Version: 2022

Moving beyond.

Management-Manual

with focus

Quality, occupational health and safety, and environmental protection and product safety at Siemens Mobility

SIEMENS

Smart and efficient mobility solutions
for today and tomorrow

Change is the only constant in our world

as we face new challenges from globalization, urbanization, worldwide climate change, and Earth's growing population. The emergence of new megacities and urban conglomerates mean constant change for our mobility as well. We need safe, fast, affordable, flexible, and environmentally sound options for moving both goods and people. And now more than ever, we must learn to optimize how we utilize our existing infrastructure, which cannot be expanded indefinitely.

In Germany alone, we expect the volume of local rail traffic to rise from 6 million to 10 million passengers per day. In the United States, the volume of freight transport is expected to grow to 4 billion metric tons annually by 2050. Meanwhile, traffic on the roads is in danger of total gridlock. The density of automobile traffic will triple in India, quadruple in Indonesia, and grow tenfold in China. The increased density of cars in traditional private transport is no longer compatible with livable cities. Many areas have already had to issue driving bans. This explains the growing importance of both intermodal solutions and public, long-distance and freight transportation.

Improving operational safety, availability, throughput and the passenger experience – Siemens Mobility's smart transportation solutions use innovative IT to get goods and people quickly and safely to their destination at an affordable price and with a low environmental impact. We are a preferred partner to cities, municipalities, railroad operators and local transportation companies, who turn to us for efficient and reliable rail vehicles, management solutions for rail, and a comprehensive portfolio of maintenance and other services. We pursue uncompromising standards of quality, product safety, occupational health and safety, and environmental protection coupled with continuous innovation and performance you can count on.

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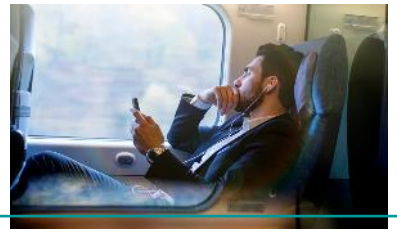
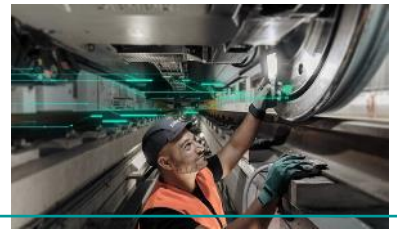
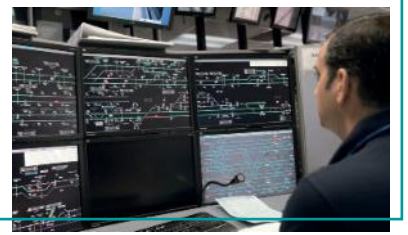

SIEMENS

Introduction

Our thinking revolves around mobility and we are already shaping the mobility of tomorrow.

We bring the latest technology trends to rail and deliver greater sustainability, efficiency, and reliability – with smart solutions for efficiently moving people and goods. We rigorously focus on solutions that are forward-looking, reliable, and will help our customers offer their passengers more than just transportation from A to B. Our solutions ensure maximum availability, increased throughput, and – last but not least – the best possible travel experience

Our global customer base appreciates the innovative power of our products and solutions, together with their reliability, safety, durability, sustainability, and cost-effectiveness. We see it as our responsibility to our customers, partners, and employees to meet this standard of quality every day. We fulfill this responsibility in our commitment to ensure and continuously improve our high standards of quality, environmental protection, health management, and product safety through a comprehensive management system.

For us, this also means that our customers around the world can count on uniform principles of quality, product safety, occupational health and safety, and environmental protection:

Quality, product safety, occupational health and safety and environmental protection are **personal** Everyone has a contribution to make. That is how we will meet the expectations of our customers, our employees, and society as a whole..

Quality, product safety, occupational health and safety and environmental protection are **obligatory** Everyone is involved in maintaining and constantly improving the processes.

Quality, product safety, occupational health and safety and environmental protection are **all-inclusive** Everyone contributes to the success of our company with their creativity and commitment.

Michael
Peter

Karl
Blaim

Management Board Siemens Mobility

The management system outlined in this manual is obligatory for all managers and employees of Siemens Mobility worldwide.

SIEMENS

Siemens Mobility

Integrated solutions for the efficient transport of people and goods

Business Unit

Rolling Stock

Rail vehicles for urban-, regional- and long-distance transportation
Passenger coaches
Product and system solutions for passenger and freight transport.

Business Unit

Rail Infrastructure

Products, solutions and complete systems for the automation, electrification and optimization of rail traffic.

Business Unit

Customer Services

Services for rail vehicles and rail infrastructure over the entire life cycle

Business Unit

Turnkey Projects

Complete turnkey solutions for rail systems that integrate the entire portfolio and further products.

