----------------------------------------------------------------------------------------------------------------------- Siemens 2000

\*{Corporate Citizenship Report, activities, impact, society, element, financial, environmental reporting}

\*{underscoring, view, business success, social commitment, globalization}

\*{worldwide, German, English, details, measures, activities, support, employees}

\*{establishment, Siemens, interested, welfare, people, society, whole}

\*{founder, Werner von Siemens, social insurance funds, workforce, dialogue, scientific, scholarly community, governmental committees}

\*{social commitment, company, employees, descendants, founder, foundation}

\*{activities, correspondingly extensive, diverse}

\*{corporate citizen, member, society, countries, business}

\*{activities, challenges, expectations, business, society, environment, United States, issues, responsibilities, Germany, South Africa, different, China, Russia, different, Brazil, Turkey, different, Australia}

\*{projects, implement, local level, general priorities}

\*{enhancing, knowledge, employees, support, students, schools, universities}

\*{educational efforts, encompass, extensive, *Youth and Knowledge* program, Germany, European countries, sponsorship, talented students, U.S. endowment, fellowships, countries}

\*{promoting, arts, culture, unbureaucratic aid, victims, natural disasters}

\*{topic, Corporate Citizenship Report, role, cofounder, Remembrance, Responsibility, Future initiative, joint program, German business, German state, assist, former forced laborers}

\*{commitment, other activities, moral responsibility, Germany’s history}

\*{global network, innovation, Siemens, society, successful company, active, influential voice, environmental matters, neighbor, global community}

\*{Annual Report, emphasis, business success, company strategies, corporate messages, company image}

\*{Environmental Report, focus, environmental friendly technologies, sustainability}

\*{Corporate Citizenship Report, details, social activities, commitments, humane world}

\*{aspects, basis, thoughts, actions}

\*{interrelated, connected, technical solutions, knowledge, employees}

\*{basis, build, successfully promote, social progress}

\*{goal, increase, value, company, continuous, sustainable manner}

\*{aim, automatically leads, shape, social development, responsibility, society, progress, integrative power, benefits}

----------------------------------------------------------------------------------------------------------------------- Siemens 2001

\*{first Corporate Citizenship Report}

\*{Reader, response, favorable}

\*{aim, Report, extend, dialogue, stakeholders, customers, suppliers, employees, general public, explaining, steps, community initiatives}

\*{Corporate Citizenship Report, dialogue, expanded form}

\*{extraordinary upheaval, general conditions, underlying, business activity}

\*{industry-specific, global economic turmoil, threat, global terrorism}

\*{foresee, difficulties, confront, future}

\*{challenges, dialogue, society, responsible corporate citizenship}

\*{Corporate Principles, knowledge, solutions, create, better world}

\*{company, integral part, society, corresponding obligation, contribute, common good}

\*{Siemens, perspective, commitment, life, work, founder, Werner von Siemens}

\*{social responsibilities}

\*{train, young people, employees, opportunities, additional qualifications, employability, future}

\*{Life-long learning, prerequisites, integral parts, training concept}

\*{extensive activities, support, elementary, secondary, university education, worldwide, vision}

\*{promoting, culture, fine arts}

\*{Siemens, sponsor, museums, exhibitions, cultural events, individual artists}

\*{Siemens Arts Program, focuses, development, new art forms}

\*{contributions, arts, supply, people, material needs}

\*{unbureaucratic assistance, situations, natural disasters, battle, poverty, deprivation, improving, lives, disadvantaged children}

\*{encourage, employees, participate, community projects}

\*{effective relief, efforts, organized, recent cold wave, Mongolia, earthquake, India, assistance, Siemens volunteers}

\*{terrorist attacks, U.S., September 11, established, special organization, Siemens Caring Hands Foundation, company, employees, channel assistance, victims, families}

\*{special responsibility, welfare, people, Siemens, worldwide}

\*{focus, issues, occupational safety, health care}

\*{facilities, sports, leisure activities, assist, families, employees, day-to-day problems}

\*{Employee pensions, asset, formation}

\*{international composition, workforce, talents, cultural backgrounds, perspectives, possessed, employees, sources, idea, creativity, nourish, protect}

\*{Integrity, basis, actions, dealings, business partners, shareholders, general public, employees}

\*{maxim, Corporate Principles, embodied, Business Conduct Guidelines, rules, govern, economic behavior}

\*{strategic planning, daily business, aim, high ethical, legal standards, expect, observe, dealings}

\*{Business Conduct Guidelines, binding, employees, worldwide}

\*{integrity, mandate, mutual respect, obedience, law, compliance, anti-trust regulations}

\*{Corporation citizenship, concept, sustainability, political concern, UN environmental summit, Rio de Janeiro}

\*{sustainability, understand, obligation, present, future generations, access, basic prerequisites, productive, existence}

\*{interest, safeguard, long-term existence, successful business enterprise}

\*{balance, economic, social and environmental goals}

\*{principle, sustainability, molds, actions, criteria, sustainable development}

\*{recognition, success, area, company, Dow Jones Sustainability Index}

\*{Corporate Citizenship Report, insight, company}

\*{contact}

\*{ideas, suggestions, improve}

----------------------------------------------------------------------------------------------------------------------- Siemens 2002

\*{first Corporate Responsibility Report}

\*{Building, previous Environmental, Corporate Citizenship reports, publication, issues, business topics, resulting, comprehensive, new report, reflecting, understanding, corporate responsibility}

\*{encompasses, commitment, business excellence, environmental stewardship, corporate

Citizenship, core values, shaped, life’s work, founder, Werner von Siemens, embraced, subsequent generation, company}

\*{governments, investors, customers, employees, general public, increasing, attention, issues, corporate governance, responsibility, integrity}

\*{open dialogue, long-term business strategy, strengthening, public trust, building, market leadership}

\*{ethical standards, working, improve, daily lives, people}

\*{Corporate Principles, Business Conduct Guidelines, basic values, govern, actions, worldwide}

\*{guidelines, binding, Siemens employees, mandate, honesty, integrity, full compliance, human rights, law, company, operates}

\*{ongoing stream, groundbreaking innovations, benefit, society, environment, source, sustainable business success, building, tradition}

\*{company’s substantial investments, R&D, offer, broad portfolio, technologies, economic value, environmentally benign, resource, conserving, cutting-edge solutions, customers, communities, serve}

\*{infrastructure provider, scores, countries}

\*{innovations, solutions, company, local economies, promoting, technology transfer, cooperating closely, local partners, customers, suppliers, benefit, access, knowledge, experience}

\*{Vocational training, education programs, people, pillar, long-term business strategy}

\*{well-trained, qualified employees, career opportunities, company’s status, innovation leader}

\*{Working individually, teams, ideas, creativity, improving, living conditions, promoting, development}

\*{commitment, good corporate citizenship, strive, promote, education, people, less developed countries, benefit, technological expertise, need, victims, floods, struck, Czech Republic, Austria, Germany}

\*{support, educational initiatives, arts, cultural events, employee volunteer programs, meet, broad public respect, recognition}

\*{strategies, examples, Corporate Responsibility Report, new insight, many ways, Siemens, working, safeguard, future, company, improve, lives, communities, respected neighbor}

\*{Annual Report, inform, public, commitment, corporate responsibility}

\*{effort, open dialogue, stakeholders, contact, comments, suggestions, ideas, improvement}

\*{sustainable business success, solid, quarterly, annual profits}

\*{Sustainable success}

\*{founding, focus, Corporate Responsibility Report}

----------------------------------------------------------------------------------------------------------------------- Siemens 2003

\*{difficult global economic environment, affected, markets, leading, painful cuts, company, reduction, headcount}

\*{corporate responsibility, raised, greater frequency, answers, viewed}

\*{constants, corporate culture, timeless}

\*{principle, choosing, short-term courses of action, cost, future}

\*{hardships, maintain, surplus capacity, assessments, future market growth, indicate, promise, return, demand}

\*{future-focused action calls, investment, research and development, new products, solutions, improved processes, issue, address, detail, report}

