

# **Analyst Meet 2010-11**

**Siemens Ltd.  
November 28, 2011**

**Operational Highlights**

**Financial Analysis**

**Future Outlook**

## India in spotlight

“India is at a central point of our global growth strategy, both in terms of its vibrant domestic market and as a manufacturing base for the global market ... India’s contribution to Siemens’ global revenues has been steadily rising.

... We expect the country to play an even larger role in our global operations in the future...

Siemens is excellently positioned to capture an above-average share of the growth taking place in these markets.”

- Mr. Peter Loescher, President and CEO, Siemens AG (September 2011)



**‘India is at a central point of our global growth strategy’**

## Our key thrust areas

### Innovation

#### Examples:

1. 100th Gas Insulated Switchgear Substation
2. reverse-osmosis machines for water purification

### Base-level strategy

1. Order intake doubled as percentage of overall new orders – 5% to 10%
2. On track to achieve target of €1 billion sales from SMART by 2020

### Environmental solutions

#### Examples:

1. Traffic signaling with low-voltage technology
2. Monitoring & control systems for cooling / air quality



**Order intake for SMART doubled**

## Operational Highlights

- FY 2010-11 was year of moderate growth amid turbulent macro-economic situation
- All three Sectors posted steady results. Industry grew by 12%, Energy by 42% & Healthcare by 39% topline.
- Initiatives to increase focus on vertical expertise, consolidate operations with operational synergies, value-added services



**Moderate, stable growth in turbulent macro-economic situation**

**Operational Highlights & Sector Performances**

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## Financial Highlights of Siemens Ltd.

*In Rs. Billion*

	2010	2011	+ / - %
New Orders	124"305	122"886	-1%
Sales	93"152	119"419	28%
Profit from Operations (% of Sales)	11"917 13%	11"974 10%	0.5%
Profit Before Tax	12"587	12"750	1%
Profit After Tax	8"272	8"454	2%
Dividend	Rs 5	Rs 6	

