

Munich, October 15, 2013

### Horst J. Kayser appointed new head of strategy – Janina Kugel to head personnel strategy and executive development

- **After five years of CEO experience outside of Siemens, Horst J. Kayser to return as head of the Corporate Strategies Department at Siemens**
- **Current strategy head Peter Herweck to make Siemens a leader in the process industry**
- **Janina Kugel to head personnel strategy and executive development at Siemens – Nicolas von Rosty to leave the company by mutual agreement**

Horst J. Kayser has been appointed the new head of strategy at Siemens, effective November 1, 2013. He succeeds Peter Herweck, who is to make Siemens a leader in the process industry. Janina Kugel, head of human resources at Osram, will assume responsibility for personnel strategy and executive development at Siemens, effective December 1, 2013. The current head of the corporate department Corporate Development Executives, Nicolas von Rosty, will leave the company by mutual agreement.

In his capacity as head of the Corporate Strategies Department, Kayser will be responsible for the development of strategy at Siemens and will report directly to President and CEO Joe Kaeser. “Horst Kayser knows the company very well thanks to his many years at Siemens, and he’s also accumulated a wealth of experience in our future-oriented topics while working outside the company,” noted Kaeser. “Peter Herweck made major contributions to the strategic focusing of the company. In heading the company-wide Process Industry project, he is again assuming a key role in further developing our organization,” added Kaeser. “Janina Kugel is an outstanding leadership personality who understands executive development and human resources strategy as a calling. I’m extraordinarily pleased that she has

decided to join Siemens. I'd like to expressly thank Nicolas von Rosty for implementing necessary change processes and human resources strategies in recent years," Kaeser also remarked.

Horst Kayser began his career in 1989, at McKinsey & Company. In 1995, he moved to Siemens, where he held management positions in various areas and countries, including a stint as head of strategy from 2006 to 2008. Kayser was a key player in Siemens' reorganization into Sectors, a setup which has been in place since 2008. During the last five years, Kayser was first CEO of Kuka AG from 2008 to 2009 before serving as CEO of 3W Power S.A./AEG Power Solutions B.V. from 2010 to 2013.

Peter Herweck joined Siemens in 1993 and has gained a wide range of valuable experience in executive positions in Germany and abroad, particularly in the field of industry. Prior to his appointment as the head of strategic development in April 2011, Herweck served as a member of the managing board of Siemens Ltd. China for six years, where he was responsible for the highly successful expansion of the industry business in China and Northeast Asia.

Janina Kugel has to date had worldwide responsibility for human resources, executive development and diversity at Osram during the company's repositioning. Kugel was instrumental in preparing Osram's human resources organization for the company's public listing in July 2013 and for the resulting strategic challenges. Under her leadership, Osram's HR Competence Center was set up and expanded, change and leadership programs were established and the current restructuring measures were supported.

Prior to joining the lighting manufacturer at the beginning of 2012, Kugel had held various positions at Siemens in the areas of human resources, corporate executive development and strategy in Germany, China and Italy. Kugel began her career in management consulting at Accenture, where she worked for international companies in Europe and the U.S., with a focus on process reengineering, restructuring and organizational design.

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