\*{company, generates, sales, products}

\*{successful, markets, research and development activity}

\*{irresponsible, undermine, basis, company’s success, jobs, risk}

\*{perception, company, ability, balance, business success, benefits, society, benefits, contributions, technologies, innovations, world’s challenges, benefits, education, training, knowledge transfer, partnerships, schools, universities, countries, benefits, citizenship activities, social, cultural spheres}

\*{invitation, engage, dialogue}

---------------------------------------------------------------------------------------------------------------------- Siemens 2004

\*{figures, fiscal, prove, right}

\*{New orders, climbed, sales}

\*{consolidation, currency, effects, orders, sales}

\*{Net income, totaled, compared, fiscal}

\*{Excluding, gain, sale of shares of Infineon, non-recurring effects, net income, increased}

\*{Cash flow development, positive}

\*{Net cash, operating, investing, activities, totaled}

\*{managers, learned, art of professional, asset management}

\*{Strong cash flow, entrepreneurial leeway, targeted strategic moves}

\*{Groups, divided, categories}

\*{Automation, Drives, Medical Solutions, Power Generation, Osram, Siemens VDO Automotive, Siemens Financial Services, Power Transmission, Distribution, category}

\*{Groups, exceeded, margin targets, agreed, Managing Board, sustainable success, achieved, utilizing, tools, top management system}

\*{second category, comprises, Siemens Building Technologies, Industrial Solutions, Services, Logistics, Assembly Systems}

\*{Groups, performance targets}

\*{overcome, earlier difficulties, track}

\*{Groups, Information, Communications business area, category, weathered, structural crisis, erupted}

\*{working, achieve, long-term stability, profitability}

\*{Groups, IC Networks, IC Mobile, combined, form, new Communications Group, complete range of information, communications technologies, areas of wireless, wireline networks, devices, services}

\*{Transportation Systems, category}

\*{rebounding, railway systems business, red, fiscal}

\*{flaws, Combino low-floor trams, provisions}

\*{problems, solved}

**\*{Go, Profit, Growth}**

\*{Siemens Business Conference, Berlin, Company’s top managers, Go, Profit, Growth}

\*{Group margin targets, unchanged}

\*{further improve, overall earnings, weak, Groups, intensively employ, levers, management system, approach, margin targets, steady and sustainable progress}

\*{solving, project-related problems, Transportation Systems, positioning, new Communications Group, Siemens Business Services, future success}

\*{strong Groups, optimize, processes, profitable growth, innovation, engender, customer loyalty, rest, laurels}

\*{Groups, strengthen, market positions}

\*{regional units, special obligation, businesses}

\*{applies, new regional organization, Germany, Groups’ domestic sales, service activities, fiscal}

\*{new organization, leverage, country-wide presence, customer proximity, expand, business}

\*{growth initiatives, selected regions, United States, China, Russia, India, Japan, Central, Eastern Europe, working, generate, further gains}

\*{future, growth, external, internal}

\*{key acquisitions, Alstom’s industrial turbine business, Danish wind power plant supplier, Bonus Energy, Power Generation Group, DaimlerChrysler’s electronics plant, Huntsville, Alabama, Siemens VDO Automotive, water treatment specialist, USFilter, Industrial Solutions, Services Group}

\*{moves, planned}

\*{acquire, Austria’s VA Technologie AG}

\*{Profit, Growth, ultimate goal, top programs, Siemens Management System}

\*{programs, Innovation, Customer, Focus, Global Competitiveness, comprise, initiatives}

\*{Mandatory, Groups, initiatives focus, trendsetting technologies, cross-Group technology platforms, customers, strategies, Siemens One, Groups cooperate, large-scale projects, improving, project management, optimizing, processes, upgrading, asset management, expanding, service business, restructuring, quality management}

\*{problems, Transportation Systems Group, quality management, reorganized, Company}

\*{Group, Region, established, quality managers, authorized, intervene, halt, projects, processes, quality problems, arise}

\*{improvements, high costs, project completion, implemented, early stage}

**\*{Continuity, change}**

\*{succeed, President, CEO, conclusion, Annual Shareholders’ Meeting}

\*{transition, Siemens Business Conference, dealt, matters, immediate concern, fundamental issues, Company}

\*{right setup}

\*{right focus}

\*{issues, addressed, Corporate Principles, continuity, change}

\*{concrete terms}

\*{**business portfolio}**

**\*{**profitable global leader, electronics, electrical engineering, current setup}

\*{constant review}

\*{Power engineering, communications technology, medical solutions, pillars, business}

\*{difficult times, broad portfolio, field of activity}

\*{continuity}

\*{need, change}

\*{living organism}

\*{withdrew, electrical components business, good reasons}

\*{equally good reasons, entered, automotive electronics business}

\*{major revisions, business portfolio}

\*{Strengthening, weak businesses, acquisitions, cooperative ventures, withdrawing, stagnant markets, investing, high-growth sectors, key tasks}

\*{sacred}

\*{issue, **innovation}**

\*{Innovation, lifeblood}

\*{credo, generations}

\*{showing continuity}

\*{Medical Solutions Group, example, successful innovation}

\*{Faced, hard times, Group, capped, costs, optimized processes}

\*{Medical Solutions, took steps, innovative, global competitors, sectors}

\*{Business success, result}

\*{Siemens Groups, conduct, frequent innovation benchmark studies}

\*{measure, innovation, leading competitors, initiate, concrete programs, rapidly close, gaps, discover}

\*{process, further expanding, global R&D network}

\*{New research centers, opened, China, India}

\*{planned, Russia}

\*{facilities, global R&D network, Germany, leverage, strengths}

\*{Groups, internationalizing, R&D departments}

\*{strategically positioned patent portfolio, protecting, knowledge, generating}

\*{patent initiative, good progress}

\*{issue, **customer orientation}**

\*{change, area, customers, major transformations}

\*{public-sector companies, governmental authorities, privatized, contend, tough competitive environments}

\*{adapted, corporate culture, accommodate, shift}

\*{Corporate Principles, state, strengthen, customers, competitive}

\*{treat, customers, partners, development processes, market-oriented solutions}

\*{Customer orientation, primary focus, Siemens One initiative, Groups, present, face, customer, key segments, hospitals, sports venues, hotels, selected sectors of industry}

\*{Siemens One, complements, vertical business structures, emphasis, cross Group cooperation}

\*{customers, approach, single team}

\*{strategy, edge, competitors, operate, segments, situation, intend, exploit, future}

\*{regions, implementing, Siemens One concept}

\*{Siemens One Team, President, CEO, set up, Corporate Development Department}

\*{generating, business, new team, assisting, Groups, Regional Companies, creating, cross-unit structures}

\*{Customer proximity, key principle, corporate philosophy, applies, sales activities}

\*{True **global presence,** issue, links, value chain, R&D, hardware, software development, procurement, production, services, sales, combined, global network}

\*{continuity, change}

\*{Change, major geopolitical events, recent years}

\*{prime, opening of China, created, vast new business opportunities, Western companies}

\*{Russia, undergoing, similar transformation}

\*{changes, Central, Eastern, Southeastern Europe, fundamental}

\*{eastern expansion, EU, opened up, extraordinary business opportunities}

\*{world map, regional strengths, weaknesses, development, ignore}

\*{global changes, loss of jobs, Germany, high-cost country}

\*{job, Germany}

\*{flexible, location-specific employment models, acceptance}

\*{**employee orientation,** long tradition}

\*{changed}

\*{advanced training, levels, organization}

\*{Lifelong learning, important, factory floor, board room}

\*{content, training programs, changed}

\*{Employees, learn, new types of jobs, managers, master, new types of tools, hone, leadership skills}

\*{introduced, process, orient, permanently align, training programs, changing needs, marketplace}

\*{targeted, systematic development, high-potentials, employee orientation}

\*{annual employee, management reviews, solid basis, efforts, regard}

\*{global enterprise, employee orientation, multicultural character}

\*{global network, function, smoothly, develop, understanding, cultural differences, learn, combine, strengths, different cultures, internationalize, global management team}