Business Unit

Software

Apps & backend systems for passenger information, booking, reservation, payment and management of data, infrastructure and fleets.

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Siemens Mobility Regions

Integrated solutions for the efficient transport of people and goods

customer proximity

in regionsn

The 8 regions each consist of countries with emerging and mature markets and are primarily responsible for the sales and service business for their local customers. Siemens Mobility has a strong presence in mature markets where modern transport solutions play an important role. From high-speed trains and digital interlockings to intelligent traffic systems and customer services - the entire range of our portfolio can be found. .

Region NEE

North-East Europe

Region SWE

South-West Europe

Region UKI

UK & Ireland

Region NAM

North America

Region LAM

Latin America

Region ASP

Asia Pacific

Region CHN

Greater China

Region MEA

Middle East & Africa

SIEMENS

Moving **beyond.**

Siemens Mobility **Motto**

We are global **entrepreneurs**

trusted by our partners to pioneer transportation, moving people sustainably and seamlessly from the first mile to the last.

Siemens Mobility **Vision**

SIEMENS

Siemens Mobility

Reflecting our vision and relevant for society: our focus topics

Sustainability

Taking the train is the most environmentally friendly way of traveling. And trains, digital applications, and services from Siemens help mobility operators push sustainability further while optimizing value streams and developing new products and services. This benefits everyone – not least the environment.

Pioneer transportation

Understanding the importance and true value of innovation, we focus on continuous research and development to pave the way for trendsetting mobility concepts and technologies that ensure the seamless, sustainable, safe, reliable transportation of people and goods for years to come.

Digitalization

Our trendsetting, digital products, solutions and services are paving the way for improved operations, sustainability, and availability while always meeting the security challenges of digitalization and enabling our customers to prosper cybersecurely.

Trusted partner

We set the bar high for our customers and partners, anticipating the transport challenges of tomorrow to develop the right solutions today. And we're there every step of the way, adapting to changing situations. No matter where you are in the world you can rely on Siemens Mobility. Focusing on availability, efficiency and value for money, we optimize and protect your investments to support your goals.

Passenger experience

Travel should be relaxed and relaxing. And ICT-based applications from Siemens give rise to a smile on every journey. Ensuring easy travel planning and ticketing, outstanding on-board convenience, low cancellation and delay rates, and intermodal transport concepts that enable seamless door-to-door travel, they make travelling a pleasure.

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Management system

This manual outlines the **key points** of the Siemens Mobility's **management system**.

The management system includes all structural and process organizational specifications that are necessary to achieve our business goals and defines the general requirements for all organizational units of the SMO, taking into account the internal and external influencing factors.

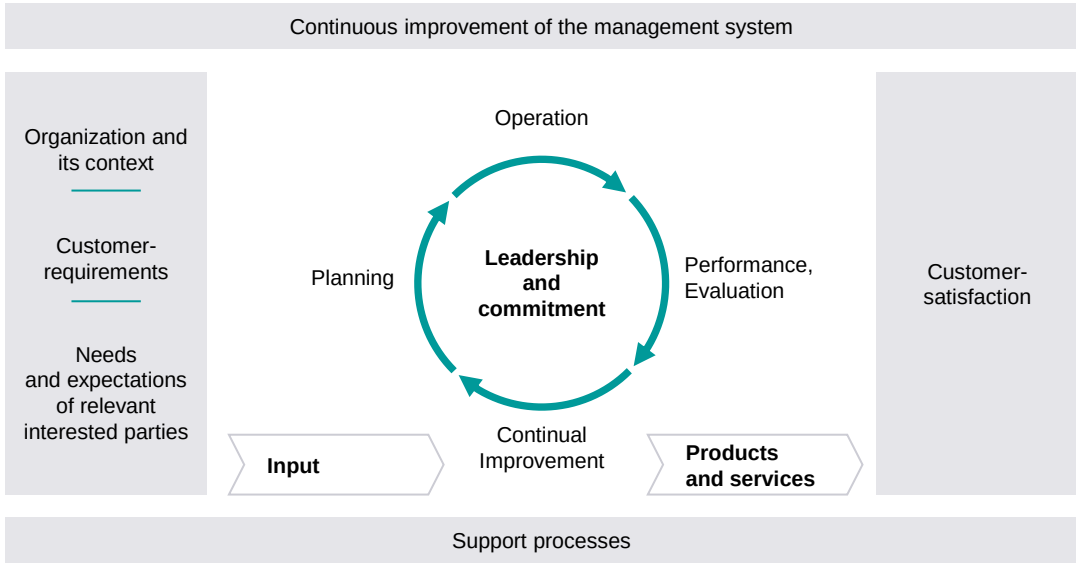
The management board drives the development and implementation of the management system through planning and targets and ensures a system of controls. The management system is obligatory for all employees.

