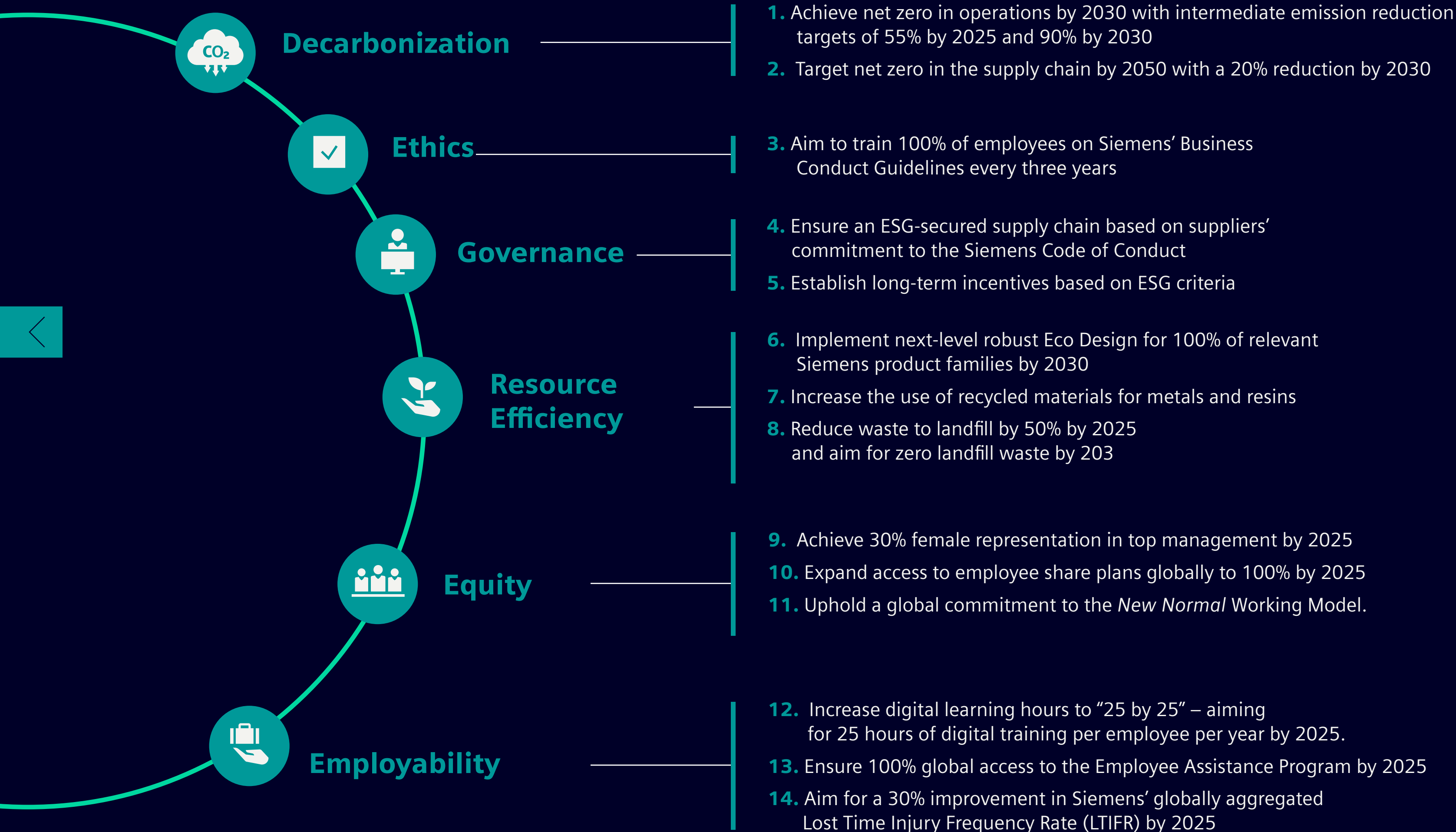
Is responsible for DEGREE’s development and shares its coordination with the SSB, monitoring progress towards established goals, with participation from the business, service and governance areas. Coordinates sustainability reports and conducts carbon-offset and Sustainability Risk Due Diligence processes. Its responsibilities also include supporting global sustainability initiatives and providing training and tools. All actions are developed in alignment with the Board of Directors, the Executive Committee, and country and regional representatives. The CSO reports to Siemens AG’s CEO.

CEOs

Are responsible for defining, implementing, and monitoring the local sustainability strategy, following DEGREE guidelines. Every three months, the country CEO reports on the local performance of goals to the CSO. They are also responsible for appointing the local sustainability leader, who manages local governance.

DEGREE

Siemens strategic global goals outlined in the DEGREE framework aim to benefit all stakeholders by focusing on various key areas:



Siemens is aligned with the United Nations' 17 SDG

1 NO PEVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS		

ESG is strategic for our continuity

Our initiatives are guided by transparency, equity, accountability, and corporate responsibility.



Companies with good corporate governance are governed by principles, rules, structures, and processes that are continuously monitored. Siemens' governance has a robust framework with clear rules, processes, and well-defined activities and functions. The company establishes and executes governance strategies efficiently, aiming to achieve its business objectives sustainably. Within our DEGREE ambitions, governance stands out in two goals that will ensure the long-term sustainability of our company.



They are relationship with the supply chain and our leadership's commitment to strategies focused on the environment, social issues, and governance.

Regarding the supply chain, we work to ensure that all our suppliers follow ESG criteria and commit to Siemens' Code of Conduct. This means that our procurement processes are conducted with integrity, in accordance with global company principles: zero tolerance for corruption, ensuring and

respecting human rights, and alignment with the Code of Conduct. All activities developed internally and externally must be comply with Siemens' Compliance System.

Moreover, to prevent reputational and even financial problems, we use the ESG Radar platform, adopted globally by the Siemens Group. It is an intelligent system that cross-references information to identify, assess, mitigate, and monitor ESG risks, such as potential human rights violations.

In Brazil, the company maintains a transparency commitment to society that goes beyond its legal obligations

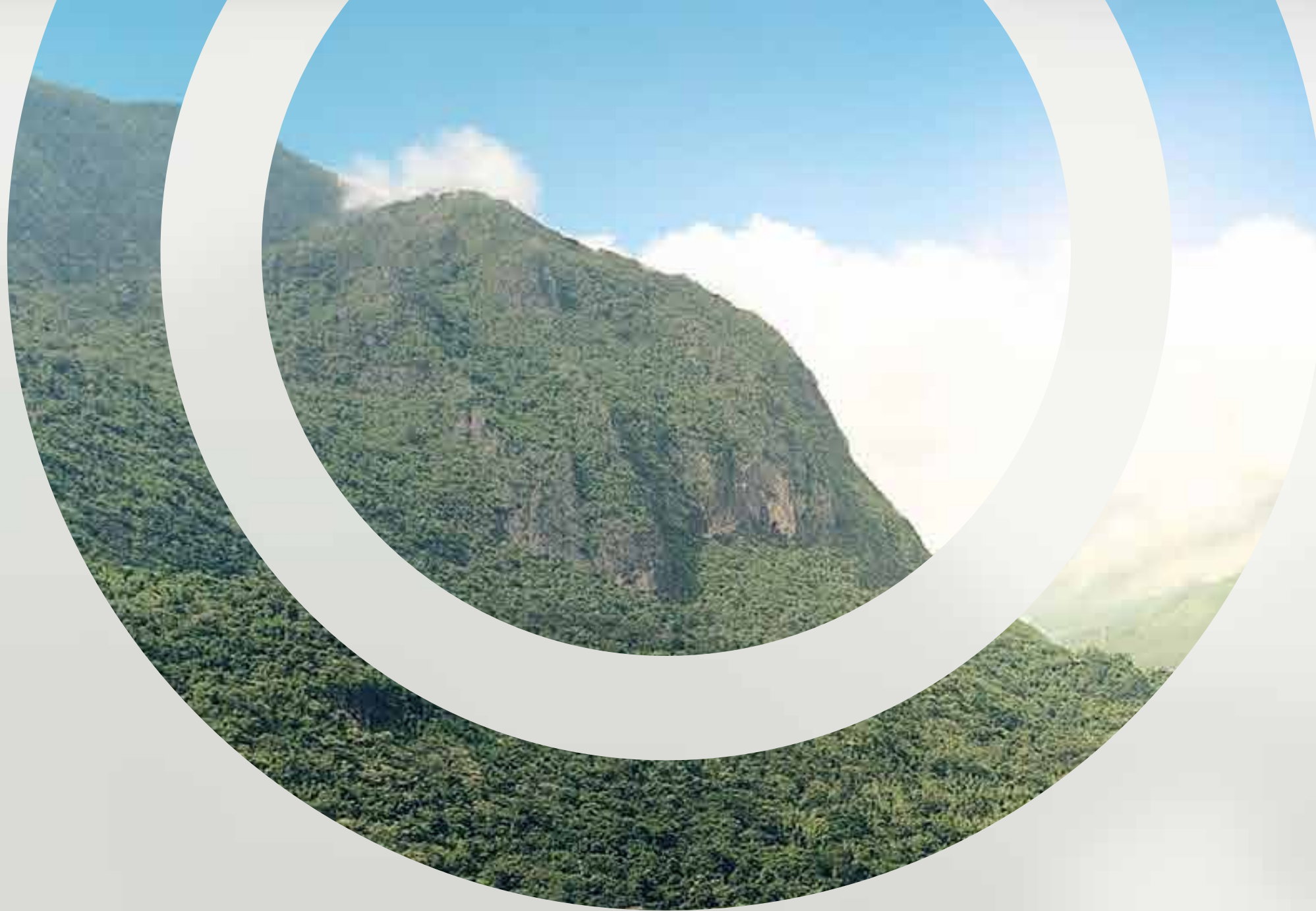
The assessment allows our managers to make decisions with the assurance that they will not be compromising Siemens' commitments to the ESG agenda and DEGREE ambitions. In addition to suppliers, the ESG Radar is also used to assess risks in relation to customers.

Transparency

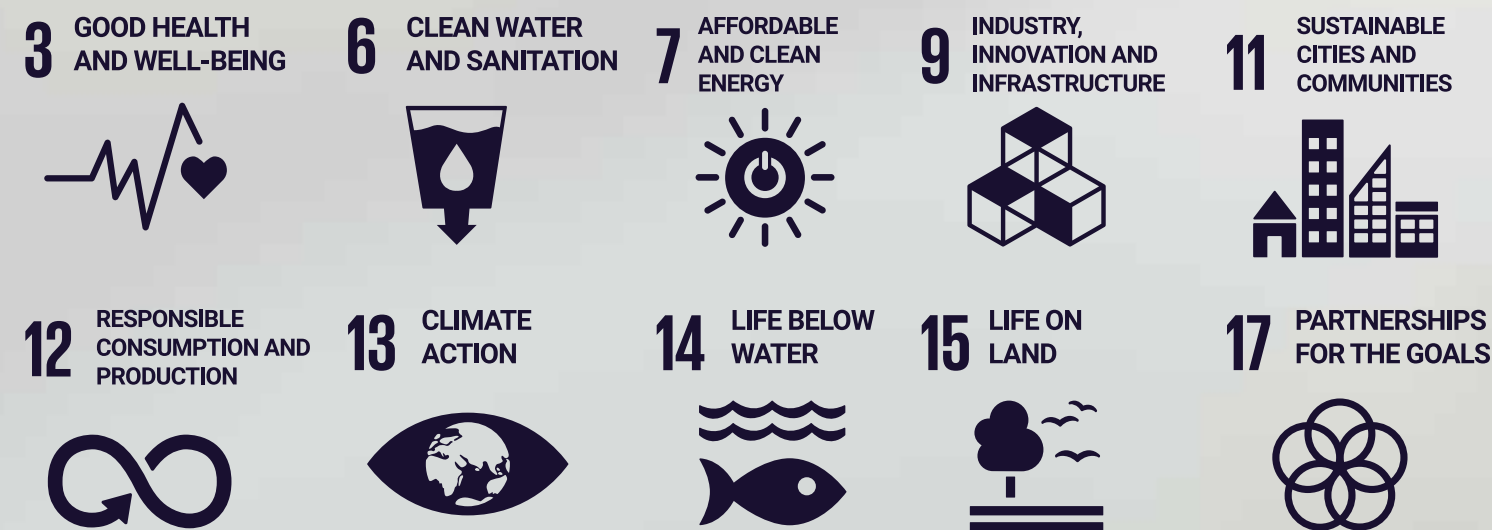
Our leaders' commitment to sustainability is reflected in the long-term compensation of the members of Siemens AG's Managing Board and also of senior leaders, including those in Brazil. The compensation system, in force since 2020, incorporates long-term incentives based on ESG criteria defined within the scope of the governance actions of the DEGREE framework. The goals include decarbonization, training hours, and customer satisfaction. Under this model, 20% of the long-term compensation of advisors and senior executives is linked to ESG goals. Similarly, long-term variable compensation in the form of stock awards depends on two indicators: total return to shareholder

and an internal ESG/Sustainability index. At Siemens, this award can range from a minimum of 30% to a maximum of 42% of the total compensation target.

Our processes, assignments, and activities are very well defined, which lends assurance to the leadership here in Brazil and in Germany, and also to the shareholders, that management mechanisms for detecting and correcting deviations are operating. One of the company's global rules is that no employee goes alone to a meeting with a public official. In Brazil, the Government Relations area follows the principle in all interactions with government representatives, at all levels. Risk control systems, financial controls, integrity control, and compliance operate regularly as part of our governance structure and provide internal transparency to information. In Brazil, the company maintains a commitment to transparency with society that goes beyond its legal obligations. The publication of this report, for example, is done voluntarily, since here we are not a publicly-traded company.