\*{good progress, respect}

\*{commitment, responsible, **financial management,** unwavering}

\*{Financial solidity, sixth issue, basis, enduring success}

\*{change, fundamental principles, conservative approach, methods, tools, evolving}

\*{introduced, economic value added (EVA), performance yardstick, manage, businesses}

\*{EVA, accommodates, interests, investors, compromising, stakeholders}

\*{internal control systems, changed}

\*{discussion, corporate governance, considerable administrative effort, expense, certainty, principles, observed, entire company}

\*{Financial solidity, corporate governance, issue, **responsibility}**

\*{narrower sense, responsibility, correct behavior, strict compliance, Business Conduct Guidelines, Groups, Regions}

\*{sense, responsibility, interests, stakeholders, customers, employees, investors}

\*{society, whole, environment}

\*{business portfolio, comprises, activities, impact, people’s quality of life, fields, encompass, true, life technologies}

\*{Company, projects, limelight, good neighbor, business}

\*{fundamental issues, confronting}

\*{close, Annual Shareholders’ Meeting}

\*{members, Managing Board, Company’s top management, work, maintain, continuity, actively shape, process of change}

\*{colleagues, success, benefit, customers, employees, shareholders of Siemens}

---------------------------------------------------------------------------------------------------------------------- Siemens 2005

\*{President, CEO, Siemens AG, personal letters, customers}

\*{personally visited, companies}

\*{learned, customers, Company}

\*{advice, improve}

\*{loyal customer, cutting-edge innovations, step ahead, competition, trends, impact, markets}

\*{customer confidence, drive, growth, future}

\*{demonstrated, strong growth momentum, challenges, overcome}

**\*{Growth, accelerated}**

\*{New orders, climbed, growth, compared, fiscal}

\*{exceeded, medium-term goal, growing, fast, global GDP}

\*{Worldwide sales}

\*{Growth, dynamic regions, world}

\*{Asia-Pacific}

\*{Americas}

**\*{Portfolio, further developed}**

\*{divested, loss-making mobile phone business, BenQ, best solution, interest of customers, employees, shareholders}

\*{strengthened, portfolio, energy, acquisitions of VA Technologie, Bonus Energy}

\*{VA Technologie acquisition, boosted, portfolio, industry sector, purchases, Flender, Robicon}

\*{acquiring, Photoscan, broadened, security offerings}

\*{medical field, complete acquisition, CTI Molecular Imaging, strengthening, healthcare business}

\*{Communications Group, offerings, fields, home entertainment systems, WLAN solutions, enterprise customers}

\*{acquisition, USFilter, leading position, water, wastewater systems, U.S., rolled out, regional markets, global sales force}

**\*{Earnings, target}**

\*{Earnings, operations, equal, comparable basis}

\*{effects, discontinued, loss-making operations, mobile phones, net income}

**\*{Majority, Groups, course}**

\*{operating Groups, Siemens Financial Services, exceeded, closing, margin targets}

\*{Groups, challenges, SBS, Com, decisive action, improve, long-term profitability}

\*{Siemens Business Services, challenges of overcapacity, competition, cost pressures, product, services}

\*{set, clear goals, measures, put, SBS}

\*{new management team, place}

\*{cost-cutting program, underway, targeting, savings}

\*{greater focus, higher-value services}

\*{Communications Group, divestiture of mobile phones, need, act}

\*{Mobile Networks’ performance, solid, major steps, Fixed Networks, Enterprise Networks}

\*{Com, market challenges, consolidations, network operators, suppliers, industry, adjusts, fixed /mobile convergence, technologies, Voice, Internet Protocol (VoIP), market price erosions}

\*{challenges, new management team, working hard, solidify, Group’s future}

**\*{gameplan, Fit4More}**

\*{Groups, action plan, Fit4More, target, completion date}

\*{embraces, main pillars}

\*{**Performance, Portfolio,** achieving, profitable growth, growing, sales, twice, global GDP, Groups, achieves, margin targets}

\*{Strengthening, portfolio, process, adaptations, acquisitions}

\*{**Operational Excellence,** executing, top Siemens Management System, sharp focus, innovation, customer, focus, global competitiveness, finding, strategic, fit, ever-changing global value chain}

\*{**People Excellence,** working, create, uniform, high-performance culture, Company-wide, motivates, people, excel}

\*{employees worldwide, employees, excited, people, excellence programs}

\*{increasing, global talent pool, establishing, career tracks, specialists, offering, new curriculum, Siemens Leadership Program}

\*{**Corporate Responsibility**, active, responsible member, community, business, worldwide, set, goal, best-in-class, corporate governance, business practices, sustainability, corporate citizenship}

**\*{Megatrends, Driving, customers’ markets}**

\*{Fit4More, short-term plan, sets, foundation, long-term future, world-class company, segment, every activity, business}

\*{business, based squarely, opportunities, markets, derived, major megatrends, changing, demographics, growth of cities, worldwide}

\*{contributions, areas}

\*{population, billion, swell, life expectancy, increase, industrialized countries, emerging markets}

\*{United Nations, human history, majority of humanity, living, cities, megacities, inhabitants}

\*{megacities}

\*{megatrends, working, tandem, impact, fields of health, water, power, mobility, security, communications, automation, lighting}

\*{areas, comprise, traditional businesses, portfolio}

\*{positioned, infrastructure companies, worldwide, products, services, solutions, challenges, head-on}

\*{**healthcare**, reliable, affordable care, premium, populations, grow, age, world-class healthcare leader, contributions, costs down, quality, patients}

\*{digital hospitals, electronic healthcare systems, cutting-edge, e-health solutions, business, generate, sales}

**\*{Water,** critical commodities}

\*{people, access, potable water, water consumption, grow, worldwide}

\*{multi-billion annual market, water, waste-water systems, globally, huge, broad spectrum, solutions, full cycle of water, processing, preparing, fresh water, distributing, processing, wastewater}

\*{acquisition, USFilter, market leadership, field}

\*{Worldwide demand, **power,** grow}

\*{demand, developed nations, developing world}

\*{demand, intelligent energy mix, fossil, nuclear fuels, renewable energy sources, wind, biomass, hydro, geothermal}

\*{reliable transmission of energy, loss of power, trendsetter, power generation, transmission}

\*{industrialized, developing countries, megacities, **mobility,** reaching, gridlock}

\*{estimated, German economy, loses, fuel costs, lost time, additional CO2 emissions, traffic jams}

\*{Americans, spend, stuck, traffic}

\*{solutions, high-performance, rail systems, intelligent, telematics solutions, fleet management, highway, e-payment systems, innovations, improve, people’s mobility}

**\*{Security,** traffic, buildings, grow, importance, urban areas, populations rise, spectators flock, events, mega-stadiums, airports process, ever-growing numbers of passengers}

\*{leading, trends}

\*{piloting, cutting-edge biometric passenger, recognition system, Lufthansa, installed, RFID-based system, admissions tickets, Stuttgart, Germany, speeds up, control, prevents, misuse}

\*{infrastructure, solutions, position, leverage, profit, megatrends, example, innovation, work}

\*{inroad, customers, products, services, solutions, source}

\*{bundling, capabilities, offer, customers, innovation}

**\*{grow}**

\*{targets, profitability measures, implemented, positive effects, fiscal, face, challenges, information, communications, business, further attention}

\*{growth, Groups, strategically well-positioned, future}

\*{businesses, opportunity, benefit, megatrends, cutting-edge innovation, competitors, increasing ability, integrate, cross-Group offerings, customers’ needs, advanced, comprehensive solutions}

\*{company, successful future}

----------------------------------------------------------------------------------------------------------------------- Siemens 2006

**\*{fiscal, substantial progress, sustainable, profitable growth, Company-wide}**

**\*{efforts, implementation, Fit*4*More program, comprises, pillars, Performance, Portfolio, Operational Excellence, People Excellence, Corporate Responsibility}**  
  
\*{results, fiscal}

\*{quarter, exceeded, main target, sustainable profitable growth, global GDP rate}  
  