The documentation structure is outlined in the section entitled Documentation. The organizational units are responsible for citing, substantiating, and documenting any exceptions to the requirements of ISO 9001 or other standards that may be necessary. Holding companies listed in the Siemens Mobility's organizational chart may have their own independent management systems. The same applies to organizational units whose unique business mandate requires a separate management system. The management system documentation – including all methods and procedures – is available to all employees in the organizational units in structured form. It may also be accessed by external personnel for auditing purposes, but is otherwise intended for internal use only.

Implementation and assessment of the management system is focused on satisfying customer requirements and the expectations of all interested parties of relevance, and ensuring compliance with the law and company policies. It meets the Siemens quality management standards and the requirements for a quality management system set forth in ISO 9001, for a maintenance system in accordance with national railway legislation, and for an occupational health and safety and environmental management system (EHS) as set forth in ISO 14001 and ISO 45001. Management monitors and assesses its implementation, effectiveness, and efficiency.

Depending on the requirements of the markets or customers, the following standards or guidelines have also been met:

- International Railway Industry Standard (ISO/TS 22163 (IRIS Rev.03))
- Information security management systems (ISO 27001)
- Capability Maturity Model Integration (CMMI)
- IT-security for networks and systems (IEC 62443)
- Entity in Charge of Maintenance (ECM)
- Energy management system (ISO 50001)



SIEMENS

Why we need uniform Processes and clear cut rules…

Our claim: **reliable process quality …**

Effective and efficient processes make up a key element of our management system. They ensure that our products and services meet the specified requirements to the complete satisfaction of our customers and everyone concerned.

These processes are divided into three, closely intermeshed process categories::

- In the management processes, among other things, the general specifications for the SMO processes are formulated and controlled
- The business and operational processes encapsulate all business activities in precisely coordinated sub-processes: from product origin and acquisition to project management, handover to the customer, and after-sales service.
- All supporting activities are included in the support processes.

In all categories process owner are responsible for the control, planning, design and continuous process optimization within the various sub-areas. They plan, supervise, and document each individual process according to customer-specific and product-specific requirements. This involves considering risks and opportunities affecting both the organization and all interested parties of relevance. Appropriate methods, e.g. process performance indicators, are used for monitoring and control. Elements of quality management, occupational health and safety, and environmental protection are integral components of these processes.

The same applies, wherever legally required, to elements of product safety and maintenance management. The function and efficacy of the processes are ensured by the consistent application of project management throughout, and by the use of quality gates.

Our aim is to make all processes staff-oriented, robust, transparent, and reproducible at all times with optimum integration of our partners.

... with integrated activities for occupational safety, health and environmental protection.

Processes

This pictured process house is the basis for the SMO and the specified process houses within the Business Units..

Management-Processes

Strategic Planning & Controlling	Financial Planning & Controlling	Enterprise Governance

Business and Operational Processes

Customer Relationship Management (CRM)

Plan	Understand	Sell	Customer relationships	

Supply Chain Management (SCM)

Plan	Source	Make	Deliver	Return

Product Lifecycle Management (PLM)[1]

Plan	Product Portfolio Mgmt.	Define	Realize	Commer-cialize Operate	Phase out

Support-Processes

Quality-Mgmt.	Safety and maintenance management.	Environment, Health & Safety	ECC	Human Resources	Financial Mgmt.
Purchasing	Process & Information-Mgmt.	Intellectual Capital Management	Commu-nication	Adminis-tration & Infrastructure	Operating rules

1 Tailored for specific business requirements

SIEMENS

Business policy

The principles of our business policy in our effort to achieve business excellence are as follows:

- We consider it our primary responsibility to achieve utmost satisfaction with all our customers and cultivate a lasting trust in our products and services
- We strive for constructive, long-term, trusting and innovative relationships with our partners all over the world. The principles that guide our behavior are non-negotiable for us when dealing with our customers and partners around the world. Without excuses or exceptions, we always act ethically, legally and with the highest integrity in accordance with the Siemens Business Conduct Guidelines
- For SMO, social and business responsibility means protecting the environment, promoting health, ensuring the safety of employees, business partners and other stakeholders, as well as safeguarding business values and conserving natural resources. Environmental Protection, Health Management and Safety (EHS) are an integral part of our processes
- We promote the competence, creativity and performance of our employees. They should feel empowered, to act entrepreneurially and do what helps our business, customers, and partners achieve their full potential

These principles are pursued through the objectives described below:

- To develop, manufacture, and sell high-quality products, which are reliable, environmentally compatible, and safe.
- We listen carefully to our customers, understand them and deliver exactly the solutions they need. We meet the requirements of our customers – those negotiated as well as those that can be reasonably expected – to their complete satisfaction
- To conduct always and everywhere business in accordance with the applicable rules of the Siemens Business Conduct Guidelines and to provide top performance with our business partners at the highest ethical level
- To constantly monitor and optimize the processes based on application-specific experience and recognized standards in order to achieve the highest customer benefits with simultaneous commercial viability.
- To ensure efficient implementation of statutory provisions, directives and standards, as well as the requirements for environment, health & safety (EHS).
- To ensure exemplary conduct on the part of management personnel, ensuring that their employees receive the information, support and training needed to achieve the objectives.

Siemens Mobility’s management system ensures that the objectives mentioned on the left are implemented, monitored and measured through concrete measures in order to position Siemens Mobility at the top of the global market for the long term. We pay special attention to supporting the good health of our employees and preventing accidents.

SIEMENS

Organization

The values and vision of Siemens AG mold the thoughts and actions of the entire Group. They are binding for everyone. They are described more precisely in the corporate guidelines “Siemens Quality Management: seven strategic principles,” “Principles of Environmental Protection, Health Management and Safety,” and “Corporate Information Security Guide (V3).” Siemens Mobility has developed the principles and objectives for its management system on this basis.

Organizational structure

The organizational chart depicts the structure of Siemens Mobility. Details are outlined in the various organizational charts. The necessary responsibilities and the respective tasks are assigned. The functions for Quality Management and EHS of Siemens Mobility report directly to the management board.

Responsibility for quality and product safety, as well as occupational health and safety, and environmental protection at Siemens AG is stipulated throughout the company.

Responsibility	**Subject aera**
Siemens Management Board	Quality Management (CT TIM RSQ CQM) Product Safety Environmental Protection, Health and Safety Management (P&O EHS)

Mandating

The assignments given are described in detail in mandates, recorded and approved by management

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The management board of Siemens Mobility assumes responsibility for the stipulation and pursuance of the divisional objectives relating to quality and product safety, as well as occupational health and safety, and environmental protection. The management board ensures that the management system is developed and achieved, and that constant improvements are made to its efficiency. This includes**:**

- Giving managers and staff a clear direction and motivating them to work consistently in a customer-oriented manner. Compliance with customer requirements and the statutory and regulatory requirements are in the foreground.
- Defining the management policy with the objective of improving economic value added and increasing customer benefits.
- Performing regular management reviews to assess the effectiveness of the management system and initiate measures to boost efficiency, thereby also improving the quality of the product.
- Securing the availability of suitable resources.

SMO Management Board	Functions for Quality Management and EHS

The functions for Quality Management and **EHS** of Siemens Mobility define the regulatory framework. They have the necessary regulatory authority in this context. They perform informative, coordinating, advisory and supervisory functions in this respect and the same applies to all other quality functions, management representatives, environmental protection officers, occupational safety specialists.

All of the functions mentioned above support the process and product managers, but do not release them from their respective responsibility.

The management teams of the operational organizational units define the objectives for quality, product safety, occupational health & safety and the environment more specifically and in greater detail, and they define the respective areas of responsibility, tasks and authorities. The heads of the organizational units assume responsibility for the quality of their processes and products as well as for compliance with the requirements for occupational health and safety and environmental protection. They decide on the measures that are capable of improving the quality of the product and the environment and those that are capable of ensuring the health and safety of employees in the workplace. Apart from this, they determine the assignment of responsibility for sub-processes. Managers are required to encourage their own employees to work in a health-conscious manner with an awareness of quality, occupational safety, and environmental protection. Furthermore, managers also ensure that the knowledge and skills required for this are communicated to the employees and that the necessary tools and resources are made available to them. The heads of the organizational units are responsible for all activities associated with quality management, product safety and maintenance management, as well as occupational health and safety and environmental protection.

• Heads of the Business Units • Process owners, managers • EHS officers of the • Business Unit and sites	• Heads of Quality Management • Environmental protection officers • Management officer, • ECM coordinator, ECM managers, • Medical officers • Occupational safety specialists

The **heads of Quality Management** within the Business Units and Business Segments are appointed by the heads of the respective organizational units. Their functions and duties are laid down in detail in job profiles and other regulatory documents. Each head of Quality Management is subordinated directly to the head of their organizational unit and is independent of the other organizational structures. The appointment of the quality manager in the project (QMiP) as well as the EHSMiP (EHS Manager in the Project) follows a defined process. EHS experts and officers in environment, health and safety are appointed by the responsible EHS manager in the Business Unit/location according to the laws and specific internal regulations. Their functions and duties are laid down in their letters of appointment. The ECM coordinator and the ECM managers are appointed by the heads of the Business Unit. Their tasks are set forth in greater detail in job profiles and other regulations. They normally answer directly to the heads of their organizational unit and are independent of the other organizational structures.