ESG Environment



Decarbonization

Main global ambitions

- Achieve net zero in operations by 2030, with a 55% reduction in emissions by 2025 and 90% by 2030, in line with the Science Based Targets initiative (SBTi)
- Achieve net zero in the supply chain by 2050, with a 20% reduction by 2030

Brazil's contributions in 2023

- 49% reduction in CO₂e emissions

Resource efficiency

• Main global ambitions

- Robust, next-generation ecodesign for 100% of Siemens' most relevant product families by 2030
- Decoupling the use of natural resources by increasing the purchase of recycled materials for metals and resins
- Circularity through a 50% reduction of waste sent to landfills by 2025 and aiming for zero waste by 2030

Brazil's contributions in 2023

- The country reached the zero-landfill target in 2022 and continues upholding it



**Exclusive podcast of the 2023
Institutional and ESG Report**

Click here and listen to what some of our
experts have to say about Siemens' commitment
to environmental issues in 2023

Continuity of the business requires **respecting the environment**

Our environmental commitments center
around five fields of action developed with
responsibility and environmental awareness

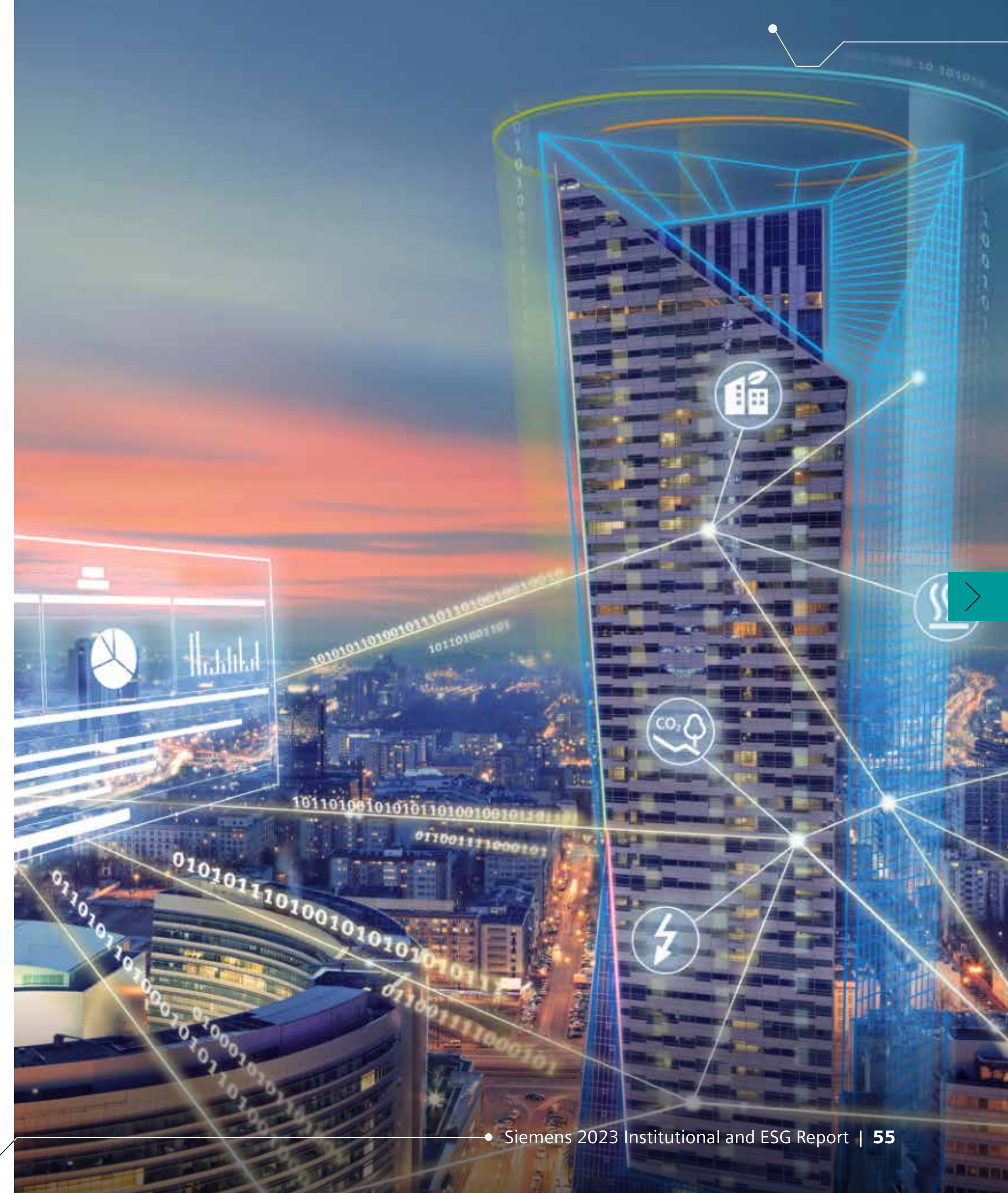
Siemens' global environmental commitments are represented in the DEGREE Sustainability framework by the letters D (for Decarbonization) and R (for Resource Efficiency), with measurable and public goals. In decarbonization, our goal is to achieve carbon neutrality by the end of this decade and help our customers reduce their emissions by 20% in the same period. Ambitions in the resource efficiency commitment focus on three fields of action: ecodesign for the most relevant product lines, decoupling the use of natural resources through the purchase of recycled materials such as metals and resins, and promoting circularity through a 50% waste reduction by 2025 and zero waste by 2030. Siemens Brazil is committed to these global goals, and in the case of zero-landfill, this target was achieved in 2022.

Technology that preserves the future

Siemens' commitments to the environment include net zero by 2030, ecodesign in products, and efficient use of natural resources.

In the E for Environment from the ESG acronym, Siemens focuses on decarbonization, the energy transition of company sites, pursuing a clean supply chain, and electrifying transportation. Our global environmental priorities are represented in DEGREE, with commitments made for decarbonization and resource efficiency. Under this pillar, five of the 14 fields of action defined in DEGREE are implemented by our company worldwide.

These initiatives reinforce that sustainability is embedded in Siemens' DNA and has been part of its culture since the company was founded in Germany 177 years ago. We impact various economic sectors daily with innovative solutions to address environmental protection challenges with the goal of making the world a better place for future generations. An example is our technologies used to accelerate the digitalization of production processes (more on page 20), promote energy efficiency, and encourage circularity with the purpose of helping contain global warming.





Net zero by 2030

Siemens Brazil is aligned with global goals to achieve net zero by the end of this decade. We feel confident, as we have an additional advantage: we are located in a country where our energy grid is almost 100% clean and more than half of it is made up of renewable sources. In addition to having clean energy, we have biodiversity and preserved forest areas, and we see the fleet of electric vehicles growing. One of our actions in 2023 was the launch of technologies for infrastructure that support the expansion of vehicle electrification not only in large cities but also countrywide.

Circularity

Resource efficiency, one of the dimensions in DEGREE, consists of three fields of action that are crucial for improving the Earth’s climate: ecodesign (a concept where projects must use renewable resources and generate minimal environmental impact) in 100% of relevant product families; decoupling the use of natural resources through an increase in the purchase

of recycled materials for metals and resins; and circularity through the reduction of 50% of waste to landfills by 2025 and aiming for zero landfill by 2030. Brazil reached the landfill-zero target in 2022.

For several years, Siemens has been adopting circularity in its production processes and part of this journey is the decoupling of natural resources through an increase in the purchase of secondary materials for metals and resins (ambition #7 of DEGREE). In FY2023, the company purchased 35% of metals – mainly iron, copper, and aluminum – and less than 1% of resin, from renewable sources, which are used to manufacture products. Additionally, we continue to work with recycling chains for plastics used in technical applications and the further development of specifications and standards for products and materials.

Circularity is also inherent in our IT projects, with initiatives mainly aimed at reducing the use of printers and computers through loan agreements. We also highlight our building technologies with networked

In the race toward decarbonization, Siemens Brazil anticipates a 90% reduction in its carbon footprint by 2025

systems, which allow for the automated management of energy, controlling air conditioning temperature and water flow. These measures contribute to decarbonization. A quick stroll through Siemens’ headquarters, at the Anhanguera (SP) location, allows visitors to understand how smart technologies can improve quality of life, urban mobility, and help preserve the environment.



More:

Renewable energies,
Circular economy,
Ecodesign



Brazil on the path to net zero

Siemens Brazil advances in its decarbonization goals, with significant actions to reduce both direct and indirect CO₂e emissionse*

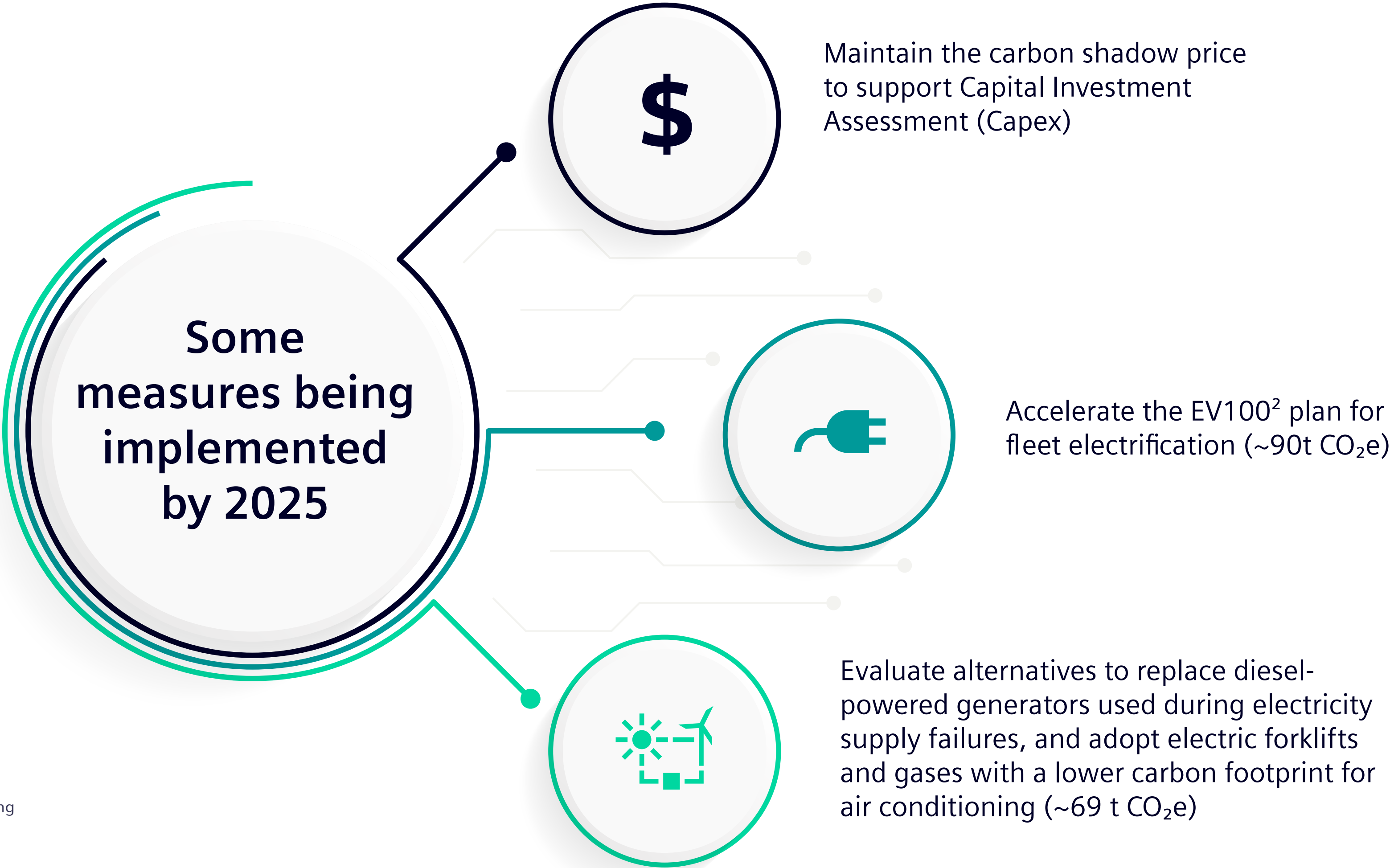
* This measure expresses the total amount of greenhouse gas emissions from an activity or source, using the global warming potential of carbon dioxide (CO₂) as a reference

All Siemens manufacturing plants and buildings worldwide must reduce CO₂e emissions 90% by 2030 within Scope 1 and 2¹ of the Greenhouse Gas Protocol (GHG), which defines the stages of economic activity where emissions occur. By offsetting the remaining 10%, the company will become net zero by the end of this decade. To achieve this, it will invest globally 650 million euros in its own decarbonization and, to accelerate the reduction of its CO₂e emissions, Siemens has set an intermediate 55% reduction goal by fiscal year 2025. The investment will be made using its own technologies, the same ones that enable customers and partners to more rapidly expand their sustainability impact.

Emissions by the Brazilian operation currently represent about 0.03% of the company's global emissions. This is because the Brazilian unit predominantly consumes electricity from renewable sources, such as hydro power plants, wind and solar farms, and biomass plants. The new goal for Siemens Brazil establishes a 90% reduction in carbon footprint by 2025, five years ahead of the global target. It is expected to be achieved through ongoing adjustments in operations.

¹ Scope 1 deals with a company's direct emissions, such as those from production processes; Scope 2 involves emissions from the company's use of energy

Carbon Dioxide Equivalent or CO₂e is a measure that expresses the total amount of greenhouse gas emissions from an activity or source in terms of the global warming potential of carbon dioxide (CO₂e). It is used in climate-change mitigation initiatives and to monitor progress towards emission reduction goals



² EV100 is a global initiative led by The Climate Group aimed at bringing together companies committed to accelerating the transition from conventional vehicle fleets to electric vehicles (EVs)

A future without emissions

Global decarbonization efforts include infrastructure for electric cars



Sicharge D: Developed for public spaces, it allows for rapid recharging

In terms of indirect emissions (Scope 3)³, Siemens' global commitment is to achieve net zero in the supply chain by 2050, with a 20% reduction by the end of this decade. In Brazil, the Supply Chain department structured a program in 2023 targeted at its 60 largest suppliers, and during the event to announce the program, Pablo Fava, Siemens Brazil's CEO, showed participants the solutions created by the company and business partners to help suppliers (many of whom are also customers) improve their internal processes and reduce CO₂e emissions. One of the solutions is the electrification of vehicle fleets.

To contribute to the planet's decarbonization efforts, Siemens has focused on building smart infrastructures to support the expansion of electric vehicles in the coming years. In 2023, the company launched two electric charger models in Brazil. The Sicharge D model, developed for public spaces (such as highways), allows recharging from 20% to 80% of the battery in about 20 minutes (time equivalent to refueling a regular vehicle).

³ Scope 3 is related to emissions over which the reporting entity does not have direct control, such as those emitted by suppliers

The second Siemens release is the 7kW and 22kW VersiCharge charger for homes, businesses, and parking lots. This model has been operating at Siemens units in São Paulo and Jundiaí since 2022 to charge the company's electric vehicle fleet.

One of Siemens' bets for expanding this infrastructure is the new business model in partnership with Brasol, a Siemens group company, which offers other companies a customized service for electric vehicle charging and generation of clean solar energy. The business model adopted is Charging as a Service (CaaS), where the purchase and management of Siemens equipment are under the responsibility of Brasol during the service period contracted by the client.



More:
New models of electric vehicle chargers

Calculating carbon footprint

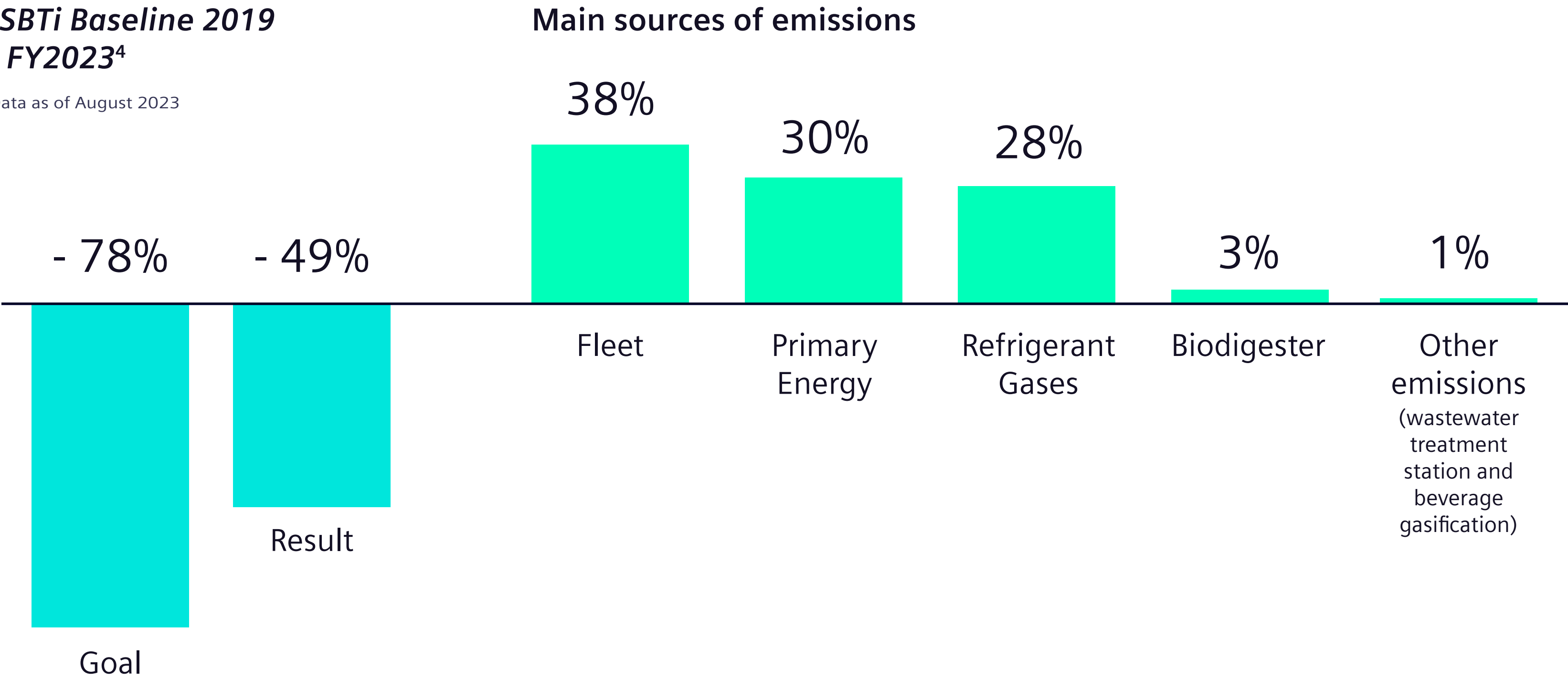
To avoid increasing the carbon footprint in new processes, acquisitions and investments, in mid-2023, Siemens’ environmental management and financial areas launched a new methodology for the internal carbon pricing already used in the company: Shadow Price. This is a hypothetical value used to guide decision-making in asset acquisition. The new standard adopts carbon offset measures from the beginning of an investment in a project, estimating a USD 240 value for each ton of CO₂e emissions in the future (USD 240/t CO₂e).