\*{new orders}

\*{growth, organic, portfolio measures, currency effects}

\*{Sales, climbed, increase, organic}

\*{restructuring costs, portfolio adjustments, increased, Group profit, Operations}

\*{Net income, soared, earnings per share, rose}

**\*{Global, megatrends, wind, sails}**

\*{drive, businesses, leveraging, global megatrends, demographic change, increasing urbanization}

\*{megatrends, ever-greater impact, world, live}

\*{UN projections, world’s population, increased, average age, jumped}

\*{people, moving, urban areas, search of better jobs, better education, better life}

\*{UN, predicts, people, living, cities, rural areas, human history}  
  
\*{developments, growing demand, energy, degrading, environment}

\*{shape, future of manufacturing, better goods, produced, fewer natural resources}

\*{safeguard, improve, mobility of people, goods}

\*{availability of high-quality, affordable, healthcare, advances, medical technology}  
  
\*{Innovation, major contribution, mastering, challenges}

\*{precisely, opportunities, leading positions worldwide, technologies}

\*{portfolio policies, aim, strengthen, expand, positions}

**\*{two-pronged strategy, positioning, future}**

\*{first Fit*4*More pillar, Performance, Portfolio, comprises, main elements, targeted acquisitions, strategic reorientation, specific businesses, Information, Communications activities}

\*{fiscal, implemented, portfolio-enhancing measures, areas}

\*{acquisitions, expand, positions, long-term growth markets, environmental technology, medical solutions, automation systems, public, industrial infrastructures}

\*{introduced, numerous measures, Siemens Business Services (SBS)}

\*{measures, strategic reorientation, completed, fiscal}  
  
\*{portfolio adjustment, importance, broadening, focus, Medical Solutions Group (Med), decision, fold, carrier business, Communications Group (Com), joint venture, Nokia}

\*{Med’s acquisitions of U.S., Diagnostic Products Corporation, Bayer Diagnostics, moving, new, attractive growth, segment, in-vitro diagnostics}

\*{acquisitions, occupy, starting position, No. 2 global provider}

\*{acquisitions, Med, world’s first supplier, deliver, products, systems, services, healthcare continuum, prevention, diagnosis, treatment, follow-up care}

\*{IT, integrating, clinical workflows, increasing, efficiency, lowering, costs, Med’s leading global position, healthcare IT, additional competitive edge}

\*{decision, telecommunications carrier business, joint venture, Nokia}

\*{weighing, options, leading supplier, telecommunications infrastructure, dramatic changes, world market}

\*{Size, manufacturers, telecommunications solutions, services}

\*{new joint venture, critical mass, financial clout, compete}

\*{Nokia Siemens Networks, prospects, global leader, market}

\*{Steps, complete, integration, start, operation, second quarter of fiscal, underway}

\*{portfolio, moves, smaller acquisitions, strengthen, position, industrial automation, power markets}

\*{restructuring, measures, acquisitions, divestments, joint ventures, affected, businesses, fiscal}

\*{successfully completed, formidable task}  
  
\*{developments, former mobile phone business, Taiwanese company BenQ}

\*{company, filed, bankruptcy, mobile phone business, Germany, countries, public outcry, Germany}

\*{filing, surprise, convinced, chosen, good partner, mobile phone business, strengthened, BenQ’s position, financing, transferring, patent, brand rights}

\*{launched, measures, facilitate, job placement, former employees}

**\*{Groups, achieving, profitable growth}**

\*{Groups, exception of Siemens Business Services, strong growth, operating, Groups, achieving, double-digit percentage, increase, new orders}

\*{businesses, winning market share, competitors}

\*{Automation, Drives (A&D), Medical Solutions (Med), Siemens VDO Automotive (SV), Power Transmission, Distribution (PTD), OSRAM, reached, target margins, Industrial Solutions and Services (I&S), Siemens Building Technologies (SBT), Transportation Systems (TS) and Siemens Business Services (SBS), closing, profitability goals}

\*{Groups, reach, target margins}

\*{focus, improve, Groups’ profitability, margin levels, long term}  
  
\*{second pillar, Fit*4*More program, Operational Excellence, comprises, proven tools, Siemens Management System (SMS), Company-wide programs Innovation, Customer Focus, Global Competitiveness, top initiative, optimizing, business processes}  
  
\*{sales growth, organic, achievement, testimony, power of innovation}

\*{further boost, technological edge, invested, research and development, fiscal}

\*{investment, paying off}

\*{fiscal, researchers, submitted, invention reports, fiscal}

\*{filed patent applications, inventions}

\*{portfolio, comprises, patents}  
  
\*{examples, innovative strength, driving, success, Groups}

\*{SOMATOM Definition, computed tomography (CT) scanner, breakthrough, medical diagnostics}

\*{X-ray tubes, detectors, innovative system, reduces, radiation exposure, energy consumption}

\*{SOMATOM Definition, scans, human heart, entire body}

\*{imaging rate, beating heart, ideal tool, producing, cardiac images, patients, irregular and rapid heartbeats}

\*{image resolution, physicians, early indicators, heart disease}

\*{SOMATOM Definition scanners, installed, systems, fiscal}

\*{SIPROCESS, A&D, modular, automated, micro process system, synthesizing chemical substances}

\*{cutting-edge system, reduces, product development costs, shortens, time, market}

\*{Users, report, SIPROCESS, increases, lab productivity}

\*{submarine cable, transmitting power, Australia, Tasmania}

\*{rainy season, electricity, generated, eco-friendly hydropower plants, island flows, mainland}

\*{dry season, power, coal-fired facilities, Australia, transmitted, Tasmania}

\*{High-voltage, direct-current transmission technology, PTD, minimize, energy loss, entire route}

\*{continent, island, benefiting, lower emissions, reliable power supplies}

\*{technological prowess, success, creating, sustainable value, customers}

**\*{bundling, products, create, sector-specific solutions}**

**\*{**fiscal, set up, number of cross-Group Sector Development Boards, solutions, better tailored, customers’ specific requirements}

\*{BMW’s Leipzig facility, supplied, automation, manufacturing solutions, body shop, paint shop, final assembly system}

\*{plant’s power supply, communications, IT systems, building, infrastructure, services}

**\*{Employee, know-how, teamwork, key competitive advantages}**

\*{technological, entrepreneurial success, superb collaboration, excellent employees}

\*{breakneck speed, markets, changing, expertise, teamwork, people, long-term competitive advantages}

\*{People Excellence, Fit*4*More pillar}

\*{aim, activities, area, foster, high-performance culture, Company}

\*{Successful People Excellence, measures, newly restructured, Siemens Leadership Excellence (SLE) program, managers, knowledge, challenges, future}

\*{SLE courses, top Siemens executives share, experiences, practical know-how, next generation, Company leaders}

\*{ability, recognize, nurture, top talents, decisive factor, success}  
  
\*{technology know-how, outstanding innovations, lifeblood, Company}

\*{attractive employer, top scientists, engineers}

\*{achieve, goal, introduced, special career track, technology experts, separate, managerial employees, main stages, senior-level, chief engineer}

**\*{values, foundation, actions}**

\*{Corporate Responsibility, Fit*4*More pillar, reflection, Company’s identity, values, stand}

\*{values, expressed, corporate governance system, rules, Business Conduct Guidelines, charitable activities, Corporate Citizenship program, commitment, sustainable, eco-friendly development}  
  
\*{introduced, Business Conduct Guidelines, Company, listed, New York Stock Exchange}

\*{guidelines, contain, rules, compliance, law, handling of conflicts of interest, protection of company assets, prohibition, insider trading, binding, Company employees, members, Managing Board}

\*{members, Supervisory Board, Guidelines, applicable}

\*{Business Conduct Guidelines, employment contract}

\*{Company Compliance Officer, regularly reports, Audit Committee, Supervisory Board, Corporate Executive Committee}  
  
\*{compliance measures, sufficient}

\*{Several former, Company employees, investigation, allegations, embezzlement, bribery, tax evasion}

\*{Siemens, power, facilitate, speedy clarification, appropriate, immediate countermeasures}