SIEMENS

Product- / service quality (1/2)

This is how we ensure **product- / service quality**

Product- / service requirements are determined, evaluated, and contractually stipulated in close contact with the customer. Development, project planning and project processing activities are all planned on this basis. Functional and technical solutions are derived from project specifications, e.g. planning documents or requirement specifications, and are laid down in specifications (e.g. performance specifications) for realization. The results are evaluated, verified, and validated. When products are purchased, released specifications and/or other technical documents are sent to qualified suppliers. The delivered products' compliance with the purchasing requirements is ensured by means of predetermined inspections and testing or other appropriate measures.

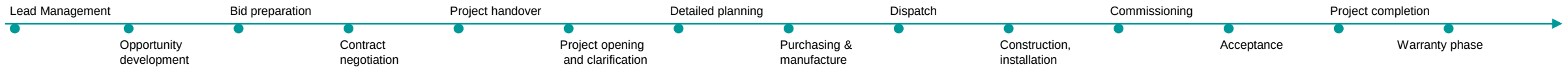
At Siemens Mobility, manufacturing, assembly, installation, commissioning, and service activities are planned and performed under defined, reproducible conditions and include selective monitoring and measuring procedures. These are validated by means of state-of-the-art inspection and testing facilities, which are operated by specialists. The use of all necessary monitoring and measuring equipment is ensured – as is the use of appropriate calibration and tracking systems.

The procedure described serves to systematically ensure product / service quality. Preventive measures, including monitoring and testing activities, are factored in throughout the entire value-added process, and are implemented and documented accordingly. Professionals with special qualifications in quality − called Quality Managers in Projects (QMiPs) – are employed in complex projects. The experience and expertise of the QMiPs is assured by means of special training schedules. Another example of the high priority attached to product / service quality by Siemens Mobility.

Occupational health and safety, environmental protection Siemens begins assessing and considering the possible impact of our products and services on people and the environment right in the planning phase, applying international standards and taking into account local laws governing environmentally sound product design for the entire product lifecycle, including end of life.

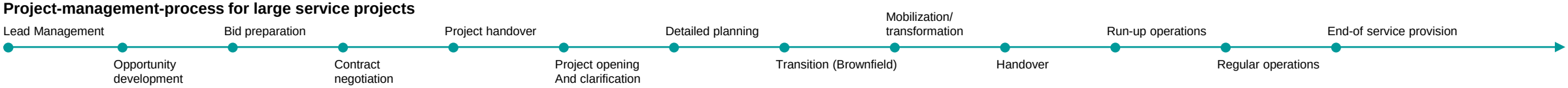
… while adhering to all occupational safety and health and environmental protection standards.

Project-management-process for projects



Inspection and test centers

Project-management-process for large service projects



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Product- / service quality (2/2)

Product-creation

Product planning and development are customer-oriented and in line with market requirements. Selective preventive quality measures and other techniques are planned and implemented in order to meet these requirements and eliminate errors at an early stage. These include review techniques, failure mode and effects analyses (FMEAs), safety and reliability studies, trials/tests (in the laboratory and on the test track), type testing, environmental impact assessments, etc. qualified, experienced personnel ensure systematic error prevention. This approach is also applied throughout the engineering and project planning phase.

Supplier-management

We cultivate long-term relationships with trusted suppliers, who we think of as partners. They are assessed, evaluated, and promoted within the framework of a thorough selection and qualification procedure. The suppliers are generally involved in the development process from an early stage in order to produce innovative, high-quality products that incorporate the principles and requirements of EHS. Joint quality and safety standards are coordinated and specified in technical documents. The release and acceptance processes are defined on a product-specific basis.

Production und assembly

Production and assembly activities are planned meticulously, thoroughly documented in work and test plans, and specified for the various processes and operations. Validating inspections and tests, such as screening and system tests, are integrated into the reproducible process steps. Selective quality assurance measures accompany the entire production and assembly process. Particular care is exercised with respect to all components that affect safety and reliability. Agreed upon customer acceptance procedures are planned and carried out. EHS measures are actively promoted in the course of production and assembly.

Commissioning-

Infrastructure products, systems, as well as complete systems including the integrated or related modules and components, are inspected and tested based on an inspection and test plan. The scope of inspection and testing for the commissioning meets the customer specifications stipulated in the contract, including the requirements stipulated by the authorities and recognized standards. Verification of a complete system's performance capability and safety is included in the documents that are relevant to the acceptance procedure.