The Science Based Targets initiative (SBTi) is a collaboration between the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute, and the World Wildlife Fund. Over 4,000 companies have joined the initiative to set scientifically-based climate goals. Siemens joined SBTi in 2019.

Promising Future

BSBTi Baseline 2019
– *FY2023*⁴

⁴Data as of August 2023

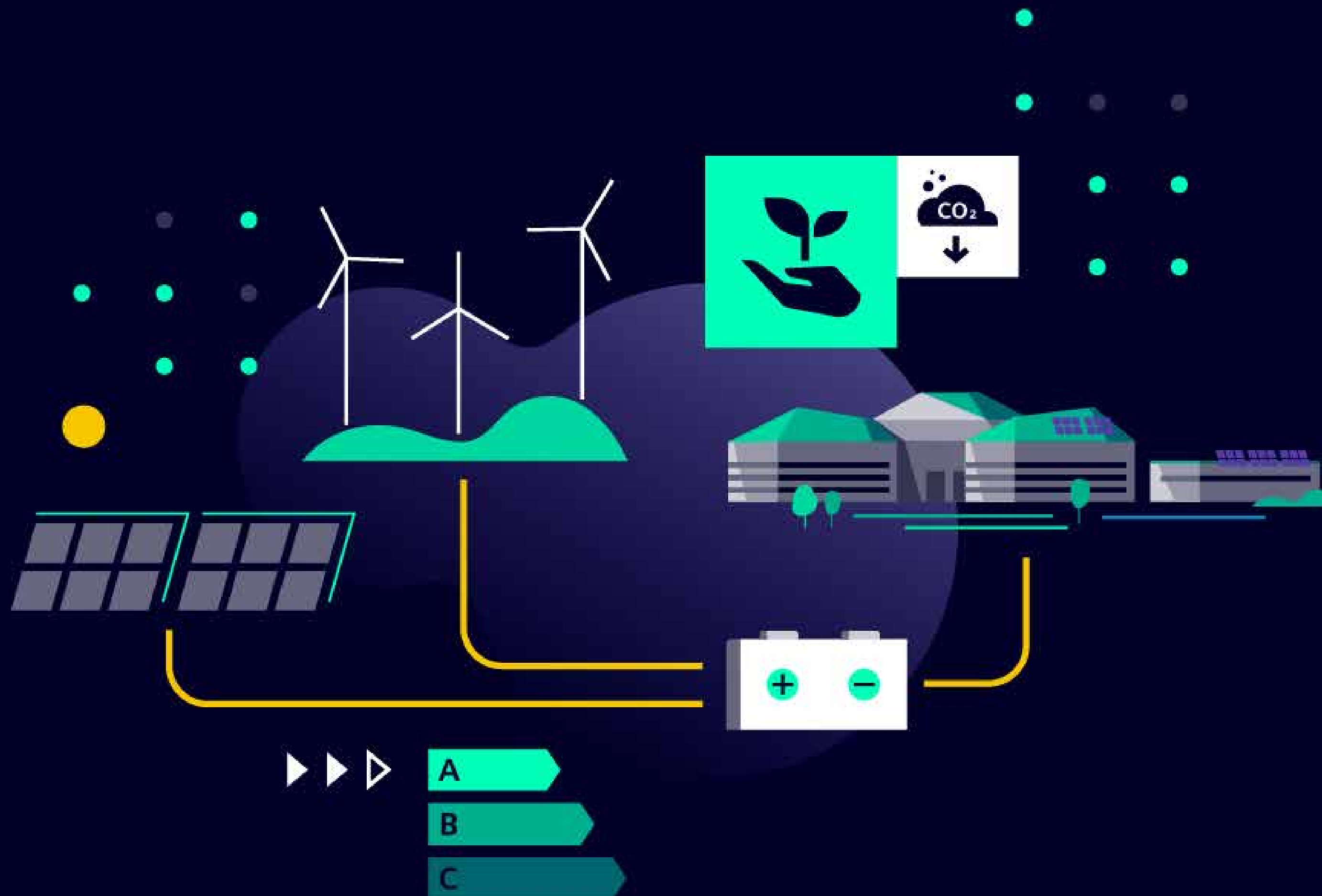


100% renewable energy

Lighting and air-conditioning automation has led to a 25% reduction in electricity consumption at Siemens Brazil

In recent years, the company has been working to enhance the energy efficiency of its sites by modernizing and automating lighting and air-conditioning units, implementing presence sensors, and switching to LED light models. For some time now, all energy consumed at the company has been 100% renewable.

At Siemens' headquarters in São Paulo (Anhanguera) (*more on page 66*) and at Siemens Jundiaí (Jundtech), all electricity consumed comes from renewable sources: 90% is purchased from suppliers duly certified by regulatory bodies, and 10% comes from self-generation, using solar panels installed on the Anhanguera main building. In 2023, improvements were made to the energy management system, achieving recertification of ISO 50001 (which sets requirements for efficient energy management).



In the main building of the São Paulo headquarters, panels were installed through which people can monitor energy consumption in real-time. This lends visibility to the automated management of systems: air-conditioning units and lights that turn off when rooms are empty and automatically turn back on when people are present. If the outside temperature is very high, the system turns on the air conditioning in the restaurants an hour before lunch or scheduled events, ensuring that people find a comfortable environment that promotes well-being while they are there.

Automated management

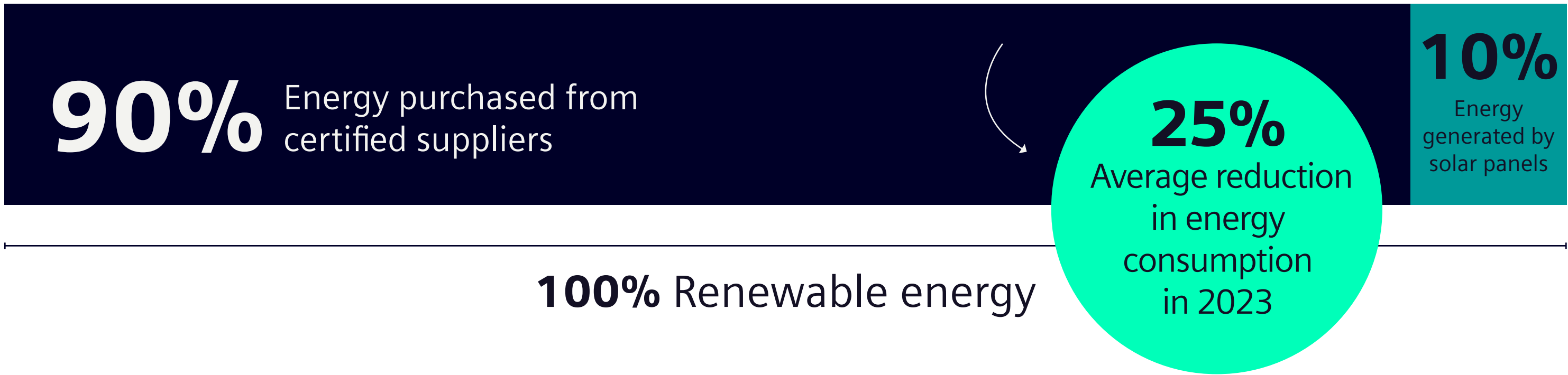
The automated energy-consumption management project, concluded in 2023, allowed for energy efficiency gains at Siemens’ São Paulo and Jundiaí locations, achieving an average reduction of about 25% in consumption, even with increased production at manufacturing plants in Brazil.

Other initiatives that also helped improve energy efficiency in 2023 included reducing the number of printers by 30% (*more about IT actions on page 64*) and installing electric vehicle chargers, encouraging executives to use electric cars.



Automated energy consumption panel

Siemens Brazil



Good practices in circular economy

Sustainable actions include creating new products with recyclable materials, processing organic waste to turn it into compost, and making conscious use of water

For the past two years, the Anhanguera site in São Paulo and the Jundtech site in Jundiaí (SP), have been operating with zero-landfill on a continuous basis, recycling all material and waste produced, eliminating the need for landfill disposal.

Through the reuse of materials such as aluminum and glass partitions, mineral ceiling tiles, and furniture, 18 tons of rubble kept from going to landfills during the office renovation project. If we add all types of organic waste, the annual total reaches roughly 580 tons. All material that's discarded is sent for either recycling or reuse, or for some source of energy. In turn, organic waste is transformed into compost, which is used in the biodiversity of the Anhanguera location. Bathroom solid waste undergoes co-processing or pyrolysis (thermal decomposition).

Another example of circularity occurs at Mobility. The recycling of wooden reels used in railway infrastructure works is improving reverse logistics and circularity in the supply chain (*more on page 98*).



Siemens Headquarters in São Paulo: all furniture was repurposed in the renovation



Trails for the circular economy

ASiemens Brazil developed a transition plan to identify circular economy projects to be a new business model, and internally promoted the culture around the topic. To achieve this, two circular economy initiatives were conducted: the first in partnership with the Federation of Industries of the State of Rio de Janeiro (Firjan) and the second by Siemens’ EHS Environment team. Both adopted the Circular Design CIRCO methodology (creating businesses through circular design). In total, approximately 30 hours of meetings were held with the participation of representatives from business areas and core areas where five circular projects in the organization were identified. In just two months, the pilot test of one of the projects demonstrated a consumption reduction of 1,064 kilos of plastic, preventing approximately 490 kilos of CO₂e from being emitted.

In terms of promoting an organizational culture geared towards the efficient use of resources, Circular Economy was the main environmental theme at the Internal Week of Accident Prevention, Environment, and Health (SIPATMAS). Using a storytelling approach, 12 internal communications were made to explain the topic in more detail, coupled with the publication of a comprehensive whitepaper to discuss the concept of ecodesign at Siemens.

Reuse, a priority

Landfills occupy space, generate greenhouse gas emissions, impact local biodiversity, and cause health problems for both people and the ecosystem. Therefore, when the company launched the challenge to reuse all waste a few years ago, the Siemens Brazil teams, led by Siemens Real Estate (SRE), sought qualified suppliers in the market with the green seal certification for adopting ESG practices. In Siemens’ sustainability projects, everything is studied: from the reuse of materials to the planning of an workplace with adequate lighting that is welcoming and provides employee comfort while aiming for energy efficiency.

In designing a renovation project or the construction of new spaces, materials that can be reused in the future or that can be properly disposed of are already defined at the start. The office renovation project in Curitiba (PR) and the construction project of the Digital Experience Center’s (DEX) new space at Siemens’ headquarters in São Paulo, were implemented in 2023 and entirely conceived under the circular economy concept, which prioritizes more durable, recyclable, and renewable inputs (*more on page 21*).

Zero-landfill

580 tons of waste reused annually

Captação de água

100% of the rainwater captured used in toilets and for watering gardens.



More:
5 fundamentals for circular -economy success in a company
Whitepaper on Ecodesign





Global vision in the local operation

Information Technology plays a key role in achieving decarbonization, circularity, and energy-efficiency goals.

In FY2023, Siemens relocated part of its distribution center from Jundiaí (SP) to Itajaí (SC). The project, called BIZ, called for efforts from the Information Technology teams to integrate with the external logistics operator's system, as inventory management was outsourced in the move.

Another highlight was the structuring of a program – called Generation Brazil – to explore generative artificial intelligence in a safe and personalized manner. The initiative led to the development of numerous actions, such as people training, workshops with all business units, identification and execution of projects to develop GenAI solutions to transform the company's day-to-day operations.

As it works connected to global peers, the Brazil IT team has access to solutions already successfully implemented in other countries, which are often adapted to local requirements and needs. This was the case with the implementation of a tool for the logistics area that had already been successfully used in India and, after analysis and adaptation, was adopted locally. This solution will be adapted in 2024 to meet the needs of other countries, such as South Africa and Australia, helping reduce digitalization investment costs, expediting the adoption of solutions, and the sharing of infrastructure, leading to energy savings and a smaller carbon footprint.

Siemens Brazil contributing to the progress of DEGREE’s decarbonization, resource efficiency, and circularity goals:



Less printing

A 30% reduction in the number of printers has significantly decreased the volume of printing. Consequently, there has been a reduction in paper usage, energy consumption, and spending..



Optimization of digital files

In a global company like Siemens, hundreds of virtual meetings occur daily. An IT study showed that 95% of recordings were no longer accessed after two weeks but continued to occupy space on servers. The area now periodically cleans up digital files, reducing costs and the energy needed to maintain files in the cloud.



Augmented reality

An augmented reality project is underway at the Siemens site in Jundiaí. The solution allows for remote inspection tests, eliminating the need for client engineers and technicians to travel to our facilities. During the remote inspection, a technician uses augmented reality glasses to transmit images and audio of the equipment being tested. These files are sent to the customer’s technical team via a simple connection. This results in fewer trips and, consequently, less CO₂e emissions.

DigiUs

A recent phenomenon in the IT market has gained increasing space within Siemens Brazil: Citizen Developers. At Siemens, this phenomenon comes to life in the form of the DigiUs program. These are professionals working in different business areas, not primarily in technology, but autonomously developing digital projects, following IT department guidance to ensure good security and privacy practices for information and applications, as well as compliance with Siemens’ technology strategy. This initiative brings innovation while empowering people and encouraging them to be curious and to experiment – traits highly valued at Siemens. In 2023, in the program’s second year, the company had already developed over 40 projects.