\*{connection, engaged, independent experts, detect, concrete violations, identify, flaws, regulatory system, structures, processes, eliminate, shortcomings, exception}  
  
\*{activities, sustainability, environmental protection, honored}

\*{listed, Dow Jones Sustainability Index}  
  
\*{aim, good neighbor, countries, business}

\*{global presence, marshal local resources, fast, effective assistance, emergencies, natural disasters}

\*{Siemens Caring Hands, charitable program, monetary, non-monetary donations, victims, earthquake, Pakistan}

\*{Indonesian earthquake, aid, medical equipment}  
  
\*{network, university partnerships, encompasses, institutions, higher education, countries}

\*{Partners, prestigious institutions, leading universities, Germany}  
  
\*{fiscal, Fit*4*More program, profitable growth, rate, global economy}

\*{reach, goal, expanded, restructured, businesses}

\*{achievements, fiscal, reflected, bottom line, springboard, success, fiscal}  
  
----------------------------------------------------------------------------------------------------------------------- Siemens 2007

\*{fiscal, Supervisory Board, performed, duties, law, Siemens Articles of Association, Bylaws, Supervisory Board}

\*{advised, Managing Board, management, Company, monitored, Managing Board’s activities}

\*{involved, major decisions, Company}

\*{written, oral reports, Managing Board, timely, comprehensive information, Company planning, business operations, strategic development, current state of the Company}

\*{Actual deviations, business plans, detail}

\*{Managing Board, determined, Company’s strategic orientation}

\*{Managing Board, discussed, detail, business transactions, major significance, Company}

\*{proposals, Managing Board, approved, detailed examination, discussion}

\*{extraordinary meetings}

\*{decisions}

\*{respective terms, Professor Dr. Heinrich v. Pierer, Chairman, regular contact, Managing Board, Supervisory Board meetings}

\*{Company’s current business situation, business transactions}

\*{separate, strategy meetings, Chairman, Supervisory Board, discussed, Managing Board, perspectives, future orientation, individual businesses}

\*{Intensive work, Supervisory Board committees}

\*{enhance, efficiency, work, Supervisory Board, set up, total, committees, prepare, resolutions, Supervisory Board, issues, Board’s plenary meetings}

\*{decision-making powers, Supervisory Board, delegated, committees}

\*{composition, individual Supervisory Board committees, committee meetings, decisions}

\*{Chairman’s Committee, fiscal}

\*{meetings, Chairman, Supervisory Board, topics, particular importance, Company, members, Chairman’s Committee}

\*{fiscal, discussions, concerned primarily, Managing Board’s proposal, focus, Company’s business operations, Sectors, future structure of Siemens’ matrix organization}

\*{Chairman’s Committee, implementation, Company’s corporate governance principles, personnel topics, appointment of members, Managing Board, matters, Managing Board contracts, Managing Board remuneration}

\*{fiscal, Mediation Committee, occasion}

\*{Ownership Rights Committee, voted, resolutions, notational, written, voting process} \*{chairman, committee, Supervisory Board, outcome, subsequent meetings}

\*{fiscal, Nominating Committee, established, prepare, election, Supervisory Board’s shareholder representatives, Annual Shareholders’ Meeting, Siemens AG}

\*{committee, duties, fiscal}

\*{Audit Committee}

\*{independent auditors, President, Chief Executive Officer, Chief Financial Officer, Audit Committee, discussed, Annual Financial Statements, management’s discussion, analysis (MD&A) of Siemens AG, Consolidated Financial Statements, consolidated, MD&A of Siemens, proposal, appropriation, net income, Annual Report, Form 20-F, U.S. Securities, Exchange Commission (SEC)}

\*{compliance-related matters, financial statements, discussed}

\*{committee, in-depth consideration, Company’s quarterly reports, Semiannual Report, appointment, independent auditors, oversight, auditors’ independence, qualification, fee}

\*{Audit Committee, Company’s risk management system, authorization, findings, internal financial audit, reports, legal, regulatory risks}

\*{Audit Committee, concentrated, Company compliance, provisions, Sarbanes-Oxley Act (SOA), measures, eliminating, weak points, internal control system, Remediation Plan}

\*{Audit Committee, connection, legal proceedings, allegations of embezzlement, bribery, tax evasion, former, current employees, retained, law firm, Debevoise & Plimpton LLP}

\*{clarify, circumstances, allegations of criminal activity, Communications Group (Com), dissolved}

\*{analyze, implications, current findings, efficiency, Company’s compliance system, internal control system}

\*{investigate, similar situations, arisen, Siemens Group}

\*{Debevoise & Plimpton LLP, commissioned, independent auditors, Deloitte Touche Tohmatsu, support, examination of Siemens’ control systems, forensic accounting experts}

\*{suggestion, Corporate Executive Committee, Audit Committee, appointed, internationally recognized expert, Siemens’ compliance advisor}

\*{Supervisory Board, decided, transfer, responsibility, compliance-related matters, Audit Committee, newly created, Compliance Committee}

\*{remainder, current internal investigations, Compliance Committee, Supervisory Board, overseeing, compliance-related investigations, processing reports, law firm, Debevoise & Plimpton LLP, independent investigation, review, internal compliance, control systems, monitoring, compliance, legal, regulatory requirements, Company guidelines}

\*{committee chairmen, work, committees, regular basis, plenary meetings}

\*{Main topics, plenary meetings, Regular topics of discussion, Supervisory Board’s plenary meetings, revenue, income, employment development, Siemens AG, Groups, Siemens worldwide, Company’s main investment, divestment projects}

\*{Managing Board, Company planning, strategic development, business operations, current state, Company}

\*{Compliance-related measures, future structure, business operations, Siemens AG, discussed, several meetings}

\*{Decisions, composition, Managing Board}

\*{business development, fiscal, approved, dividend proposal}

\*{primarily discussed, financial statements, MD&A of Siemens AG, Company planning, fiscal}

\*{recent developments, discussed, detail, background, status, investigations, allegations of embezzlement, bribery, tax evasion, part of former, current employees}

\*{connection, Supervisory Board, expressed, unconditional support, measures, introduced, Audit Committee}

\*{executive session, efficiency, Supervisory Board’s work, evaluated, members}

\*{Annual Shareholders’ Meeting, Managing Board, current state, Company, status, Company’s compliance, control systems}

\*{Supervisory Board, Managing Board’s intention, sell, stakes, automotive supplier, Siemens VDO Automotive, public listing}

\*{Supervisory Board, intention}

\*{Supervisory Board, acquisition of UGS Corp. of Plano, Texas (U.S.). UGS, world leading supplier, product lifecycle management (PLM) software, services}

\*{PLM, IT business platform, supports, business innovation, growth, digital product design, manufacture, distribution, servicing, disposal}

\*{points, just-concluded, Annual Shareholders’ Meeting}

\*{beginning, Supervisory Board meeting, Professor, resigned, Chairman, Supervisory Board of Siemens AG}

\*{Supervisory Board, elected, Chairman, remainder, current Supervisory Board’s term of office, expires, Annual Shareholders’ Meeting of Siemens AG}

\*{Siemens President, CEO, Supervisory Board, renewal, contract}

\*{discussed, meeting, state, Company, status, compliance-related investigations, topic, D&O insurance}

\*{Managing Board, new Company program, Fit42010}

\*{meeting, convened, Managing Board, attendance, Supervisory Board, approved, proposal, Chairman’s Committee, appoint, member, Managing Board, successor, President, CEO, Siemens AG, effective}

\*{Supervisory Board, approved, proposal, Chairman’s Committee, appoint, Group President of Siemens Building Technologies (SBT), Managing Board of Siemens AG}

\*{appointed, member, Managing Board, effective}

\*{Supervisory Board, approved, Managing Board’s decision, elect, Corporate Executive Committee}

\*{meeting, status, compliance-related measures, compliance environment, legal situation, Company’s business, financial position}

\*{Supervisory Board, approved, Managing Board’s proposal, sell, Siemens VDO Automotive AG, Continental AG, planned acquisition, Dade Behring Inc. of Deerfield, Illinois (U.S.)}