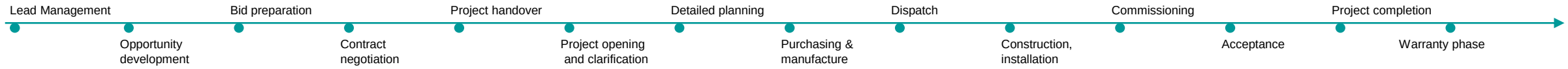
Customer Services

Investments in new concepts should deliver a long-term and sustainable return. This calls for effective service strategies, which are essential if safety, system reliability, and availability are to be maximized over the system's life cycle. Our service portfolio guarantees the safe operational status of vehicles and components, and includes both proven maintenance strategies and efficient spare part solutions, through to digital services, testing and validation, training, and refurbishment. All our services can be structured to suit customer requirements, to ensure that our service meets their individual needs.

Test- and Validation Center

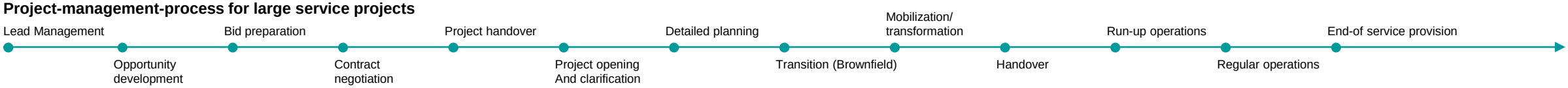
Our various vehicle types – ranging from a standard to a meter gauge design and from an electric to a diesel powered trains – are tested extensively on our own track system. Our test center is expertly equipped to deal with all customer specific and country specific requirements. The track layout in our test center allows to test the train performance under "real-world" conditions. Comprehensive testing and preparation for technical approvals and validations guarantee that Siemens rail vehicles will operate safely. Our test and validation center is fully equipped with the most modern testing systems – from a measuring curve to a turn-tilt-table, acoustic measuring station and high-voltage testing station.

Project-management-process for projects



Inspection and test centers

Project-management-process for large service projects



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Monitoring and controlling the management system

During the monitoring and control process, partial objectives and measures are permanently oriented towards achieving the company's overall targets. These targets are clearly defined and measurable, and they are agreed upon and updated periodically within the organizational units. Management personnel track, assess, improve and report on the degree to which these targets have been achieved.

Target agreements. Within Siemens AG, targets are agreed with Siemens Mobility. These target agreements include such fundamental issues as quality and product safety, as well as occupational health and safety and environmental protection. The agreements are implemented within the organizational units.

Self assessments. Process owners measure and evaluate the performance of their processes for compliance with the agreed process objectives, then use benchmarking, lessons learned and best practices to implement a continuous process of improvement.

Management review. Management conducts regular reviews of the quality, product safety and EHS manage-ment system in the organizational units. Management also reviews implementation based on a variety of factors, including regular business meetings, reviews, audits, assessments, benchmarks, key figures, on-site inspections and self-assessments. Any improvement measures which may be necessary are subsequently derived from the results, implemented, and the effectiveness of these measures is reviewed.

Customer satisfaction. At all operational and management levels we continuously gather customer-related information. This information is then evaluated and used to determine methods for boosting customer satisfaction. Thanks to the inter-action of all management instruments and targeted monitoring and controlling, we have now established a continual improvement process encompassing all levels of our company and wholly aimed at achieving **BUSINESS EXCELLENCE**.

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Methods for improving the management system

Consequent
Pursuit of Quality

Quality is an essential pillar of the Siemens brand and we have one quality vision: “Siemens Stands for World-Class Quality.” Quality Management is cross-functional and cross-organizational; therefore it focuses on the big picture and assesses the overall process with its interfaces. It helps to share knowledge within the organization, reduce complexity and ensure that today’s solutions are robust enough to meet the challenges of tomorrow.

Product-/ Service quality

Greatest possible

- **Customer satisfaction …**
- **Environmental performance …**
- **Working conditions…**

Process quality

… combined with efficient processes results in

- **the best cost position.**
- **reduction of pollutants and lower environmental impact**
- **healthy and motivated employees**

Quality-strategy

Our quality strategy is based on the following seven fundamental principles:

- Customer and business focus in all we do
- Personal commitment to quality in
- everything we do
- Check and test early to learn fast
- Real time data and openness
- Prevention, risk management, and systematic improvement
- Professional competence for everybody
- Quality / EHS-manager valued as a business team member

Personnel development

… and best trained and motivated employees …

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Methods for improving the management system

Continual **Improvement**

Becoming best in class for quality and excellence has top priority. **At Siemens Mobility this means:**