In 2023, the Citizen Developers program had already developed 40 projects

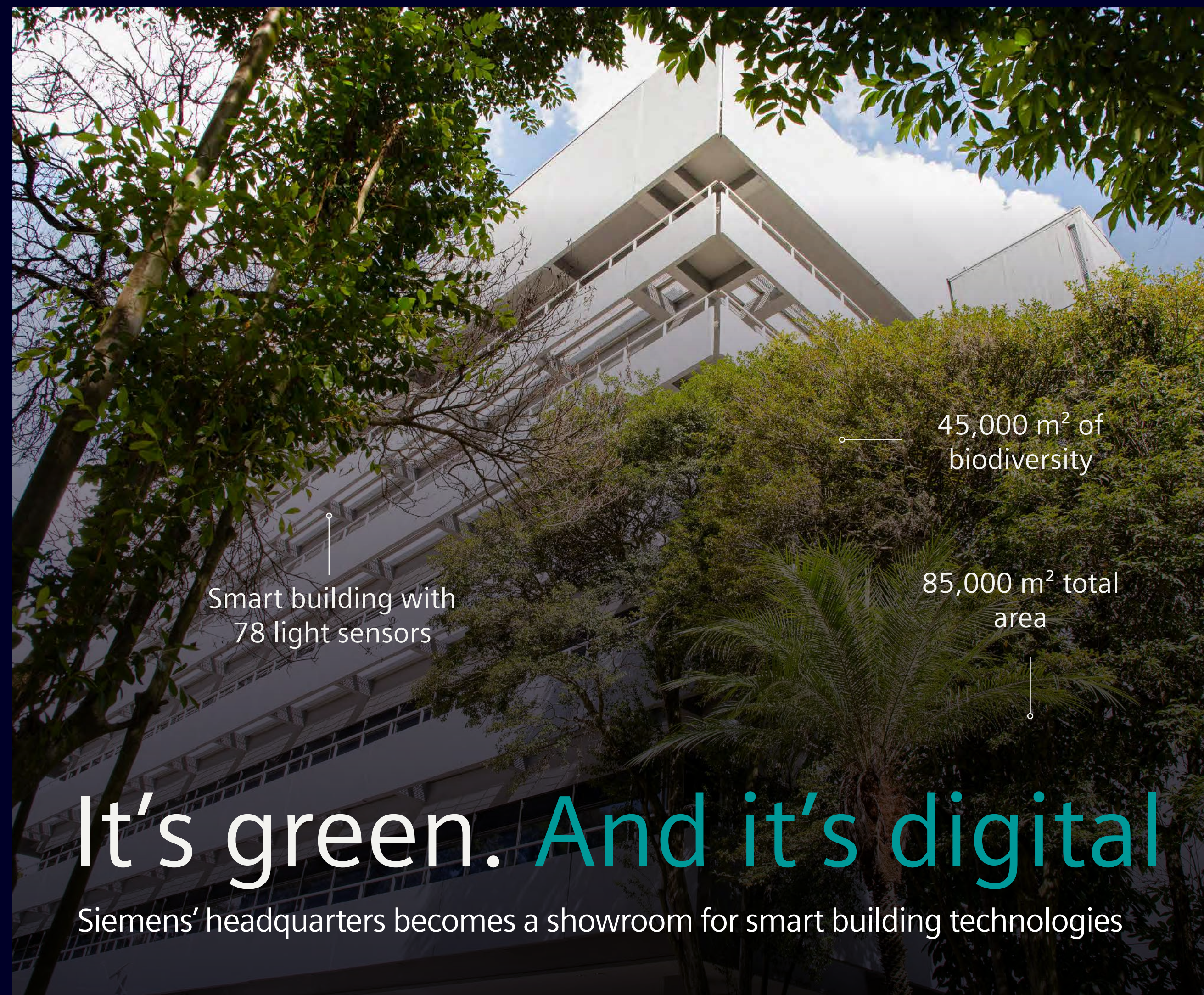
Synergy among professionals

A n important initiative is the adoption of Hardware as a Service (HaaS) to keep computer assets updated. Under this model, equipment is rented from a supplier – and it is up to them to maintain and replace equipment. According to the contract, the supplier commits to retrofit¹ the equipment to resale or ecologically dispose of the used equipment. With reuse and recycling, IT promotes the circular economy.



More:
Virtual glasses for remote product inspection

¹ Retrofit is the process of modernizing or updating equipment considered outdated to extend its life span



Surrounded by a 45,000-square-meter biodiversity reserve, the building, which has been Siemens Brazil's headquarters for over 50 years, underwent a major revitalization project in 2023: it received smart infrastructure, with energy efficiency, security, and protection. Named Anhanguera Green & Digital, the project stands out for two important technological and socioenvironmental aspects.

The location houses all the solutions for sustainable building operations that the company markets in Brazil. It is also the only company headquarters in the world located in an urban green area, featuring guided tours for young students. The environmental education project, in addition to showcasing the biodiversity of the Atlantic Rain Forest reserve, where marsupials, birds, squirrels, and 25 species of trees can be seen, teaches good environmental practices such as reuse and recycling of waste, preservation of greenery, and water reserves.

Digital tools

The main building is connected to a global network of Siemens buildings, where it is possible to exchange experiences and do benchmarking. At the entrance of the building, panels show how systems control air-conditioning temperature, water flow, and energy consumption, among others, all monitored by digital tools. An open, interoperable, cloud-based smart building platform manages every detail. This allows, for example, employees from any country to identify irregularities and immediately contact the local team for more assertive decisions.

The Anhanguera Green & Digital project allows customers to experience firsthand the digital solutions offered to the market, showcasing applications enabled by hardware and software. It is also an opportunity to understand the gains from automated management, such as increased energy efficiency and water consumption optimization, among many other sustainable benefits.

Sustainable design

Ecodesign targets greater environmental protection across the entire lifespan of Siemens equipment

Ecodesign is implemented at Siemens as part of its commitment to the circular economy. The company aims to develop 100% of its relevant product families following the concept that designs should use renewable resources, generate minimal environmental impact by applying circularity and dematerialization methods and rules along the entire value chain. Moreover, it should provide comfort and safety to users, meet its own sustainability goals, and also the goals of customers and suppliers. In FY2023, global progress in ambition 6¹ of DEGREE was 51%, compared to 35% in the previous year.

Robust Ecodesign – RED

Conventional design focuses on factors such as usability, price, and quality. In contrast, ecodesign focuses on environmental criteria, evaluating the entire product lifecycle from raw material extraction to end consumer. This holistic view of a product's lifecycle was introduced at Siemens in 2020 when a process called [Robust Eco Design \(RED\)](#) was

developed. With RED, Siemens systematically seeks ways to deliver products desired by customers but with energy and resource savings. For this purpose, it relies on the Eco Efficiency @ Siemens program, which operates on three fronts:

- **Responsible product development:** relevant product families are assessed and subjected to ecodesign criteria;
- **Clean supply chain** preference for recycled materials and use of fewer potentially-hazardous substances;
- **Efficiency in own operations:** efficient management of manufacturing sites and offices with best waste-management practices, plus effective use of clean energy.

 More:
Ecodesign

¹ Robust next-generation ecodesign for 100% of Siemens' most relevant product families by 2030





ESG Social



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



17 PARTNERSHIPS FOR THE GOALS

Equity

Global ambitions

- 30% of women in senior leadership roles by 2025
- Employee access to stock ownership: maintain the current percentage and expand globally to 100% by 2025
- Global commitment to hybrid work

Contributions from Brazil in 2023

- 50% of women in senior leadership positions
- Stock Ownership Program already allows 98% of the employee population to join and has a high engagement rate
- Remote work once a week has been an option since 2012. In 2022, the 3x2 hybrid model (three days in the office and two at home) was implemented, with excellent utilization of the format

Employability

Global ambitions

- 25 hours of digital learning per person by 2025
- Access to the Employee Assistance Program: expand globally to 100% by 2025
- 30% improvement in the rate of lost time due to accidents by 2025

Contributions from Brazil in 2023

- Each employee completed 25.6 hours of digital training, surpassing the global average
- The Employee Assistance Program has been in place in the country for over 10 years and is used for various individual needs
- Zero reportable accidents

People at the center of our strategy

Equity and Employability are two of the most powerful ambitions in our DEGREE strategy. Under the Social pillar of ESG, they are the compasses of our advances and challenges of having an increasingly diverse, inclusive, and equitable company. This framework offers all employees opportunities for growth and development, so they are prepared to work in a company — and in a world — that is constantly changing.



Exclusive podcast of the 2023 Institutional and ESG Report

Click here and listen to what some of our experts have to say about Siemens' social responsibility actions in 2023

Even more diverse and Inclusive

Colorism learning and progress for intergenerational collaboration



For Siemens Brazil, diversity, equity, and inclusion are themes that permeate the entire organization. From selection processes to operational roles, and reaching the supply chain, we are all invited to use our management tools and leadership capacity to build an increasingly diverse and inclusive society.

In practice, this means that diversity is intrinsic to Siemens' recruitment process. All positions are advertised with a notice that opportunities are open to people of diverse origins, genders, ages, races, sexual orientations, and persons with disabilities.

Thus, we have a proactive stance in relation to diversity and inclusion, as we use affirmative actions to promote the changes expected by our stakeholders, whether they are employees, customers, or shareholders. For example, given the rapid aging that Brazil's population is undergoing (according to the Brazilian Institute of Geography and Statistics – IBGE — there are now 80 elderly people for every 100 children aged

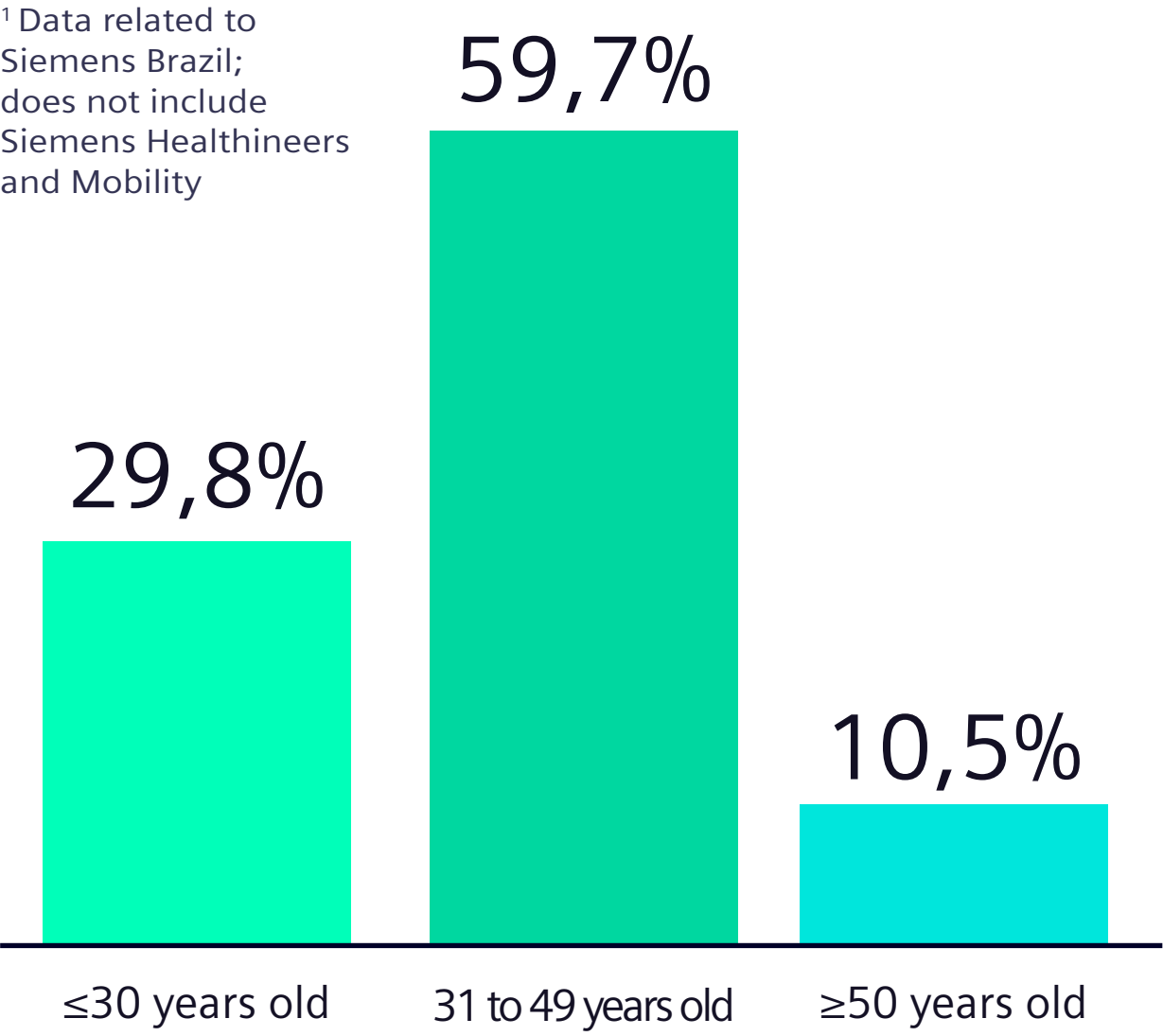
0 to 14 years – in 2010, this ratio was 44.8 for every hundred), we decided in 2023 to create a fifth pillar within the DiverSifica Program: the generational pillar. With it, we hope to promote relationships between the various generations we have in the workplace, strengthening the exchange of experiences and sense of belonging.

We understand that age discrimination not only affects seniors but also stigmatizes younger individuals, creating barriers to their professional evolution. Therefore, we introduced the practice of reverse mentoring, where an exchange occurs in both directions, with veterans and young people listening and learning from each other.

Professionals over 50 now benefit from the Longer Life Program also, which aims to promote healthy aging through care in three fronts: social, mental, and physical. Those interested receive regular medical monitoring, information sharing, and guidance for physical activities.

Age profile of our employees¹

¹ Data related to Siemens Brazil; does not include Siemens Healthineers and Mobility



DiverSifica

Launched in 2018 and aligned with our strategic ESG objectives, DiverSifica is a local program that promotes practices and policies related to diversity, equity, and inclusion from a holistic perspective, with individuals at the center. In addition to the generational pillar, it includes the gender, race and ethnicity, people with disabilities, and LGBTQIA+ pillars.

The goal is to ensure that each person has all the necessary resources for their well-being, professional development, and that they feel genuinely represented.

Focus on women

Since 2010, Siemens has been implementing specific diversity initiatives, such as the Z Leadership group. This idea was conceived with the goal of promoting an exchange of experiences, information, and knowledge among executive women, empowering them and encouraging them in their career advancement.

One of the recent highlights was our achievements in the gender pillar. Siemens Brazil now has 50% women in senior leadership positions. Considering the entire workforce, the percentage of women at Siemens rose from 29.1% in 2022 to 31.5% in 2023.

We know that the sectors we operate in are historically dominated by male labor, but we also know that we can help attract more women to technology careers and contribute

to a cultural change both within and outside our company. With this goal in mind, we created TechDelas – Women in Automation, a training program offered exclusively to women and that is also taught by a team of women engineers. In 2023, two editions of TechDelas were held with students aged 15 to 17, to promote technological training in the field of industrial automation. The training is free and sponsored by the Industry Digital Academy (SITRAIN) – a center of excellence focused on knowledge about the company’s portfolio of products – and by the National Service for Industrial Learning (Senai).

PDT

Siemens’ Talent Development Program (PDT) is diverse and reflects our commitment to maintaining a cohort of interns with 50% women. This initiative aims to increase their presence in the early stages of technical careers and eventually reflect a more diverse leadership team.

In 2023, the internship program adopted a new diversity and equity target. We aim for 5% of people with disabilities among our interns. To achieve this, we conduct targeted efforts to reach this audience and create conditions that make young people feel comfortable to participate in selection processes and take on positions we offer.



More:

- 3rd edition of TechDelas
- Siemens’ Career Page
- DiverSifica
- More about the Generational Pillar

Equity figures

Pillars	Goals	Results	2023 Highlights
LGBTQIA+	8% LGBTQIA+ individuals self-declared ¹	4.39% self-declared LGBTQIA+	—
Gender	Women in business: 20% ²	Brazil reached 21% in 2023	A Talent Acquisition professional 100% dedicated to recruiting women for the business - Increase in the number of employees self-declaring as Black
	Women in senior leadership: 30% ² by 2025	Brazil already has 50%	
	50% women in the internship program	Goal achieved in 2023	
Generational	Implement a reverse mentoring program	Program under implementation	—
Races	Eliminate non-declaration of race	100% of employees self-declared	Increase in the number of employees self-declaring as Black
People with Disabilities	5% of PDT (Talent Development Program) positions	1% of PDT positions filled	Goal adopted in the 2023 selection program

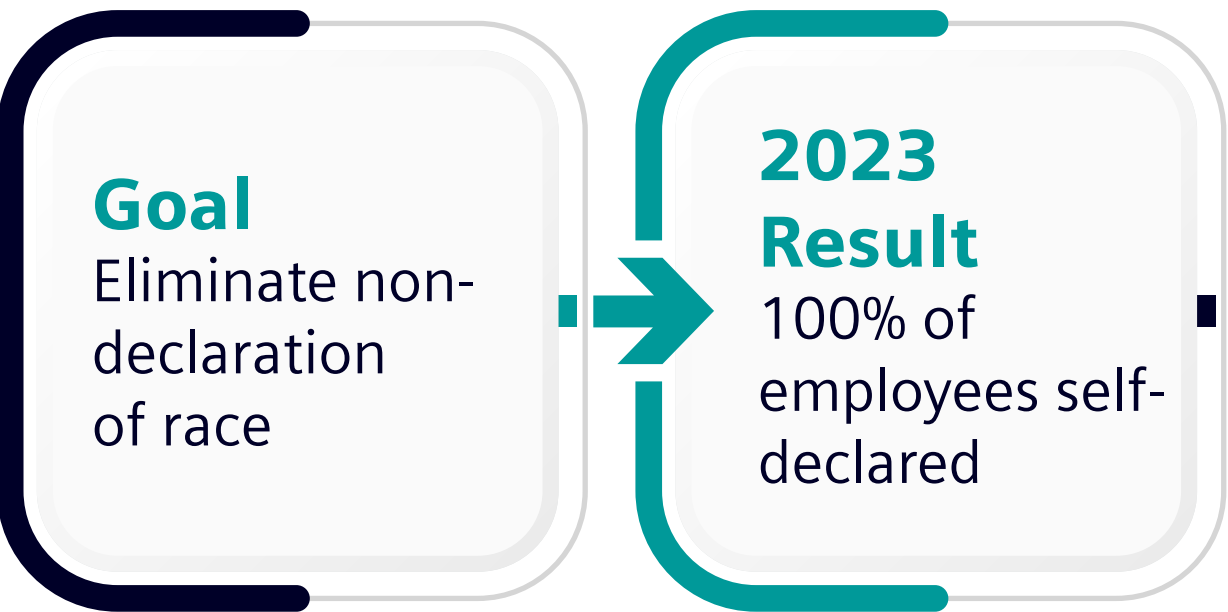
¹Siemens Brazil target | ² Global target for 2030

Racial self-declaration campaign

Siemens Brazil noted that 16% of its people did not declare their ethnicity. This figure reflected an inaccurate representation of ethnic diversity on our team, suggesting that these individuals might not feel comfortable declaring their race.