\*{purchase, U.S. healthcare diagnostics company, first integrated diagnostics company}

\*{Supervisory Board, decided, meeting, appoint, member, Managing Board, approved, election, Corporate Executive Committee}

\*{assumed, new Managing Board position, legal, compliance matters, established, Chairman’s Committee, Supervisory Board}

\*{Previously Executive Vice President, General Counsel of GE Healthcare, UK, qualified, expert, legal, compliance-related matters}

\*{Managing Board, integration, major acquisitions, Automation, Drives Group, Medical Solutions Group}

\*{received, overview, current status, Company’s pension system, anticipated, further development, pension fund assets}

\*{Compliance, corporate governance standards, Supervisory Board, monitored, further development, Company’s corporate governance standards}

\*{Information, corporate governance, Company, detailed report, level, structure, remuneration members, Supervisory, Managing Boards}

\*{Annual Report}

\*{Managing, Supervisory Boards, issued, unconditional Declaration, Conformity pursuant, German Stock Corporation Act, share-holders, Company’s website}

\*{Siemens AG, complies, recommendations, current version, German Corporate Governance Code, comply, recommendations, future}

\*{Detailed discussion, financial statements, independent auditors, KPMG Deutsche Treuhand-Gesellschaft AG, Wirtschaftsprüfungsgesellschaft (KPMG), Berlin, audited, Annual Financial Statements of Siemens AG, MD&A, Consolidated Financial Statements, consolidated MD&A, accordance, requirements, German Commercial Code (HGB), approved, qualification}

\*{Consolidated Financial Statements, consolidated MD&A, prepared, accordance, HGB, international accounting standards IFRS, European Union}

\*{KPMG’s audit, conducted, accordance, accepted, German standards, audit of financial statements, promulgated, Institutder Wirtschaftsprüfer, Deutschland e.V. (IDW), International Standards on Auditing (ISA)}

\*{above-mentioned documents, Managing Board’s proposal, appropriation, net income, submitted, Managing Board}

\*{Audit Committee, discussed, documents}

\*{KPMG audit reports, presented, members, Supervisory Board, reviewed, presence, independent auditors, reported, main findings, audit}

\*{Managing Board, Annual Consolidated Financial Statements, Company’s risk management system}

\*{focal points, costs, audit}

\*{findings, examination, Audit Committee, Supervisory Board, raised, no objections}

\*{view, approval, financial statements, accepted, submitted}

\*{endorse, Managing Board’s proposal, net income, distribution, pay out, dividend, entitled, dividend}

\*{approve, proposal, amount attributable, treasury stock, carried forward}

\*{Changes, composition, Supervisory, Managing Boards}

\*{conclusion, Annual Shareholders’ Meeting, Supervisory Board}

\*{appointed, court resolution, replace}

\*{Effective, substitute member, Supervisory Board, succeeded, member, Supervisory Board}

\*{Supervisory Board, constructive, informed contributions, loyal support}

\*{resigned, member, Chairman, Supervisory Board, beginning, Supervisory Board meeting}

\*{Board, elected, Chairman, remainder, current Supervisory Board’s term of office, expires, Annual Shareholders’ Meeting of Siemens AG}

\*{Professor, elected, substitute member, Board, succeeded, Professor, member, Supervisory Board}

\*{Supervisory Board of Siemens AG, indebted, Professor, service, President, CEO of Siemens AG, work, Chairman, Supervisory Board}

\*{Effective, Supervisory Board, appointed, member, Managing Board, approved, election, Corporate Executive Committee}

\*{resigned, member, Managing Board, President, CEO of Siemens AG, effective}

\*{appointed, member, Managing Board, President, CEO of Siemens AG, effective}

\*{term of office, Professor, expired, extended}

\*{Professor, positions, Company, served, member, Managing Board, Corporate Executive Committee}

\*{successful work}

\*{duties}

\*{Effective, Supervisory Board, appointed, member, Managing Board, approved, election, Corporate Executive Committee}

\*{General Counsel, Company, occupies, created, Managing Board position, legal, compliance matters}

\*{Supervisory Board, members, Managing Board, employees, employee representatives, Siemens companies, work}

\*{fiscal, successful year, Siemens’ business}

----------------------------------------------------------------------------------------------------------------------- Siemens 2008

\*{Sustainability, understand, linked, values}

\*{complexity, contribution, equitable, world economy, provision, energy-efficient, durable products, solutions, customers}

\*{expression, responsible employee culture, sign, uncompromising compliance, laws, regulations}

\*{backdrop, current economic, financial crisis, problems, posed, climate change, company’s product portfolio, production processes, purchasing policies}

\*{prepared, challenges, world, facing}

\*{identified long-term trends, realigned, company}

\*{changes, need, operate, faster, more flexibly, attractive markets, generate, strong, profitable growth}

\*{Profitable, long-term growth, goal, responsible action, means, achieve}

\*{responsibility, regard, many sides}

\*{environmental protection, product, stewardship, responsible employee management, diversity-oriented employee culture, occupational health, safety, requirement, suppliers, high standards, corporate citizenship activities}

**\*{commitment, United Nations Global Compact}**

\*{Formulated, United Nations’ eight Millennium Development Goals, set priorities}

\*{Based, vision, sustainable, equitable, world economy, aim, improve, living conditions, worldwide}

\*{Poverty reduction, peacekeeping, environmental protection, defined, international community’s top priorities}

\*{goals, achieved, governments, international organizations}

\*{Active support, business world}

\*{innovation, investment capabilities, businesses, bear, large share, responsibility, sustainable development worldwide}

\*{applies, company, supplies, key future-oriented technologies, influence, size, global presence}

\*{responsibility, sustainability seriously}

\*{responsibility, central pillar, corporate strategy}

\*{implemented, Fit42010 program, goal, global leader, transparency, compliance}

\*{aspire, guiding principle}

\*{commitment, reflected, membership, United Nations Global Compact}

\*{countries, adopted, Global Compact’s ten principles, lend, support}

\*{commitment, reflected, Business Conduct Guidelines, designed, establish, ethically irreproachable business practices, prerequisite, sustainable company success, anchor, behavior, managers, employees, ethical norms}

\*{progress, implementing, Global Compact’s principles, future reports, adopt, approach}

**\*{Opportunities, sustainable business}**

\*{future, intend, focus, intensely, opportunities, sustainable business}

\*{integrated technology company, above-average investments, research and development, aim, achieving, new growth targets}

\*{prime example, Environmental Portfolio}

\*{company, world leader, offerings}

\*{portfolio showcases, expertise, green solutions, fulfilling, commitment, sustainable development}

\*{engaged, vital topic}

\*{responsible, Supply Chain Management, Managing Board, role, Chief Sustainability Officer, charge of marketing, cross-Sector Environmental Portfolio}

\*{sustainability, supply chain management}

\*{processes, entire value chain, responsible, profitable, operate, long-term, sustainable basis}

\*{created, Sustainability Board, staffed, high-ranking representatives, company, promote, understanding, sustainability, practical application}

\*{Board, effectively leverage, opportunities, sustainable business, levels, company}

\*{reasons, calling, annual publication, Sustainability Report}

**\*{achievements, date}**

**\*{**progress, areas of compliance, supplier responsibility, occupational health, safety}

\*{establish, systems, implemented, globally, optimize}

\*{system, comprehensive compliance program, intensive training measures}

\*{clarify, past compliance violations}

\*{cooperation, investigating, authorities, uncompromising response, cases of misconduct, comprehensive Compliance Program, reasons, legal proceedings, Germany, U.S., terminated}

\*{responsibility, limited, company, extends, factory gates}

\*{responsibility, sustainability, criteria, selection, suitable suppliers}

\*{worldwide, rollout, fiscal, Code of Conduct, Siemens Suppliers, suppliers, asked, complete, corporate responsibility self-assessment, object, find out, suppliers’ activities, management systems, use, sustainability}

\*{identify, risks, supply chain, early stage}

\*{Further information, results, assessment, Report}

\*{fiscal, introduced, international occupational health, safety reporting system, track, evaluate, monthly basis, key performance indicators, locations, construction sites, contractors}