Striving for constant **improvement**

Creating **transparency** regarding nonconformities and opportunities for improvement

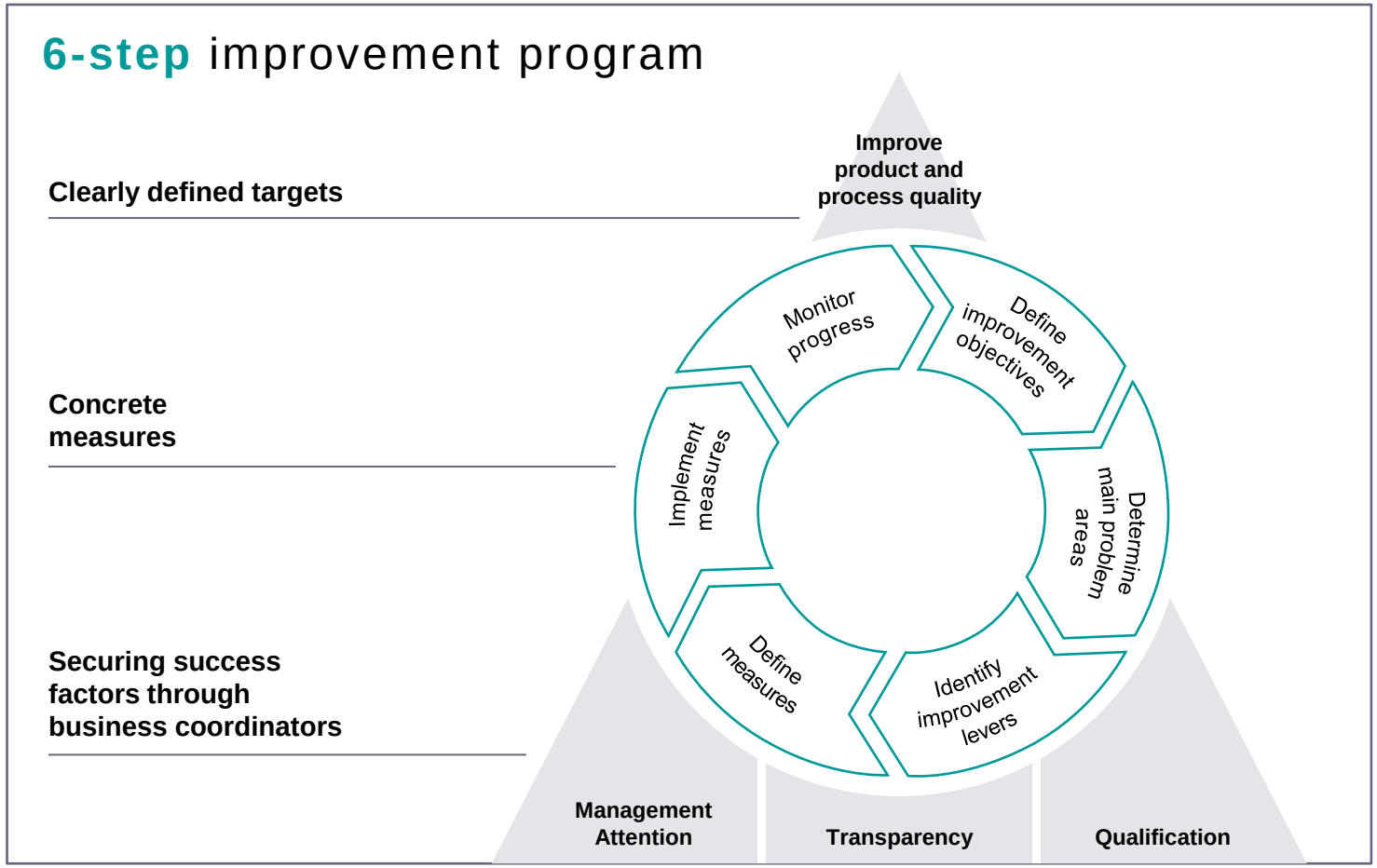
Keeping on top of nonconformities and **eliminating** root causes in the **long term**

Avoiding future nonconformities through a **learning organization**

These are clear goals, concrete measures and definite consequences activating an effective improvement system. We use a six-step approach to improve our quality and product safety, and our standard of EHS for the benefit of our customers and employees, and to strengthen our cost position. We rely on the dedication of our managers and employees. We therefore encourage and make active use of their ideas, suggestions, and initiatives in an idea management system. All suggestions are evaluated and bonuses are paid if implemented.

In addition we perform benchmarking and have adopted Best Practice Sharing as an element of our improvement system. Once the results are evaluated, appropriate improvement measures are decided upon and implemented. We assess our success by means of a selective implementation controlling system.