Therefore, in 2023, we conducted a colorism³ campaign, which educated our entire team about the issue. At the end of the campaign, we invited everyone to update their functional records and declare their ethnicity. As a result, we zeroed the group of undeclared individuals.

The number of self-declared Black employees increased: from 15% of the workforce to 20% by the end of 2023, including new hirings made throughout the year.



³ Note: Colorism is a form of prejudice or discrimination where people are treated differently based on cultural meanings attached to skin color

TechDelas trains young women looking to pursue a career in technology

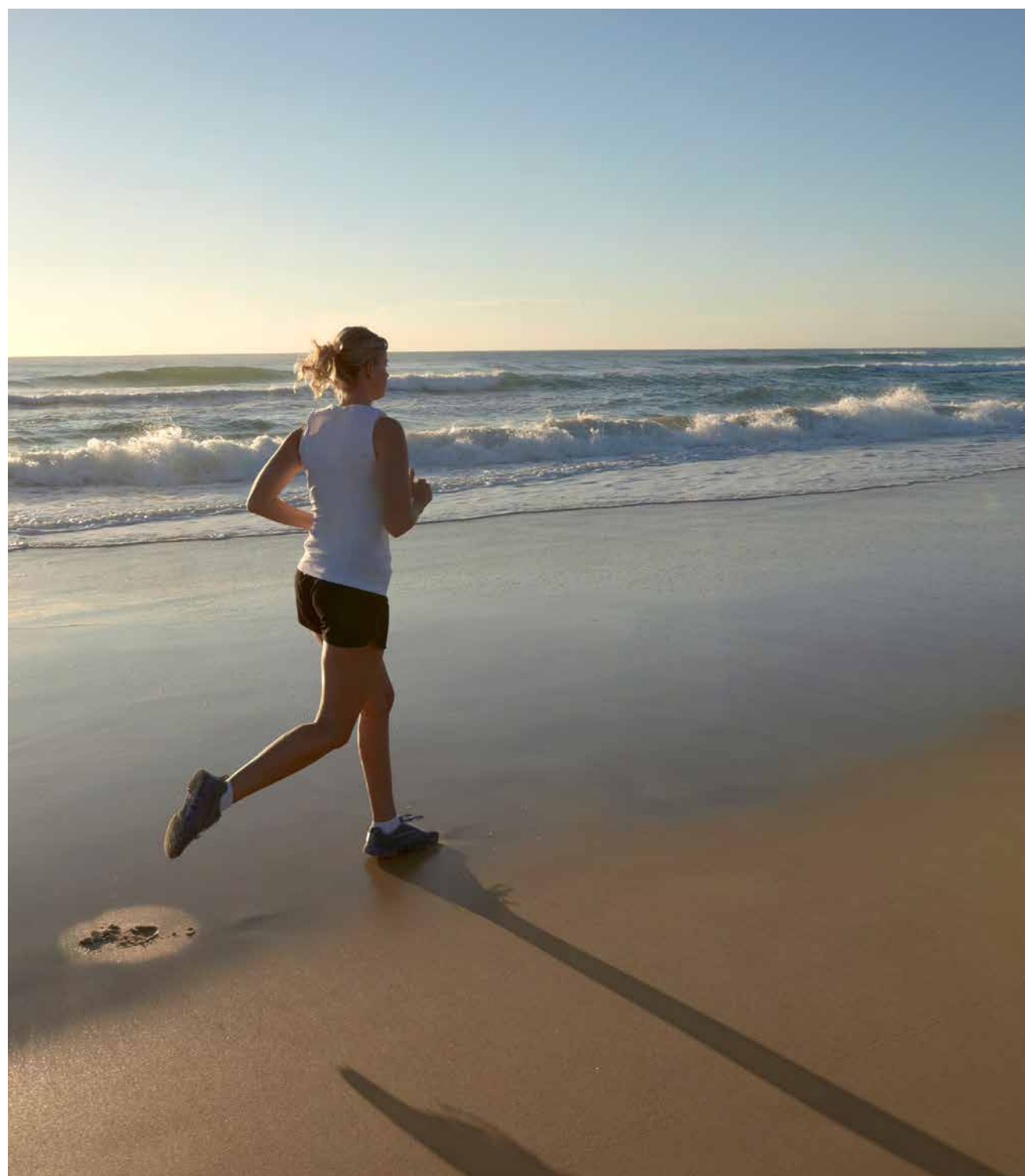


3rd edition of TechDelas, a professional technology course catered exclusively to women

Leading diverse teams

It's imperative that all Siemens leaders are aligned with the DiverSifica program's objectives. Therefore, in 2023, training was held on inclusive leadership, focusing on how to increase diversity in teams. A total of 218 managers participated, including Siemens Brazil's entire senior leadership. To support them on this journey, we started working with a dashboard of 120 indicators from all People and Organization (P&O) areas. This allowed managers to have an accurate picture of how diverse and equitable their team was on sensitive issues such as compensation. In a simple and transparent manner, managers can now identify any biases that may be bettered in one or more diverse groups within their teams.





Well-being comes first

Caring for the physical and mental health of employees is part of our culture

Caring for the health and well-being of our employees is a long-time legacy, rooted in our manufacturing experience and preserved over the last decades after transforming ourselves into a technology company. The range of care provided to the Siemens team goes beyond fulfilling legal obligations and is reflected in the zero occupational absenteeism rate recorded in 2023 when no absences were caused by workplace accidents or illnesses.

In line with the ambitions of the United Nations' Sustainable Development Goal (SDG) 3, which focuses on health and well-being ("Ensure healthy lives and promote well-being for all at all ages"), we are signatories of the Mente em Foco Movement, an initiative of the UN Global Compact in Brazil, conceived by InPress Porter Novelli, in partnership with Falconi Consultores S/A and endorsed by the Brazilian Society of Psychology. Companies that sign the movement commit to working in favor of their employees' mental health through discussions and concrete actions. At Siemens, which was one of the first companies to join the movement, a series of initiatives from the People and Organization (P&O) and Environment, Health and Safety (EHS) areas address the topic on three

fronts: prevention, promotion, and support. In prevention, we provide workshops and training for employees, conduct risk assessments, and ensure the active presence of the mental health team during critical moments in the company. In promotion, we offer health initiatives and programs, as well as educational materials on mental health. Lastly, in support, we provide assistance and help channels for those in need, in treatment journeys with internal monitoring.

The same SDG 3 mentioned above sets as target 3.4 "to reduce by one-third premature mortality from non-communicable diseases through prevention and treatment(..)". For this, we launched the Você Mais Leve program in 2023, an initiative by the Physical Pillar of the Vida360° Program, which invites Siemens employees to change habits for a healthier life. The first 60 registrants received guidance and advice for 90 days, having also participated in a support group to share experiences. The program is structured around neuroscience knowledge, which proposes repeating new habits over a three-month period for them to be fully assimilated. The Você Mais Leve continues in 2024, with new groups.

Siemens uses technological tools to facilitate the lives of its employees

One example is the Health Avatar app, where they can schedule appointments across multiple specialties, participate in programs, accumulate points, and attend workshops. The platform also provides health assessments based on employee data records, supporting the PDCA (Plan-Do-Check-Act) cycle¹ for a data-driven culture and continuous improvement.

¹ PDCA is a management method based on four stages: plan, do, check, and act. Its objective is to improve business processes



All the care a family needs and deserves

Balancing personal and work life is one of Siemens’ global priorities for its team. In Brazil, maternity and paternity parental leave policies have been developed to ensure that parents can continue their careers while taking care of themselves and their children. In addition to parental leave, Siemens offers the Part-Time program, which allows parents to reduce their working hours after returning from leave for a period of 12 months. This benefit is extended to all individuals, regardless of gender.

In 2023, we kicked off a support program for mothers and fathers to make this phase lighter and easier, which also includes support for surrogate pregnancies and adoptions. The Parenting Program reinforces Siemens’ commitment to diversity, health, and maintaining an increasingly inclusive organizational environment. It is a cross-functional project that spans the People and Organization (P&O) and Environment, Health and Safety (EHS) areas.

Program	Beneficiaries	Actions	2023 Highlights
Parenting	Parents (including adoptive) who seek support during this phase of life 19 expecting moms received prenatal care from the company’s gynecologist at the in-house clinic in 2023	An internet page provides orientation on benefits, answers questions, and advises on the health of the mother and baby Managers are instructed to welcome mothers and fathers back from leave and ensure that their career plans are respected	Facilitation of internal processes involving the experience of maternity and paternity Multidisciplinary support before, during and after birth; guidance on breastfeeding and physical health
Baby Kit	Siemens employees	Families receive a maternity backpack, toiletry bag, bath towel, burp cloths, personalized onesies, and hygiene products	Since April 2023, when the initiative was launched, kits are handed out to all mothers and fathers
Lactation Room	Anhanguera and Jundiaí employees	20% discount on breastfeeding consults	In 2023, Siemens participated in the Golden August campaign that promotes breastfeeding

Team ready for a changing environment

It is part of our DNA:
to always learn so
we can quickly adapt
when necessary

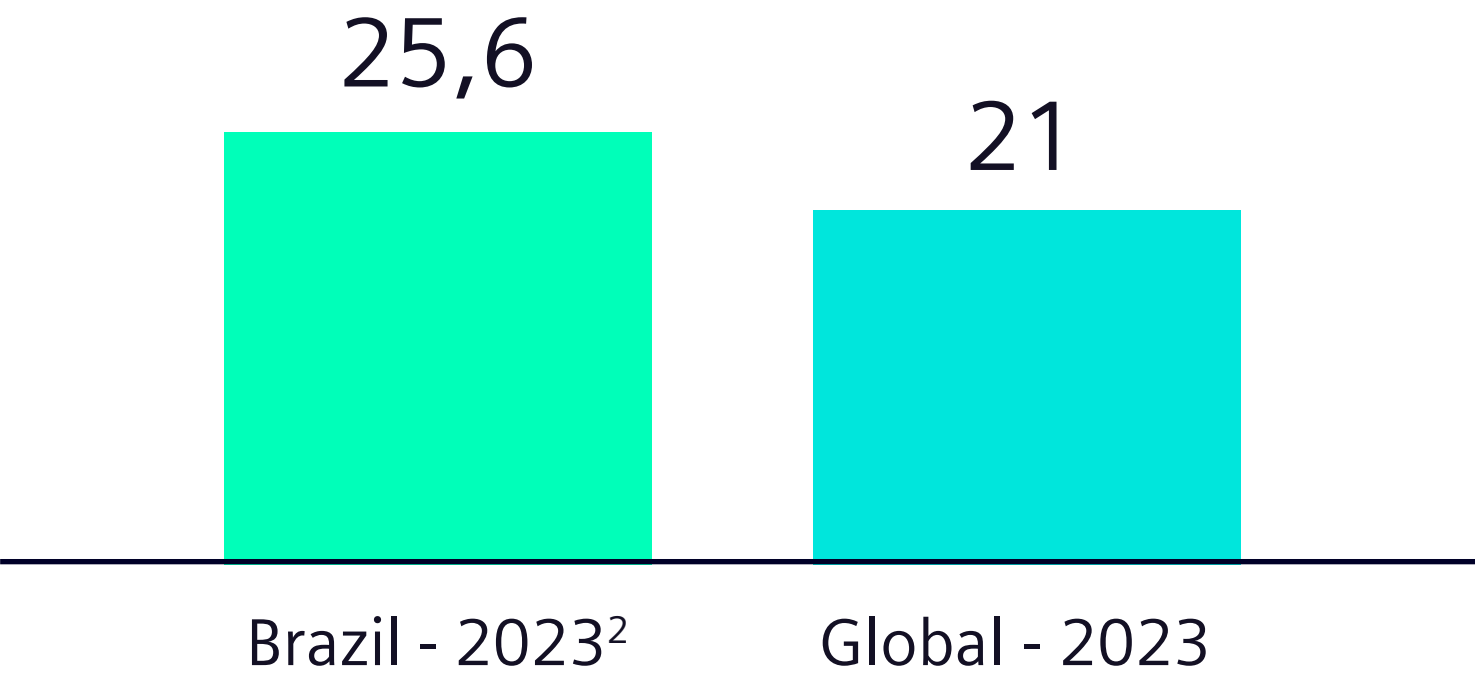
Employability is a DEGREE ambition because we believe that we can and should provide conditions for our employees to remain resilient and relevant in a world and an organization like ours that is constantly changing. We are increasingly evolving as a technology company—and this has only been possible with committed, trained, and motivated teams. After all, creative and empowered professionals are ready to generate value for the customer, produce technology with purpose, and cultivate a growth mindset, all of which are fundamental for our future..

Our employees are immersed in a culture of lifelong learning and have access to a vast offering of both digital and face-to-face training. This learning culture is reflected in the number of training hours completed by Siemens and Mobility employees in Brazil in 2023: approximately 60,000 hours, both in-person and digital, which means that each employee spent an average of 35.7 hours in courses during the year.



When we look at per-capita data for digital learning hours related to DEGREE ambition #12 (achieve 25 hours of learning by 2025)¹, each local employee participated in an average of 25.6 hours of courses, meeting this target ahead of the scheduled deadline.

Professional development through digital training:



¹ Increase the number of digital training hours by 2025 ("25 in 25")
² Total per capita/hour. Includes Siemens Brazil companies and Siemens Mobility

Learning is a part of Siemens in various settings, ranging from the global My Learning World platform (more below) to on-demand training in areas covering topics from interpersonal skills to technical aspects.

Accelerating the process:

Siemens encourages the development of young professionals at the start of their careers, giving them the opportunity to build a path in the company. For this purpose, we maintain internal career-acceleration programs tailored to different areas of activity, such as Excellence @ Finance (led by the Financial Department), Squad Young Talents, Junior Circle (promoted by the Electrification & Automation area), as well as the trainee program, which at Siemens is configured as a growth opportunity for those already working at the company. In all these programs, young talents solve real cases and learn from experienced colleagues.

Another career development initiative is the Talent Development Program (PDT), which annually welcomes university-level interns from various undergraduate programs at Siemens (*more on page 71*).

Future opportunities:

In 2023, the Talent Acquisition team began to operate in a segmented manner according to career field so recruiters could become experts in certain professional profiles. As such, they create a résumé flow with an eye on future opportunities, prioritizing the experiences and culture of talents.

Additionally, all job openings offered globally by Siemens are open to employees from any unit around the world. This creates an environment of equal opportunities for everyone, allowing all employees to manage their own career.