**\*{Integrity, CO2 reduction, diversity}**

\*{basis, activities, conviction, integrity, prerequisite, long-term, sustainable company success}

\*{common understanding, integrity, reached, discussing, values, expectations, parties}

\*{intensive discussions, integrity, top management, internal, external groups, defined, factors, determine, future success}

\*{Environmental Portfolio, climate protection commitment, intend, apply, entire value chain}

\*{commitment, integrated concept, CO2 reduction, suppliers, customers, production processes}

\*{Rigorous supply chain management, achieve, goal}

\*{production sites, aim, reduce, CO2 emissions, compared, level, normalized, revenue growth}

\*{use, energy-efficient products, solutions, research and departments, developed, customers}

\*{diversity, key component, corporate culture, succeed, recruiting, best employees, development of future-oriented products, solutions, innovation, inclusion of multifaceted capabilities, approaches, cultural backgrounds}

\*{Identifying, top talents, attractive development possibilities, levels, company, entrusting, key functions, company, prerequisite, sustainable company success}

**\*{Transparency, openness, trust}**

\*{activities, past fiscal, achieved}

\*{reached, goals}

\*{plans, objectives, reflected, improvements, performance}

\*{presenting, sustainability activities, accordance, management objectives, key figures, goals, performance, measurable, internally, externally, targets, reached, exceeded, achieved}

\*{open reporting, means, reaching, transparency goal, Fit42010 program}

\*{open communications, fair dealings, stakeholders, employees, customers, non-governmental organizations, associations, scientists, political leaders, main prerequisite, integrity}

\*{Open dialogue, development, products, solutions, society, establish, long-term trust, company}

\*{time, economic, financial crisis}

\*{company’s rigorous reorientation, equipped, challenges}

\*{acting, short-term basis}

\*{strategy, long-term decision-making, focus, energy-efficient innovations, solutions}

\*{profit, impending, stimulus programs, markets, world-leader, green products, solutions, company, acts responsibly, accordance, principle, sustainability}

\*{Accompany, journey, future, ideas, criticism}

----------------------------------------------------------------------------------------------------------------------- Siemens 2009

\*{understanding, sustainability, linked, company values, responsible, excellent, innovative}

\*{Werner von Siemens, insisted, company, fulfill, responsibilities, employees, society, nature}

\*{achieve, excellence, capture, leading positions, markets of tomorrow, develop, innovative technologies, future viability, modern civilization, vision, challenge}

**\*{Sustainable development, creates, business opportunities}**

\*{rigorously leveraging, business opportunities, created, sustainable development}

\*{Environmental Portfolio, achieved, revenue, fiscal, tons, CO2 reductions, customers, figures}

\*{sustainability, top priority, reflected, company organization, Sustainability Board, headed, Chief Sustainability Officer, member, Managing Board, guidance, sustainability-related issues, company-wide}

\*{Supported, Sustainability Office, cooperation, established, Sustainability Advisory Board, Sustainability Board, concerns, sustainability strategy, Sustainability Program, monitoring, sustainability-related performance}

\*{concrete strategic focuses}

\*{develop, expand, Environmental Portfolio, company-wide}

\*{optimize, climate balance, introduce, sustainability metrics, relevant, Siemens businesses}

\*{intensify, dialogue, stakeholders}

\*{fiscal, assigned authority, issue, company-wide guidelines, areas, environmental protection, health management, safety, dedicated organization, headed, Labor Director, Managing Board member, manage, sustainability}

**\*{commitment, UN Global Compact}**

\*{multinational company, innovative strengths, power, investments, major responsibility, sustainable development}

\*{participation, UN Global Compact, testifies, awareness}

\*{publication, progress report, principles, Global Compact, UN CEO Water Mandate}

\*{future, form}

**\*{achieved}**

\*{Report, substantial progress, areas, fiscal}

\*{Internal employee surveys, top rankings, major industry indices, stakeholders, conclusion}

\*{Carbon Disclosure Project (CDP), placed, Carbon Disclosure Leadership Index, world’s top, companies}

\*{fiscal, captured, first place, Diversified Industrials category, prestigious SAM Dow Jones Sustainability Index (DJSI World)}

\*{supply chain, sustainability management program, received, recognition, received, highest ranking, industry, Standards for Suppliers category}

\*{achieve, goals, profitable growth, long-term value creation, activities, sustainable} \*{developing, innovative products, solutions, individual customer needs, requirements, implementing, culture of integrity, mere compliance, laws, regulations}

\*{Industrial environmental protection, product responsibility, responsible, diversity-oriented personnel management, occupational health, safety management, commitment, suppliers, high standards, corporate citizenship, areas, redoubling, efforts, increase, sustainability, world, better place, live}

\*{stakeholders, progress}

\*{Accompany, journey, future, ideas, criticism}

----------------------------------------------------------------------------------------------------------------------- Siemens 2010

\*{bright future, generations, aspiration}

\*{fostered, transformation, sustainable company}

\*{improvements, capture, leading positions, Dow Jones Sustainability Index, Carbon Disclosure Project}

\*{commitment, ten principles, UN Global Compact, goal, principles, UN’s CEO Water Mandate, responsible use of water, world’s most precious resources}

\*{company sustainable, respect, challenges, areas}

\*{internal environmental targets, responsible, diversity-oriented employee policies}

\*{driving, occupational health, safety management, working, suppliers, high standards}

\*{collective action, stakeholders, fair market conditions, business practices, Siemens Integrity Initiative, supports, projects, world, fighting corruption, fraud, total funding volume}

\*{challenge, expand, Environmental Portfolio}

\*{goal, generate, revenue, green products, solutions, fiscal}

\*{goal, benefit, environment, fiscal, products, customers, cut, carbon emissions}

\*{information, activities, Sustainability Report}

\*{report, contributions, sustainable development of societies, showcasing, Siemens projects, world’s major cities}

\*{products, solutions, services, strengthening, infrastructures, key urban centers, increasing, quality of life, city dwellers}

\*{show, challenges, sustainability, differ, region, region}

\*{goal, master, challenges, innovative products, solutions, ideas}

\*{awareness, sustainability, best promoted, dialogue}

\*{benefit, external opinions, panel of international experts, Siemens Sustainability Advisory Board}

\*{idea, competition, training programs, fostering, employees’ enthusiasm, sustainability-related topics, ambassadors, sustainability}

\*{Accompany, next stages, journey, future, ideas, critical eye}

\*{suggestions, mutual dialogue}

----------------------------------------------------------------------------------------------------------------------- Siemens 2011

\*{Governments, societies, companies, challenges, challenges, Fukushima, energy transformation, Arab spring, debt crisis, carbon dioxide emissions}

\*{implemented, Germany’s new energy policy, create, opportunities, climate-friendly, environmental technologies}

\*{difference}

\*{good news, sustainability, progress, major potential}

\*{bad news, children, world, worth, living, long term}

\*{Developing sustainable solutions, world population, approaching, mark, closer cooperation, internal, external partners}

\*{express commitment, goals, principles of the Global Compact, CEO Water, Mandate of the United Nations, active participants, organizations, World Business Council, Sustainable Development (WBSCD), Global Reporting Initiative (GRI), World Economic Forum (WEF), World Resources Institute (WRI)}

\*{progress, becoming, sustainable company, optimistic}

\*{fiscal, generated revenue, total sales, Environmental Portfolio}

\*{green technologies, customers, reduce, carbon dioxide footprint, world’s total energy-related, annual CO2 emissions}

\*{commitment, sustainability strategy, honored, German Sustainability Award}

\*{Dow Jones Sustainability Index, No. 1, Diversified Industrials category, improved, performance}

\*{top, companies, Carbon Disclosure Leadership Index (CDLI)}

\*{External assessments, right track}

\*{sustainability, guiding principle, anniversary, Environmental Office attests}

\*{environmental protection, fostering, ecofriendly behavior, Company}

\*{sustainability, impact, activities}

\*{responsible, supply chain}

\*{responsibility, practice, journey, value chain}

\*{China, supplier cut, future energy costs}

\*{stopover, U.S., insight, sustainability standards, set, activities}

\*{ICx train, demonstrates, customer retention, developing, mobility solutions, future}