6-step improvement program



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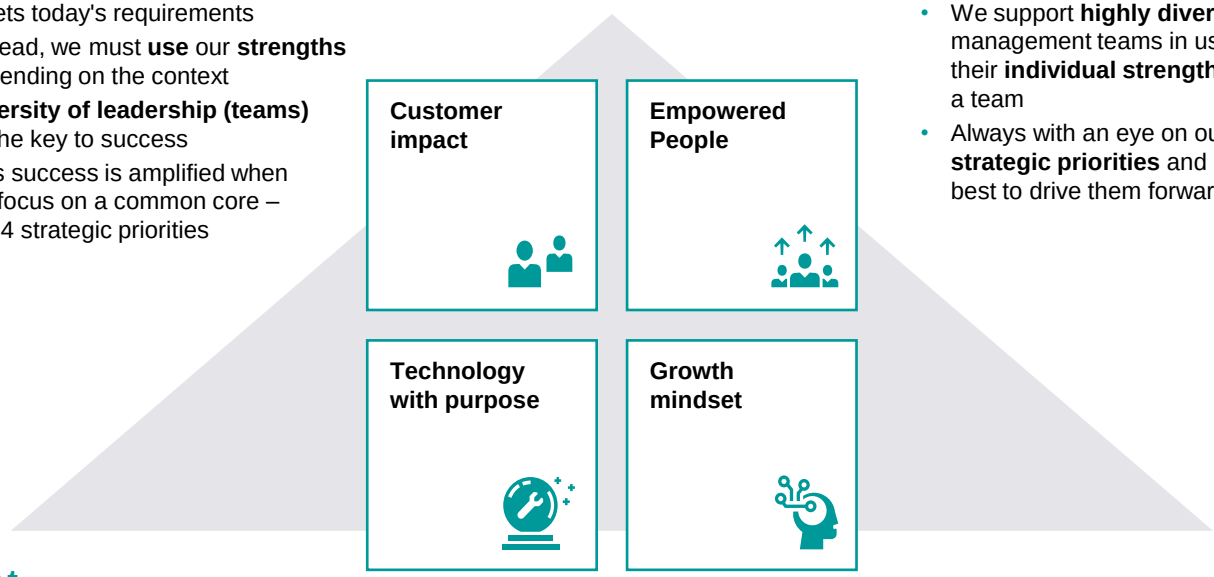
Methods for improving the management system

Siemens Mobility **Leadership**

The Leadership Narrative describes our new common understanding of excellent leadership and is binding for the entire organization. The dynamic understanding of leadership is further developed through continuous discussion, contextualization and storytelling. The focus is on an active understanding of the four strategic priorities for our company (customer impact, empowered people, technology with purpose and growth mindset) and how leadership can most effectively support them. It offers a high degree of freedom and reflects the trust we have in our people. The value lies in the individual reflection and joint discussion between our managers and their teams. All of our employees should be able to understand and explain how they contribute to our four strategic priorities! In this way, binding measures for promotion and personnel development can be derived. Outstanding employees, teams and managers achieve outstanding results with the help of excellent skills.

Why

- In order to be successful in a complex environment, it is crucial to adapt flexibly
- The static image of a manager no longer meets today's requirements
- Instead, we must **use** our **strengths** depending on the context
- **Diversity of leadership (teams)** is the key to success
- This success is amplified when we focus on a common core – our 4 strategic priorities



How

- We focus on what individual leadership behavior is required in a specific context
- We support **highly diverse** management teams in using their **individual strengths** as a team
- Always with an eye on our **four strategic priorities** and how best to drive them forward

What

- Create a **shared understanding** of how your team(s) can advance the four strategic priorities
- Start an ongoing dialogue with your team about **how** your **leadership supports** you
- Become aware of your **strengths** and those of your team and use them while at the same time compensating for weaknesses
-

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Documentation

Document management ensures that documents and data are checked, released, and/or put into force according to specific procedures. The same applies to the distribution, filing, archiving, amendment, and deletion of such documents and data, as well as their listing in directories according to their respective status.

The specifications are generally structured on three levels:

Values and vision

Siemens AG

The vision and values of Siemens AG define our corporate culture. The Siemens Guidelines and Standards define the fundamental objectives, structure, and responsibilities of our company. They are the foundation for further developing and continuously improving the management systems.

Management-Manual

Siemens Mobility

This management manual contains general statements about our management system. It is supplemented by regulations that apply throughout Siemens Mobility which contain higher-level management

Regulations & processes

Business Units, locations, Business Segments & Functional Departments, Sales regions

The management system is defined in even greater detail in these units in order to ensure operational effectiveness. These regulations describe the individual processes and procedures, if necessary down to employee level.

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