Blue November:
Demonstration of
engagement



A beloved brand

Eight out of ten employees recommend Siemens to a friend

Eight out of every ten employees recommend Siemens as a great place to work. This rate was obtained from the Siemens Global Engagement Survey (SGES), which is conducted four times a year in all 190 countries where the company operates. Participation is voluntary, yet 86% of Brazilian employees answered the survey, which is seen as a demonstration of engagement and trust in the seriousness of the process.

Siemens also uses internal surveys to listen to its employees in all stages of their relationship with the company, the so-called “Moments that Matter”, i.e., important periods in their professional journey, essential for assessing their experience. This ongoing listening process allows to continually adjust company practices to meet employee needs.

As part of this proposal of listening and responding to internal demands, we are

always updating the processes that accompany important moments in our employees’ lives. This includes, for example, the integration of newly hired employees and the return to work after maternity leave. Our goal is to prepare leaders to welcome and guide employees through each significant experience and thus prevent it from being seen as a source of concern. It is Siemens Brazil’s goal to build a healthy employee-employer relationship.

Moreover, every Siemens employee can access the Employee Assistance Program (EAP), a helpdesk that is available to help navigate moments of uncertainty and clarify legal, nutritional, and health issues. EAP walks hand in hand with other local employee-support tools, such as social worker and nutritionist, to offer 360-degree assistance to employees.

And, as part of our ambitions set forth in DEGREE, Siemens is globally committed to helping its employees adapt to the hybrid work format. In Brazil, professionals work remotely two days a week. And, in 2023, we adopted the Holiday Extension program, which allows employees at the end of their vacation period and that traveled, to remain up to 30 days in remote work at their destination, whether inside or outside Brazil. If they are in Brazil, it is just a matter of making an arrangement with their immediate boss. If the destination is international, Siemens' legal department formalizes the situation, considering the tax aspects involved in working abroad.

More:
What it's like to work at Siemens

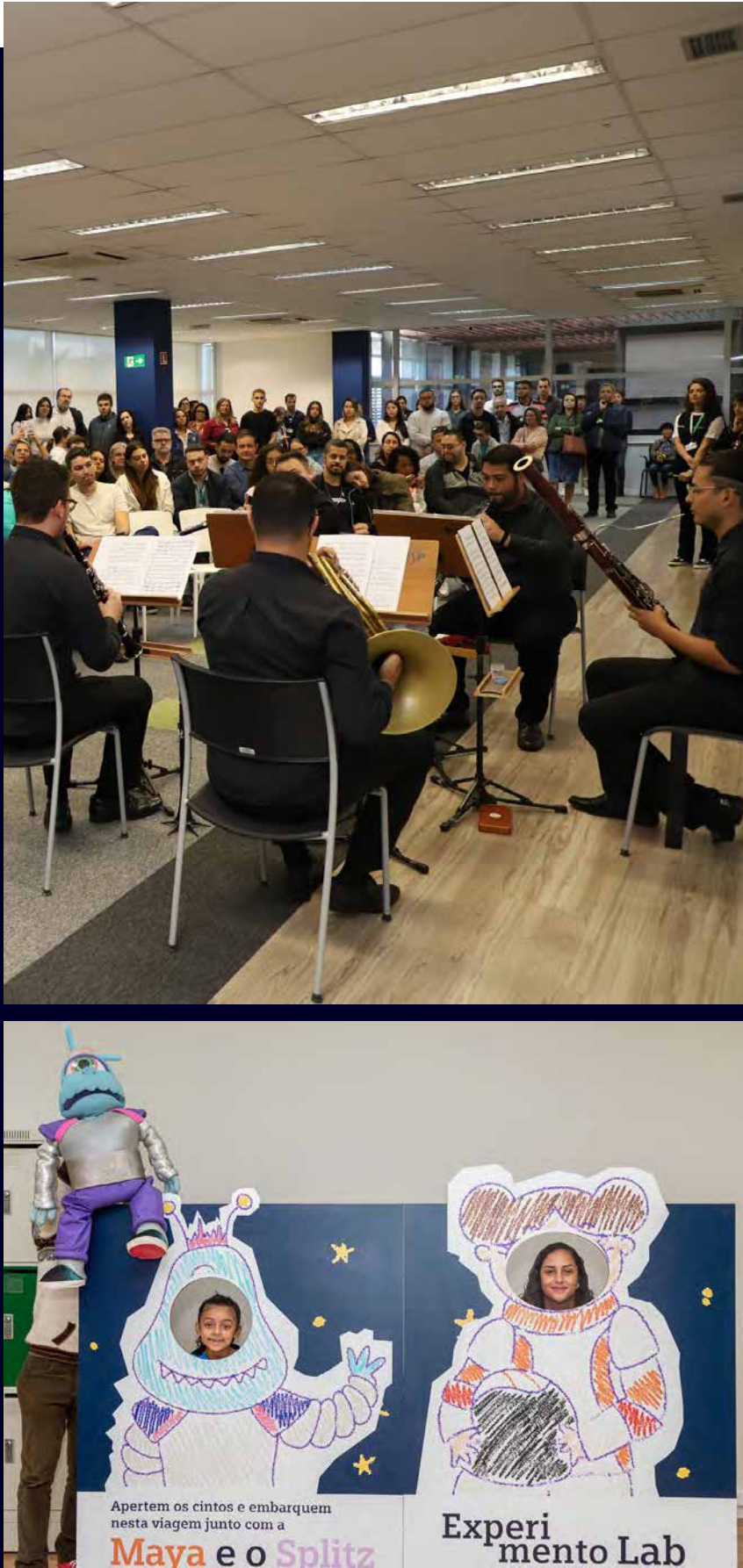
Siemens, now and for many years

Whether at the time of joining or in celebrating many years with the company, Siemens wants to be close to its people. The welcome starts out with the "Now I Am Siemens" portal, which includes all the information that facilitates the onboarding and experience of new employees in their first three months at the company. This includes understanding Siemens' business operation areas, bringing them closer to the culture, and guiding them through the training platform My Learning World to equip them with information on sensitive topics such as workplace safety and cybersecurity. The CelebraSiemens program recognizes employees who have been with the company anywhere from 5 to 50 years, with a set of benefits to mark their anniversaries of dedication and partnership with Siemens.

Siemens Open House 2023

Among the many Siemens actions that reinforce the pride of belonging, the Open House stands out as an "open doors" initiative directed to the families of employees, who have the opportunity to visit company locations. In 2023, the event was held again at the Anhanguera head office in São Paulo, and at the Jundtech site in Jundiaí, after a four-year hiatus due to the pandemic. The "Create a better tomorrow with us" theme celebrated Siemens' employees and solutions that help build a more sustainable future.

Sustainability, social responsibility, and technology with purpose were the highlights of the event. The more than 1,800 participants experienced a day of diverse activities, including a special program for children. At the headquarters in São Paulo, the most popular activities were the visit to the Hermann Wever Ecological Trail and the walk through the Digital Experience Center (DEX). Meanwhile, in Jundiaí, visitors participated in a Conversation Circle with apprentices from Fundação Siemens' productive inclusion program.



STAR



Who participates, wins

STAR is a Siemens appreciation and recognition program that operates on a global electronic platform named Share Thanks and Recognition (STAR). The initiative allows sending text, video, or audio messages to colleagues on their own team or from another department or Siemens location (including globally), to celebrate an extraordinary performance or a special event in the person's journey, such as a birthday, wedding, child adoption or birth, as well as significant contributions to a project, for example. But that's not all. Leadership can also award points (to then be exchanged for items on a virtual platform that encompasses various stores) or recognize with a financial prize. The goal of STAR is to further boost internal collaboration, one of our organizational culture pillars.

Learning anytime, anywhere

Siemens Brazil is aligned with Siemens AG's global professional-development strategies. To provide its employees with the right skills and competencies across the entire organization, the company has been a major adopter of digital learning technologies. This is reflected in the local training offers exemplified below.

My Learning World

Siemens' global digital learning platform uses artificial intelligence to create personalized experiences for all employees, anytime, anywhere in the world. There are over 155,000 learning options in various formats, from videos to podcasts, from e-books to modular courses, and more. The platform offers courses developed by Siemens as well as by internationally recognized institutions like Coursera, Harvard Business Review, and LinkedIn Learning.

Leap

(Lead. Empower. Accelerate. Practice)

Siemens Brazil stood out globally with leadership's 100% participation in training courses and 91% completion rate. Courses offered include topics on customer orientation (such as Customer Centricity & Agility), technology (Core Technologies & Digital Literacy), sustainability (The Sustainability Opportunity), and personal and team well-being (Resilience & Well-Being).

Learning Campus

Offers the possibility of learning through in-person or online classes on a wide range of technical and behavioral topics. Here, participants have access to training conducted by specialized consultancies or offered by various internal areas and taught by qualified employees. In 2023, the platform offered a total of 69 courses.

Learnlight

Our global language partner provides a virtual learning platform with various customized program solutions where employees can study as many languages as they wish simultaneously. The platform includes Learnlight Live, which allows employees to learn from professionals in real-time, free of charge and available to everyone.

Zero accidents

For the second consecutive year, we achieved the goal of zero reportable workplace accidents involving employees. This result reflects the sum of long-standing actions, programs, and training maintained and continuously improved on by the company.

Siemens' Environment, Health, and Safety (EHS) area utilizes a broad set of resources to keep the company workplace safe and constantly monitors compliance with applicable legal requirements. Everyone is trained and encouraged to remain alert to potential risks or improvement possibilities however small, and to forward suggestions through the channels provided.

Siemens has had health & safety programs since 2010. These initiatives, which brought us to 2020 – the Zero Harm Culture (ZHC) and Health @ Siemens – were combined and renewed. Starting 2021, the company implemented the new version of the program that will take us to 2030: Safety @ Siemens (Healthy and Safe @ Siemens). Last year, the program was implemented in São Paulo and Jundiaí, in a biennial cycle that continues in 2024.

Company promotes a safe environment and a strong workplace accident-prevention culture

Workplace safety training in 2023:
14.470
man-hours

Safety and health as part of the routine

Special attention is dedicated to training leaders so they have a heightened perception of risk and adopt a zero-tolerance attitude, even in an environment that encourages innovation and change. EHS WT is one of the initiatives where leaders are encouraged to discuss safety with their team, leading by example. Leadership professionals must do a complete Walk the Talk tour four times a year.



Globally, the objective is to raise awareness among all those working at the company regarding their role and contribution to health and safety issues, to monitor and improve various indicators, considering well-being, resilience, and adaptability in health and safety, maintaining the constant pursuit and sustainability of zero accidents, as well as continuous improvement in relation to all points of opportunity that lead us to genuinely care for each and everyone.

As part of the Healthy and Safe @ Siemens, in 2023 we applied the QuickScan audit methodology, which allowed us to understand the views of employees and third parties regarding health and safety topics. With the results in hand, we began the dialogue phase in search of an action plan to continuously improve these aspects. This practice empowers managers and their teams to autonomously deploy the audits and contextualize them, always acting when it comes to health and safety within the company.



More:
Siemens
Prevention Week

Innovation at SIPATMAS 2023

The Internal Week for Accident Prevention, Environment and Health (SIPATMAS) has embraced innovation by using a hybrid format with digital and in-person activities, combining interesting and attractive content with gamification. The strategy enabled the awareness dynamic to reach all employees, including those in remote work, projects, regional teams, and field teams.

At Siemens, SIPATMAS aims to encourage employees to learn more about their role and responsibilities and to adopt positive and transformative attitudes towards caring for themselves, others, and the environment, in pursuit of healthy, safe, and environmentally responsible choices both inside and outside company installations.



Relationship of trust

Total compensation at Siemens includes private retirement plan and stock ownership

Globally, Siemens adheres to the principle of performance-related pay, regardless of gender. Pay equity ratios are monitored and are part of the ambitions listed in our DEGREE framework. In Brazil, collective labor agreements in 2023 established salary adjustment rates above the inflation rate. This practice by Siemens especially favors the salary of the pyramid base.

We know that total compensation goes beyond the salary paid each month. It includes, for example, the benefits package, which main item is usually the health plan. In 2023, we innovated by giving each employee the possibility to choose their health plan provider according to the particularities of the city where they work. With this, the company demonstrates that it values every member of its team equally, regardless of the city where they work and live.

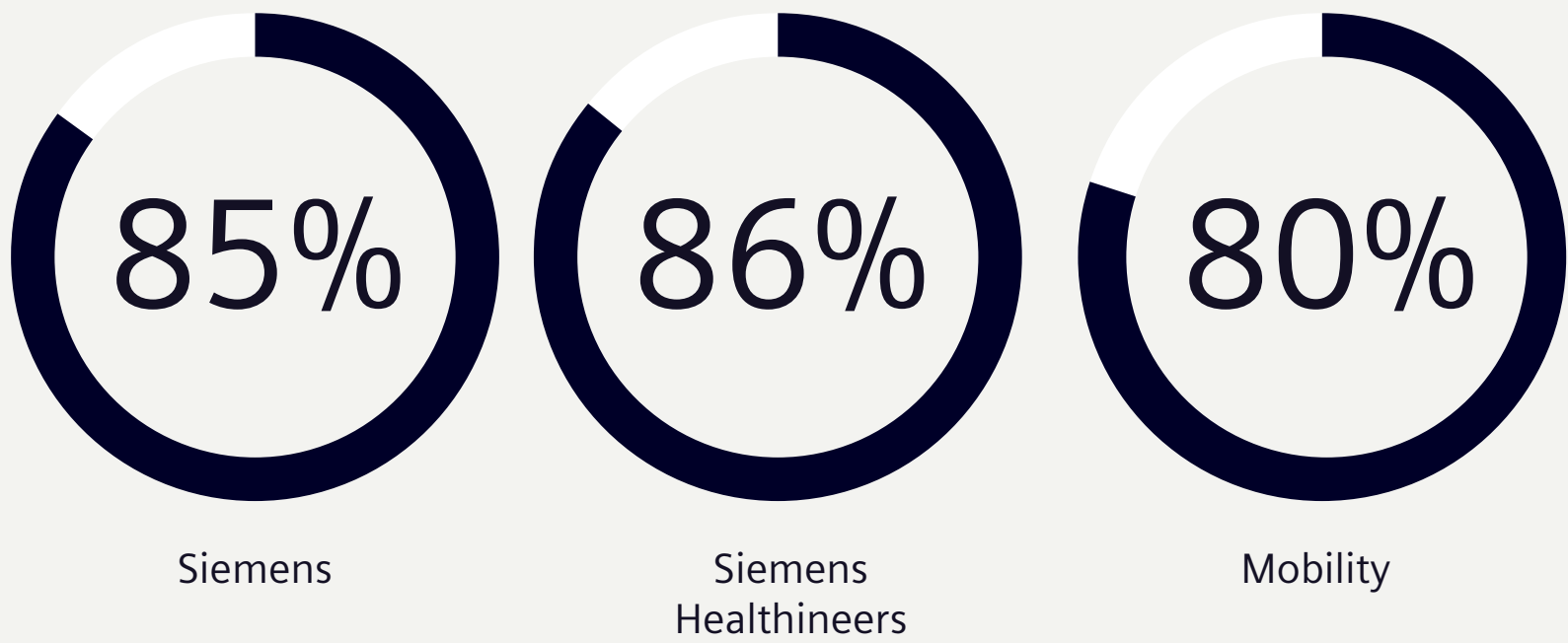
Another important part of total compensation is Previ-Siemens, the internal supplementary retirement plan, created in 1989 by Siemens Group companies to contribute to their employees' post-career. As a non-profit entity, Previ-Siemens currently manages assets around BRL 2 billion with almost 7,000 active investors and more than 1,600 already receiving benefits. Depending on the length of service, for every Brazilian Real (BRL) an employee contributes to the plan, Siemens adds between 75% (less than 4 years) to 175% (from 20 years). With this, sponsoring companies aim to help their employees plan a future with peace of mind and confidence.