\*{Sustainability, guiding principle}

\*{course}

\*{Constructive dialogue, stakeholders, Sustainability Advisory Board, committee of leading, international experts, achieve, goals}

\*{develop, sustainability-related activities, dialogue, stakeholders}

\*{exchange of ideas}

----------------------------------------------------------------------------------------------------------------------- Siemens 2012

\*{planet, live}

\*{humanity, consuming, equivalent, natural resources, planets}

\*{impact, environment, climate, society, unmistakable}

\*{act, future generations, inherit, world, worth, living in}

\*{children, São Paulo, featured, cover, future}

\*{stakeholders, customers, partners, investors, employees}

\*{requirements, societies, world, join, quest, sustainable future}

\*{preparing, future, overarching strategy, sustainability, guiding, principle}

\*{Sustainability, buzzword}

\*{derives, developed, affect, areas, life}

\*{concept, sustainability, impact, company’s founder}

\*{Werner von Siemens, sustainability, potential, innovative company, principles, good business, efficiency, growth, responsibility, society, environment, not mutually exclusive, mutually reinforcing}

\*{understanding, sustainability, business opportunity, drives, economic, environmental and social progress, dominated, strategy, activities}

\*{Company’s structure, reflects, focus}

\*{Sustainability, addressed, Managing Board level, anchored, organization}

\*{launched, comprehensive Sustainability Program, established, the Sustainability Board, comprises, high-ranking representatives, Company, the Sustainability Advisory Board, leading external experts}

\*{goals, Global Compact, the CEO Water Mandate, the United Nations}

\*{cooperate, organizations, World Business Council, Sustainable Development, the Global Reporting Initiative, the World Economic Forum, the World Resources Institute}

\*{External assessments, conducted, attest}

\*{Dow Jones Sustainability Index, world’s most sustainable industrial company, capturing, the No. 1 spot, diversified, industrials, leading, industrial goods, services category, includes, different industries}

\*{improved, score, Carbon Disclosure Project, achieving, excellent result}

\*{action, business, environmental performance}

\*{generated, products, solutions, Environmental Portfolio, customers, cut, CO2 emissions}

\*{step, healthcare, customers, partners, improve, healthcare, worldwide}

\*{people, worldwide, benefited, medical imaging technologies, Multix Select DR digital radiography system}

\*{sustainability, business, environment, society}

\*{Focusing, selected, everyday activities, company, demonstrating, accountability, driving, efficiency, growth, sustainable development}

\*{efficiency, development, production, products, increasing, customer benefit, enhancing, sustainability, customers’ businesses, products, solutions}

\*{Find, challenges, confronting, achieve, goals, benefit, environment, society, Company}

\*{challenges}

----------------------------------------------------------------------------------------------------------------------- Siemens 2013

\*{addressing, President, CEO, Company}

\*{organization}

\*{task, mission, respect, dedication}

\*{people, benefit, infrastructures, supported, technologies, inspiration, obligation, pride}

\*{people, world, customers, users, employees, shareholders}

\*{electrification, world}

\*{Digitization, automation, transforming, value chain, opportunities}

\*{importance, task, responsibility, employees}

\*{guided, values, innovation, quality, reliability, engineering excellence}

\*{sustainability, responsibility, inform, actions}

\*{values, commitment, present, future}

\*{businesses, positioned, poised, long-term success}

\*{Sustainability Report, formulate, commitment, aims, United Nations Global Compact}

\*{detailed account, turbulent and eventful fiscal year}

\*{revenue}

\*{New orders, climbed, gain}

\*{order backlog}

\*{income, operations, transformation costs, productivity program, extraordinary gain, divestment, shares, Nokia Siemens Networks (NSN)}

\*{solid results, fell, potential, initial forecast}

\*{retract, margin targets, Sectors}

\*{Special burdens, projects, solar technology, high-speed trains, wind turbines, North Sea platforms, connecting, offshore wind farms, power grid, pressure, profits}

\*{burdens, operations, offset, profits, divestment, Nokia Siemens Networks (NSN), cross-Sector activities, Siemens Real Estate (SRE), Financial Services (SFS)}

\*{spinoff, public listing, OSRAM, welcome success}

\*{diligence, perseverance, preparing, gratifying development, OSRAM share price, confirms}

\*{achievements, propose, unchanged dividend}

\*{profit, share buyback program, implement}

\*{scored, successes}

\*{predecessor, President, CEO, achievements, exemplary investigation, corruption affair}

\*{Company, employees, commitment, office}

\*{Managing Board, Company}

\*{responsible, supply chain management, sustainability, Company}

\*{instrumental, ranked, sustainable company, seven industries, internationally renowned, Dow Jones Sustainability Index}

\*{valuable contributions, Company, Managing Board of Siemens AG, previous position, Siemens AG Osterreich}

\*{workforce, extend, gratitude, dedicated service}

\*{resign, Managing Board}

\*{establishing, sustainable corporate culture, integrity, exemplary, worldwide}

\*{achievement, benchmark, beacon, align, legal, compliance organization}

\*{service, collegiality, Managing Board}

\*{appreciation, Dr. Gerhard Cromme, Supervisory Board, farsighted support, Managing Board}

\*{Supervisory Board, Dr. Ralf P. Thomas, financial expert, serve, Chief Financial Officer}

\*{Dr. Thomas, responsible, Siemens’ financial strategy, resources, need, investments, growth, jobs, innovation, employee, training, continuing, education}

\*{decisive action}

\*{adjusted, improved, decisive action, hard work}

\*{Managing Board, Siemens’ global management team}

\*{shareholders, high expectations}

\*{expectations}

\*{act, judiciously, decisively, rigorously, focus, sustainability, measures}

\*{actions, profit, long-term success, Company}

\*{team, unmatched, esteemed, world}

\*{extend, employees, dedication, achievements}

\*{achieve, team, the Siemens team, success}

\*{top priority}

\*{guiding principle, Managing Board, trainee, Divisions and Regions, Company ’s headquarters}

\*{focus, living, virtues, values, renewed vigor, reliability, continuity, fairness, integrity, diligence, dedication, quality, innovation}

\*{reinvent}

\*{company, setup, spans, electrification, value chain}

\*{impact, digitization, expanding use, automation, shaping, markets, changing, businesses, opening up, opportunities, innovation}

\*{profit, electrification, digitization, automation}

\*{new competitors, industries, technology fields, penetrate, territory}

\*{development}

\*{business fields, attractive, establish, foothold, realize}

\*{changes, technologies, customer behavior}

\*{paradigm shifts, markets, businesses, environment, shifts, social media, data analytics, processing, data, biotechnology}

\*{leverage, changes, benefit, Company, unparalleled expertise, innovative technologies, unfailingly high productivity}

\*{change, prevail, competitors, contested markets}

\*{driver, company, growth, controlled, focused, value-creating, sustainable growth}

\*{priorities, achieving, growth}

\*{wise investments, R&D expenditures, acquisitions, systematic tapping, attractive markets}

\*{company, leader, technology, long-term profitability}

\*{greed, innovative strength, enhancing, competitiveness, safeguarding, jobs, trusted, attractive partner, shareholders, investors}

\*{implement, key elements}

\*{program, successful conclusion, drive, profitability}

\*{long term, strengthen, impact, extends}

\*{margin-boosting flash, pan, changes, success, preserve, jobs, reinforce, technology, market leadership}

\*{changes, position, narrow, medium term, close, gap, profitability, competitors}

\*{construction, Berlin-Siemensstadt location, Company headquarters, new headquarters, Munich}

\*{planning, new Siemens campus, Erlangen, Germany}

\*{construction projects, commitment, two locations, Company tradition}

\*{obligation}

\*{responsibility, future, Company}

\*{Generations, employees, Company, stake}

\*{successors}

\*{diligence, dedication, Managing Board, employees, world, shaping, Company’s future}

\*{Joining, forces, act, company}