Previ-Siemens hosts an annual event where retirees are invited to talk with the CEOs of the sponsoring companies. In this way, the sense of belonging of this particular group, which is already in another stage of life but continues being welcomed by the company, is cultivated.

Previ-Siemens at a Glance

-  **BRL 2.2 billion in assets**
-  **BRL 60 million in investments received in 2023 (from companies and participants)**
-  **6,860 active participants**
-  **629 affiliated participants**
-  **1,635 retirees receiving benefits**

Percentage of employees participating in Previ-Siemens



 [More: Previ-Siemens](#)

Shareholders of a global group

Approximately 75,000 Siemens employees worldwide are shareholders of the group, which is listed on the German Deutsche Börse stock exchange. Siemens is also listed on other stock exchanges, such as New York (NYSE) and Frankfurt. Under the rules of the Company's Matching Share Program, for every three shares an employee buys and holds for three years, Siemens gives one share.

In Brazil, 19.5% of the team are shareholders of the group. Joining the program is seen as a demonstration of confidence in the company's future – and one of Siemens' global goals is to increase participation wherever it is feasible and local legislation allows.

 [More: Siemens Matching Shares](#)



Lifelong impact

By investing in the education of children and youngsters, Fundação Siemens supports projects and programs that promote access to knowledge, foster an interest in science and use of technologies, thereby creating a positive social impact on the lives of thousands of students and educators



A delegation of German government officials came to Brazil and visited Siemens' headquarters in São Paulo and the Jundtech site in Jundiaí. During the visit, the German legislators were introduced to Fundação Siemens, a private non-profit civil society organization of public interest (OSCIP) supported by Siemens Group companies¹ and Siemens Energy Brazil. Such high-level meetings are common for Siemens, as it is one of the largest business groups in Germany. One of the highlights was the presentation in English by current and former participants of the learning program, which prepares youngsters aged 18 to 21 for the job market, training them to become administrative assistants. The project is currently carried out in partnership with Senai, providing certification in administrative-technical courses.

This initiative is part of a productive inclusion policy that aims to ensure income independence and, along with other social protection policies, combat the generational poverty cycle. The positive impact of this action was immediately recognized by the audience, who saw in the youth the difference that the foundation can make through its work in society. The social program, now in its 12th class, is part of one of the entity's main

action pillars: Productive Inclusion. The other two pillars are Health Education and STEAM Education (Science, Technology, Engineering, Arts, and Mathematics). The Health Education pillar aims to provide knowledge to access healthcare and disseminate quality information on topics that directly affect learning.

Founded in 1986, Fundação Siemens executes the social responsibility strategy of its partner companies, focusing on education (except during the Covid-19 pandemic, when it also invested in emergency projects), as it believes this is the best way to contribute to Brazil's transformation.

And, to carry out its various corporate citizenship programs, the foundation is supported by Siemens' volunteer program, which involves employees from all levels, as well as retirees and family members. To give an idea of the scale of this initiative, last year, volunteers donated more than 2,400 hours to the foundation's activities.

The volunteer program has two main objectives: provide civic engagement opportunities for employees and foster the development of skills and competencies through these actions.

¹ Siemens, Mobility, and Siemens Healthineers

When analyzed from the perspective of the DEGREE strategy, Fundação Siemens plays a crucial role in strategically contributing to ESG actions. The entity is also responsible for the governance of Siemens’ fiscal social investment in Brazil by redirecting taxes via incentive laws. One of the entities supported in 2023 was the São Paulo State Symphony Orchestra (OSESP), as Siemens recognizes that through music, it can provide education and culture to youngsters, as well as contribute to the reputation of its brands. In Europe, Siemens supports the Salzburg Festival, which takes place during the summer in Austria.

In 2023, Siemens Brazil redirected more than BRL 2.1 million to four projects under the STEAM Education and Productive Inclusion pillars.

- **São Paulo State Symphony Orchestra (SP)**
- **Institute for Research in Technology and Innovation (SE)**
- **Porto Alegre Society for Assistance to the Needy (RS)**
- **Museum of Image and Sound (SP)**

More:
Volunteer Program

Learning by doing

Fundação Siemens and Escola de Inventor, which develops and applies training and curriculum focused on STEAM content, launched a platform to support teachers in conducting scientific experiments. Named “Experimenting with the National Common Curriculum Base (BNCC)”, the portal is open and free, featuring hands-on content linked to creative learning, investigation, and experimentation. Teachers receive support to help their students understand the world through writing, discussions, and exploring. The methodology is based on the principle that practicing with a wrench is more effective than theorizing about using a wrench and screw.

More:
Siemens Foudation



Pillar	Actions	2023 Highlights
Productive Inclusion	Empower youngsters for the job market and life	—
STEAM Education	Contribute to sciences, mathematics, and arts education for socially neglected youngsters ²	The “Experimenting with the BNCC” program develops elementary school teachers to teach scientific thinking on an open education platform Season two of the web series Experimento Lab 2.0 received three nominations at the Rio Webfest

² Socially neglected groups are those that suffer discrimination, exclusion, and marginalization by society at large, often because of personal characteristics such as ethnicity, gender, sexual orientation, age, socioeconomic status, among others.

More:
Watch the web series

ESG Governance



Ethics

Main global ambitions

- Aim to train 100% of our teams on Siemens' Code of Conduct every three years

Contributions from Brazil in 2023

- 100% of teams trained

Governance

Main global ambitions

- Supply chain secured by ESG criteria, based on suppliers' commitment to the Siemens Code of Conduct
- Long-term incentives based on ESG criteria

Contributions from Brazil in 2023

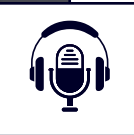
- Suppliers committed to the Corporate Responsibility Self-Assessment and the Supplier Code of Conduct, reflecting Siemens' sustainability goals
- ESG criteria implemented



Solid governance

As one of the three ESG pillars, governance at Siemens means ensuring clean business practices, having zero tolerance towards corruption, and ensuring and respecting human rights across its entire value chain.

In this chapter, we discuss how we work ethics and our compliance policies within governance. We also show that cybersecurity falls under the ethics item within our DEGREE framework, where governance also encompasses the supply chain and the compensation system, both based on ESG criteria.



Exclusive podcast of the 2023 Institutional and ESG Report
Click here to listen to what some of our experts have to say about Siemens' Governance actions in 2023



Integrity in everything we do

Compliance is a top priority at Siemens, focusing on prevention and intensive training for employees

At Siemens, we operate with the premise of “Doing the Right Thing”. If violations occur, we will respond according to consistently defined and vigorous procedures. We are also convinced that responsible business practices require ethical principles.

As such, our aspiration is to support the sustainable development of Siemens and societies by adhering to responsible practices. In our DEGREE Framework, the first “E” stands for Ethics.



At Siemens, we always act in an ethical and integral manner. This is a business commitment that underpins all our activities and aligns with our personal values. Our actions promote a clean business environment, fair play, and inspire other individuals and companies to follow the same path towards building a fairer, more equitable society engaged in the pursuit of order and progress we wish for Brazil

Pablo Fava
CEO of Siemens Brazil



Within Siemens' Compliance Program, the company adopts a set of rules and principles that are applied both internally and externally. This initiative encompasses anti-corruption, anti-money laundering prevention, antitrust, data privacy and protection, ethical principles, human rights, and export control.

The fundamental pillars of Compliance are prevent, detect, and respond, reflecting three levels of action. At the first level, Siemens dedicates considerable effort to prevention, which includes intensive training for employees every three years, aiming for 100% of them trained. At the second level, monitoring for detection aims to identify violations of the Code of Conduct and failures in processes, done continuously through internal controls and especially via the Tell Us channel, which can be used to report acts of corruption, fraud, and other irregularities as established by Law No. 12.846/2013. Lastly, at the third level, responding to irregularities is mandatory and overseen by the Compliance area.

Business Conduct Guidelines reflect contemporary global concerns

The document guides Siemens' team on best behavior practices with all stakeholders

Siemens' Business Conduct Guidelines forms the foundation of work within the company. Everyone involved in the company — employees, managers, and top management — must be familiar with it and guide their actions according to it.

In 2023, the Business Conduct Guidelines underwent a revision to make the company's Ethical Principles more evident, accessible, and transparent, and to reflect concerns brought about by the complexity of modern times. Siemens' Ethical Principles provide guidance on how we conduct our business, both as an organization and as individuals.

Siemens recognizes that each employee has their own ethical code and that their work may give rise to additional ethical considerations. By making such recognitions, we expect our employees to avoid doing something that doesn't seem right, and to discuss their concerns with leadership, with support from the Compliance area as needed.



More:
Business Conduct Guidelines

Siemens' ethical principles

- We are honest and truthful in our dealings
- We engage with reputable and law-abiding partners
- We respect the dignity, privacy, and inherent rights of individuals
- We act in accordance with our responsibility for the environment
- We protect the health, occupational safety, and personal security of our employees
- We address ethical concerns

Permanent training

To ensure all employees deeply understand what is expected of them, the company maintains a mandatory and continuous training program.

We provide five mandatory trainings with content related to the Compliance area, reflecting issues most exposed to risks, including data privacy, antitrust, export control, and anti-corruption.

The first of these, Conduct Guidelines – “Doing the Right Thing!” – represents the basic training in all Compliance areas and is mandatory for the entire Siemens workforce, without exception. The key performance indicator (KPI) of the DEGREE framework aims to ensure that all Siemens employees are trained within a three-year period. Thus, the Compliance area actively contributes to achieving DEGREE’s goals by offering the basic training. In its new modality, training was made available in two versions (for administrative and operational employees).

Specific programs are also offered that cater to local standards or specific country concerns, such as the training on Brazil’s General Data Protection Law (LGPD).



Goal

All employees trained in the Business Conduct Guidelines

2023 Outcome

100% training completed for all employees



Transparency

Siemens strives to provide transparency in its interactions with stakeholders. Click [here](#) to view its participation in tenders, public contracts, and other interactions with stakeholders.

Strengthening corporate integrity

Siemens’ Whistleblower Channel is managed by an external neutral company. Both employees and outsiders have access to this channel. Complaints and reports can be made anonymously through the [Tell Us](#) hotline, which is available 24/7. The Whistleblower Channel is available in multiple languages, the data is stored on secure servers in Germany, and an external Ombudsperson is also available. This person is an independent attorney who can be contacted confidentially and anonymously. Siemens does not tolerate any retaliation against whistleblowers, and violations of this prohibition will be punished as compliance breaches. Siemens Healthineers has its own reporting hotline, [Let Us Know](#).

Business Conduct Guidelines for suppliers and business partners

Committed to integrity in all its operations, Siemens created Business Conduct Guidelines that must be adhered to by its suppliers, business partners, and other stakeholders.

Currently, it is mandatory that Siemens’ Business Conduct Guidelines be attached to all contracts entered into with suppliers, accompanied by anti-corruption clauses. This code addresses a wide range of aspects, promoting and encouraging good conduct practices in all business interactions.

Data privacy and cybersecurity ambassadors

In 2023, the Data Privacy and Cybersecurity Ambassador program was created at Siemens: 70 people applied, and 25 ambassadors were selected. In addition to acting as facilitators, they notify the Data Privacy Officer and the Cybersecurity Officer about occurrences and activities that require caution to prevent potential risks. The program is justified by the current scenario, as new regulations continuously emerge and our business strongly converges to digital platforms, significantly increasing exposure to potential incidents, whether from malicious intrusions or human errors.

This internal program is voluntary and provides participants with the opportunity to engage more deeply with the topics of data privacy and protection and cybersecurity. The ambassadors act as a vital link between the employees in their respective areas and the data protection and privacy teams, as well as cybersecurity.

 More: [Compliance Policy](#)

Collective actions

Siemens Brazil participates in external programs that enrich its governance.

As part of the Global Compact (SDG 16), [the 100% Transparency Movement](#) is the largest initiative to promote corporate transparency in Brazil.

[Pro-Ethics Seal](#), from the Transparency and Corruption Prevention Secretariat of the Comptroller General of the Union (CGU). In 2023, Siemens received the 2022/2023 seal after being evaluated in ten areas focused on integrity.

[EduComÉtica](#) is a Compliance initiative created by Siemens to disseminate ethical values among the younger generations. It offers the EduComÉtica game, aimed at Middle and Elementary schools, based on everyday questions. Events were organized at the Jundtech (SP) location with the purpose of using this tool to engage students from the Conexão Aprendiz program.

Compliance Week Americas

This annual event is held in countries where the company operates in the Americas. In 2023, in addition to actions aimed at all Siemens Brazil employees and collaborators, a meeting was held to discuss ethics and integrity themes with 55 participants, including leadership. The agenda reflected the new pillar of Ethical Concerns adopted by the company.

Business Conduct Guidelines, Whistleblower Channel, Transparency Policy, and regular team training are part of our compliance competency. The priority is prevention

Sponsorships and donations



In 2023, Siemens spent around BRL 2.9 million on sponsorships and BRL 1.5 million on donations. The largest investment in donations was in STEAM Education projects. Click [here](#) to learn more.

Sponsorships were divided among initiatives supporting culture, assistance programs for children, youth, adolescents, and the elderly, as well as events in the area of innovation and specific segments of company operations, notably industry and infrastructure. Click [here](#) to see the complete list.

Cybersecurity is everyone's responsibility

Siemens promotes a culture of cybersecurity and delivers its solutions and services to customers to help protect them against cyber-attacks

In the era of large-scale digitalization, where connected systems permeate every aspect of society — from hospitals and factories to electric mobility and smart buildings — cybersecurity emerges as a pressing need. This is because the protection of sensitive data and the assurance of system integrity are not only challenges but also imperatives for success of the digital transformation. Recognizing this reality, Siemens positions itself at the forefront of innovation and elevates cybersecurity as one of its strategic priorities, investing not only in advanced technologies but also in intelligent solutions that ensure the resilience of digital systems in an increasingly interconnected and evolving world.



Charter of Trust

Siemens is one of the founding members of the Charter of Trust (CoT), a nonprofit organization that currently includes 18 leading global companies from various sectors. CoT's purpose is to develop initiatives to protect data and encourage cybersecurity best practices in supply chains across industries, following 10 principles aimed at making the digital world safer.



Saiba mais:
Charter of Trust

Trusted partner

With over 1,300 cybersecurity experts worldwide, developing and adopting advanced technologies, strengthening and promoting the cybersecurity culture, Siemens has a broad foundation to protect itself, its customers, and society at large.

Portfolio security

Siemens' products, solutions, and services contain a significant amount of software and IT-related components, which potentially become increasingly exposed to cyber threats over time. This is why security requirements imposed by laws and regulations or by specific customer needs are increasing and need to be addressed by Siemens.

To meet these needs, Siemens is implementing the Product and Solution Security (PSS) initiative across the company, formulating recommendations and obligations with the goal of making continuous improvements of what is delivered to the market.

Transparency and proactivity

Siemens CERT and **Siemens ProductCERT** are dedicated teams of cybersecurity experts capable of providing an immediate response to threats and security incidents affecting company products, solutions, services, or infrastructure.

Siemens CERT directly supports the protection of our internal infrastructure, continuously monitoring cyber threats and assessing their potential impact on the company.

Siemens ProductCERT addresses security issues affecting Siemens' products and solutions. It is the central point of contact for reporting security problems in our products and directly supports the process from identification to the resolution of vulnerabilities, as well as providing crucial information to customers through security newsletters. Information from these newsletters is public and can be accessed at any time on the [website](#).

Industrial cybersecurity

The growing need for industry to expand its connectivity and achieve more digitalized processes drives the convergence between Information Technology (IT) and Automation Technology (AT) environments. At the same time, this increases the risk of cyber threats. With our industrial cybersecurity products and services, we enable comprehensive protection of our customers' systems and facilities, based on international security standards such as IEC62443 and NIST (National Institute of Standards and Technology).

Cybersecurity from a CEO's Perspective

Cybersecurity is a priority at Siemens Brazil, and CEO Pablo Fava's opinion reaffirms the company's commitment to strengthening the culture of cybersecurity. In a global conference on the subject at the company, Pablo highlighted that Siemens can inspire other organizations to follow a secure path to digital transformation. Pablo also remembered that, as ambassador for the United Nations Sustainable Development Goal 9 (SDG 9), he is tasked with supporting Brazil in advancing the construction of resilient infrastructures, promoting inclusive and sustainable industrialization, and fostering innovation.

A strong cybersecurity culture

Educating employees about recurring virtual attacks and showing how to avoid or mitigate risks is part of the cybersecurity strategy and helps create a prosperous and healthy business environment.

In 2023, three important events took place to promote cybersecurity awareness in the era of new technologies that are revolutionizing our daily lives.

The three events were held in-person and broadcasted on company channels, with strong employee participation.

International Information Security Day

The perfect occasion to provide an overview of the current status of cybercrime and reinforce guidance on good security practices against threats in digital mediums.

Artificial Intelligence: Balancing innovation and protection

The subject of a lecture offering guidance on the use of artificial intelligence, explaining the benefits, risks, and conscious use of this technology.

Hidden Enemy: Unveiling the cyber threats in our daily lives

This was the theme of the campaign that brought examples of real cases and simulations of cyber-attacks, to demonstrate in practice how an attack is executed, the possible damages, and especially how to avoid them.





Supply chain is crucial for the DEGREE strategy

Selecting suppliers that align with ESG criteria creates value for Siemens

Does the company respect human rights? Does it meet environmental prerequisites? Is it aligned with Siemens' Business Conduct Guidelines? These are just a few of the many questions raised by the supply chain team, which has taken over its role of protagonist of the ESG agenda by assessing the social, environmental, and economic impact that procurement can have on a given value chain.

All Siemens suppliers, to make any sale, must commit to two corporate documents: signing the Business Conduct Guidelines and filling out the Corporate Responsibility Self-Assessment. In this assessment, the company interested in doing business with Siemens declares its commitments to governance, the environment, and social aspects. If a supplier is not aligned with the Business Conduct Guidelines and does not respond the Corporate Self-Assessment report, it is deemed not fit to do business with Siemens.

In more complex cases, whether due to high value or criticality,

Siemens hires an independent external audit firm to help the supplier find improvement points and create an action plan. At the end, certification may be issued by the consultancy, attesting that the supplier's performance is aligned with sustainability criteria.

Thus, by seeking sustainable solutions from manufacturing, transportation, and distribution suppliers that meet quality standards and fully adhere to company requirements, the supply chain area is crucial to the ESG agenda and is known for its notable ability to create value for the business.

Circularity at Siemens

When it comes to the circular economy, a concept that associates economic development with better use of natural resources and integrates Siemens' sustainability strategy, the procurement area contributes by selecting products that allow for recycling or reuse. An example is the packaging reuse of imported air-conditioning units.

Since they are transported by ships, the wooden crates are treated to prevent contamination and moisture. When they arrive in Brazil, they are reused for different purposes. Other examples of how the area actively participates in circularity solutions are 'PC as a service' contracts and the leasing of vehicles used by the sales force, a model in which payment is made for the lease of computers and cars.

While promoting the circular economy with the reuse of equipment and cars in excellent condition, the company always has access to models with the latest technology on the market. Searching for suppliers committed to the circular economy is one of the ways the procurement area works with the goal of helping Siemens achieve its sustainability goals.

Goals

In the DEGREE sustainability structure, there are two ambitions that require strategic actions directly in the supply chain:

Decarbonization Goal

Net zero in the distribution chain by 2050, with the goal of achieving at least a 20% reduction in CO₂ emissions by 2030¹

Governance Goal:

Train all teams in Siemens' Business Conduct Guidelines to ensure that the supply chain meets the company's ESG criteria

¹ By encouraging the distribution chain to reduce CO₂ emissions, the company satisfies Scope 3 (which addresses indirect GHG emissions)

Procurement governance

Siemens Brazil's Procurement area is structured around two fronts: purchases of direct materials and services are the responsibility of each group company; indirect purchases (everything that does not go into the end product) are centralized at Siemens Brazil. This central area of indirect purchases serves all group companies with logistics, facilities (infrastructure services), and staff mobility needs. It also responds for Procurement governance, which includes supplier compliance, product and service quality, accuracy of delivery times, and monitoring of customer satisfaction indicators.

For direct materials, those that effectively go into the end product, each group company in Brazil has its Procurement area. The two teams, direct and indirect purchases, work collaboratively with their counterparts in other countries, aligned with ESG and DEGREE criteria.

With the objective of engaging our suppliers in its sustainability agenda, the Procurement area in Brazil organized the Supplier Collaboration Day, a virtual meeting held at the beginning of 2023 with the 60 largest suppliers — many of whom are also our customers. It was an opportunity to explain the DEGREE framework, which translates Siemens' global commitments to emerging issues of the ESG agenda. Siemens Brazil's CEO, Pablo Fava, attended the meeting and demonstrated how the company's technological solutions can help improve internal processes and reduce CO₂e emissions in manufacturing plants and critical infrastructures. The event was an introductory call for a robust training program that began to be implemented the following year, with significant supplier participation.

The expectation is that our suppliers not only contribute to the economic success of the company but also ensure strict compliance with our sustainability requirements. Our Business Conduct Guidelines are based, among other documents, on Global Compact's Human Rights Principles Guide and the Guidelines for Multinational Enterprises published by the Organisation for Economic Co-operation and Development (OECD).

At the meeting with the 60 largest suppliers, Siemens presented its global sustainability commitments and the technologies that help reduce CO₂e emissions

Committed partners

Siemens has a network of about 2,500 suppliers. Of these, 93% are local. Among the materials and services purchased in Brazil are those classified as direct (those that are part of the product) and indirect (everything that does not go into the end product).





New times, new processes

In recent years, Siemens went from being an industrial conglomerate into a much more agile technology company, with shorter sales cycles. Steps that previously took years now take months or weeks. It has been a radical transformation in terms of processes and portfolio offered to customers: instead of just machinery, we now also offer software, products, and services.

This shift is more than just a market positioning change; it impacts all areas of the company, including Legal, which developed strategies to find new ways to support internal partners. One of the measures was to empower business areas to make commercial decisions with more autonomy.

The simplification of contractual jargon is another initiative that has enabled greater agility in business, as well as the use of artificial intelligence tools, which have enhanced decision-making with more precision and speed. The Legal area plays a strategic role in the company's processes, so its actions are reflected even in DEGREE's ambitions.

Whether ensuring ethical processes or assessing decarbonization parameters, the area issues internal opinions about Brazilian legislation. Its work also covers resource efficiency. The area ensured that the Distribution Center's relocation from Jundiaí (SP) to Itajaí (SC) occurred in accordance with the environmental parameters agreed to with suppliers.

A journey of award-winning recognition and excellence

Siemens stands out not only for its innovative and technological contributions that drive the digital transformation but also for its pioneering vision and positive impact on society



6th place in the Top 100 Most Attractive Companies to Work For in 2023

Siemens Global

What it is: A ranking of the most attractive companies to work for according to university students. Siemens was chosen by engineering students.

Who promotes it: Universum.



Best HR in Brazil in the Capital Goods and Infrastructure Category

Caroline Zilinski, P&O Director

What it is: Recognizes the most relevant HR managers in the country.

Who promotes it: Center of Communication Studies and Best HR Platform.



Human Rights and Diversity Seal from the City of São Paulo

DiverSifica Program

What it is: Highlights the most representative inclusion and diversity actions adopted by various types of organizations in 12 categories.

Who promotes it: Coordination for the Promotion and Defense of Human Rights (CPDDH) of the Municipal Secretariat of Human Rights and Citizenship (SMDHC) of São Paulo.



2023 World's Best Employers Seal in the Engineering and Manufacturing Category

Siemens Global

What it is: A ranking of best employing companies, i.e., those that offer stimulating work and a positive environment in their respective sectors.

Who promotes it: Forbes and Statista.



Participation in the 100% Transparency Movement

Siemens Brazil

What it is: Brazil's main corporate transparency initiative, focused on promoting integrity and combating corruption. It encourages companies to achieve the goals that integrate SDG 16 - Peace, Justice, and Strong Institutions.

Who promotes it: UN Global Compact Brazil Network.



The 100 Most Transformative CEOs in Brazil

Pablo Fava, CEO of Siemens Brazil

What it is: Through the use of artificial intelligence tools, it recognizes CEOs who make a positive impact on society through their commitment to the socioeconomic change agenda.

Who promotes it: Horse Consultoria.



Pro-Ethics Seal

Siemens Brazil

What it is: Highlights companies that believe that corruption is a problem that should also be prevented and combated by the private sector.

Who promotes it: Ethos Institute and the Comptroller General of the Union.



2023 Innovative Workplaces Brazil Seal

Siemens Brazil

What it is: A selection of the 20 most distinguished Brazilian companies for innovation in management, marketing, processes, and products.

Who promotes it: MIT Technology Review.



Participation in the #MindInFocus Movement

Siemens Brazil

What it is: A commitment by Brazilian companies and organizations to promote mental health in the workplace and implement initiatives for the well-being of their employees.

Who promotes it: UN Global Compact Brazil Network and InPress Porter Novelli.



2023 Companies that Best Communicate with Journalists Award

Siemens Brazil

What it is: Recognition for companies that communicate effectively with journalists and build good relationships with the media.

Who promotes it: Communications Business Platform and Center of Communications Studies (Cecom).



Revista Ferroviária Award in the Systems and Products Manufacturer Categories *(Signaling, Control and Telecommunications, and Electric Feeding, Overhead and Auxiliary Network)*

Siemens Mobility

What it is: Recognizes the efficiency and quality of companies operating in the railway sector.

Who promotes it: Revista Ferroviária and voting by sector professionals.



Joining of the São Paulo Environmental Agreement

Siemens Brazil

What it is: A document that encourages companies, associations, and government agencies to make voluntary commitments to reduce Greenhouse Gas (GHG) emissions over the next 10 years.

Who promotes it: São Paulo State Government and the Secretary of Environment, Infrastructure, and Logistics of the State of São Paulo (SEMIL).



2023 Gold Suppliers Seal

Siemens Brazil

What it is: Recognition for commercially standing out in the electrical category.

Who promotes it: Dimensional Brasil.



Participation in the Aguaduna Project – Sustainable City

Siemens Brazil

What it is: A project to build a smart and sustainable city on the northern coast of Bahia state, using Siemens solutions and technologies.

Who promotes it: Naurigas Empreedimentos, with support of the World Tourism Organization (UNWTO) and other technology companies.

Annexes

See Siemens Brazil's progress regarding the DEGREE goals and Global Reporting Initiative (GRI) standards



ESG ambitions and priorities and progress made by the end of FY2023

		Global		Brazil	
		Base	Ambitions	Progress made until the end of FY2023	Progress made until the end of FY2023
Decarbonization	1. Achieve net zero in operations by 2030, with a 55% reduction in emissions by 2025 and 90% by 2030, in line with the SBTi	FY2019: 737 kt CO ₂ e	-55% by 2025 -90% by 2030	-50%	-49%
	2. Achieve net zero in the supply chain by 2050, with a 20% reduction by 2030	FY2020: 8.098 kt CO ₂ e	-20% by 2030 -100% by 2050	-1%	—
Ethics	3. Commit to training 100% of our teams on the Siemens Decarbonization	FY2020	100% by 2025	69%	100%
Governance	4. Ensure an ESG-secured supply chain based on suppliers' commitment to the Siemens Code of Conduct	—	—	Suppliers committed	Suppliers committed
	5. Establish long-term incentives based on ESG criteria	—	—	ESG criteria refined	ESG criteria refined
Resource Efficiency	6. Implement next-level robust Eco Design for 100% of relevant Siemens product families by 2030	FY2021: 26%	100% by 2030	51%	—
	7. Decrease the use of recycled materials for metals and resin	—	—	Metal 35% Resins <1%	—
	8. Reduce waste to landfill by 50% by 2025 and aim for zero landfill waste by 2030.	FY2021: 0%	-50% by 2025 ~100% by 2030	-15%	-100% (since 2022)
Equity	9. Achieve 30% female representation in top management by 2025	FY2020: 22,7%	30% by 2025	31.10%	35%
	10. Expand access to employee share plans globally to 100% by 2025	FY202: 98%	~100% by 2025	99.90%	100%
	11. Uphold a global commitment to the New Normal Working Model	—	—	Continuous implementation	Continuous implementation
Employability	12. Increase digital learning hours to “25 by 25” – aiming for 25 hours of digital training per employee per year by 2025	FY2020: 7h	25h by 2025	23h	25.6h
	13. Ensure 100% global access to the Employee Assistance Program by 2025	FY2020: 82%	100% by 2025	95%	100%
	14. Aim for a 30% improvement in Siemens' globally aggregated Lost Time Injury Frequency Rate (LTIFR) by 2025	FY2020: 0,31	-30% by 2025	-26%	100% (Zero rate)

GRI Standards — main topics and limits

 More: Sustainability Indicators

Dimension	Shared value	Sustainability Topics	SDGs	DEGREE	GRI
		Climate protection ¹	7 9 11 12 13	Decarbonization	GRI Standard 305 Emissions
		Innovation and business model	6 7 8 9 11 12 13 14 15 16 17	Decarbonization Resource Efficiency Governance	GRI Standard 201 Economic performance
		Cybersecurity and data management	5 8 10 16 17	Ethics	-
		Social and ecological standards in the supply chain	8 12 16 17	Governance	GRI Standard 414 Social assessment of suppliers GRI Standard 308 Environmental assessment of suppliers
		Corporate governance and leadership for sustainability	8 12 16 17	Governance	GRI Standard 413 Local communities
		Partnership management and collaboration	7 8 9 11 12 13 16 17	Governance Decarbonization	GRI Standard 203 Indirect economic impacts
		ESG risk management	5 8 10 12 16 17	Governance Ethics	GRI Standard 201 Economic performance
		Compliance management	5 8 10 12 16 17	Governance Ethics	GRI Standard 2-27 Compliance with laws and regulations GRI Standard 205 Anti-corruption GRI Standard 206 Anti-competitive behavior GRI Standard 408 Child labor GRI Standard 409 Forced or compulsory labor

Dimension	Responsibility	Sustainability Topics	SDGs	DEGREE	GRI
		Sustainable design and product lifecycle management ¹	6 7 9 11 12 13 14 15	Resource Efficiency	-
		Waste management and hazardous substances	3 6 12 14 15	Resource Efficiency	GRI Standard 306 Waste (2020)
		Sustainable handling of natural resources and material efficiency	6 7 9 11 12 13 14 15	Resource Efficiency	GRI Standard 301 Materials GRI Standard 302 Energy GRI Standard 303 Water and Effluentste (2018) GRI Standard 306 Waste (2020)
		Diversity, equity, and inclusion	3 4 5 8 10 11	Equity	GRI Standard 405 Diversity and Equity GRI Standard 406 Non-Discrimination
		Future of work	3 4 5 8 10 11	Equity Employability	GRI Standard 401 Employability GRI Standard 403 Occupational Health and Safety (2018) GRI Standard 404 Training and Education GRI Standard 405 Diversity and Equality of Opportunity GRI Standard 406 Non-Discrimination
		Employee development	4 8	Equity Employability	GRI Standard 404 Training and Education
		Employee health and safety	3 4 8 10	Employability	GRI Standard 403 Occupational Health and Safety (2018)

¹ The two main topics of material sustainability
Result from the assessment of organizational impacts (from inside out, i.e., on the environment and society), stakeholder relevance, and business criticality (from outside in)

The cover photo shows the main building of Siemens Brazil’s headquarters, combining the real and digital worlds



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Cover
Siemens archives / Authorial Illustration

Siemens archives
Pages 6, 7, 10, 13, 19, 21, 22, 23, 28, 29, 32, 33, 41, 42, 44, 61, 62, 64, 69, 70, 73, 75, 76, 78, 79, 83, 87, 102, 103, 104

Digital Assets Management
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Pages 47, 67, 84, 101

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Siemens thanks everyone who contributed information and images for this publication.

Siemens 2024, São Paulo, Brazil



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