### ROCE

Sep 10	Sep 11
25.9%	22.5%

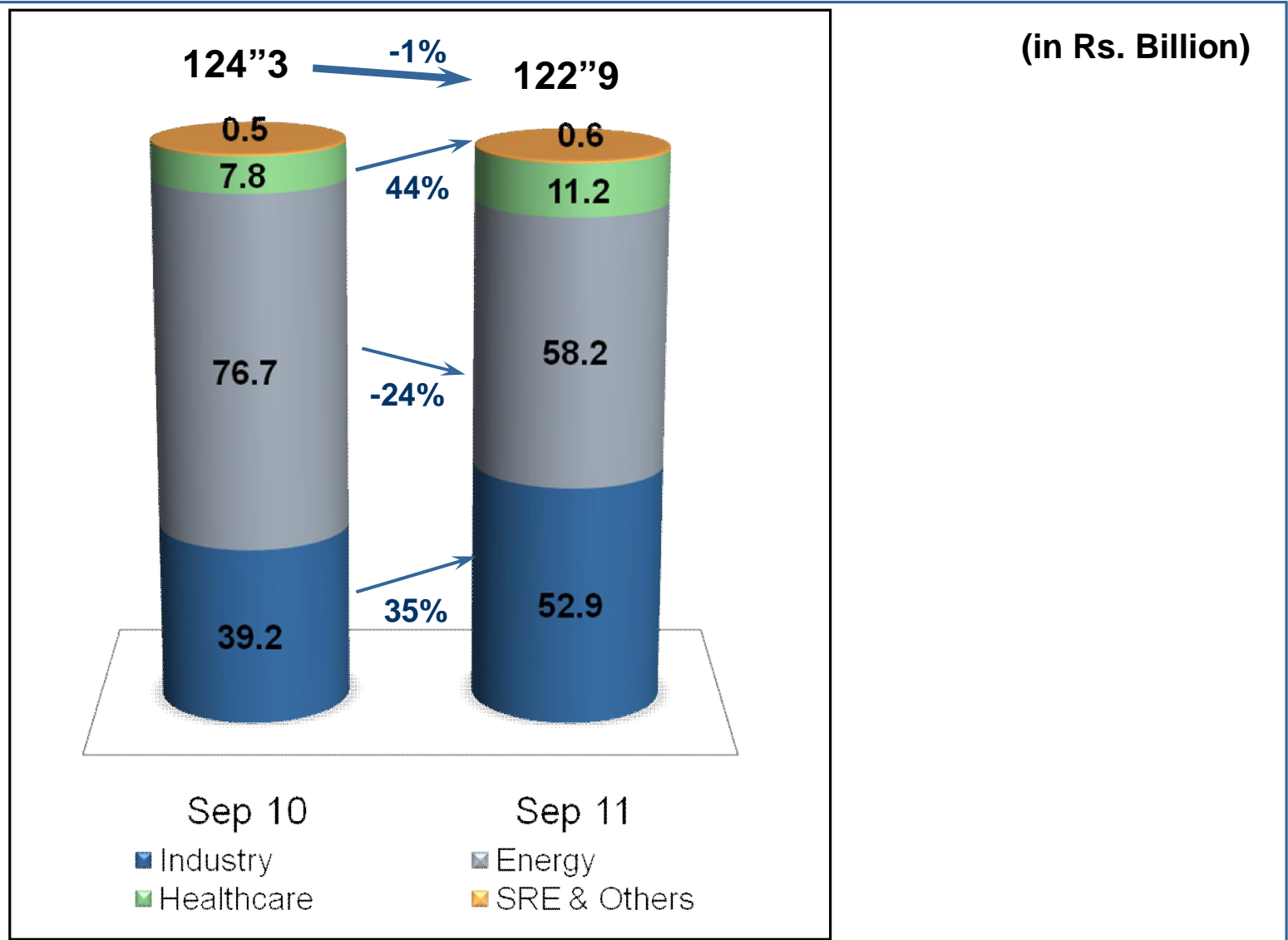
### EPS

Sep 10	Sep 11
24.53	24.95

### P/E

Sep 10	Sep 11
33.43	33.73

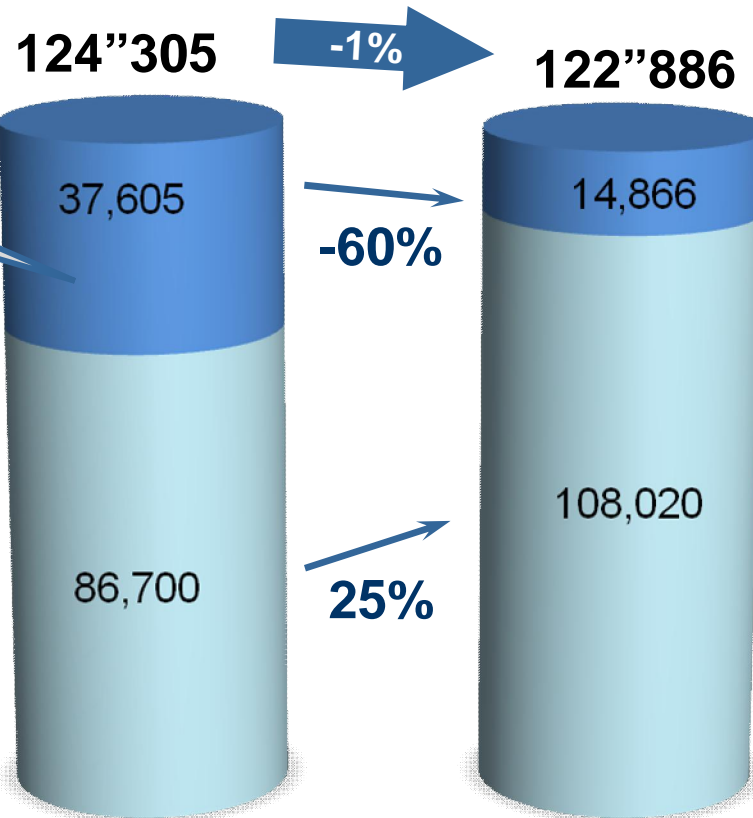
**Stable Order Value**





## Order Value - Normal and Major projects

Uno Sugen 6"3 received in Q4 2010



Sep 10

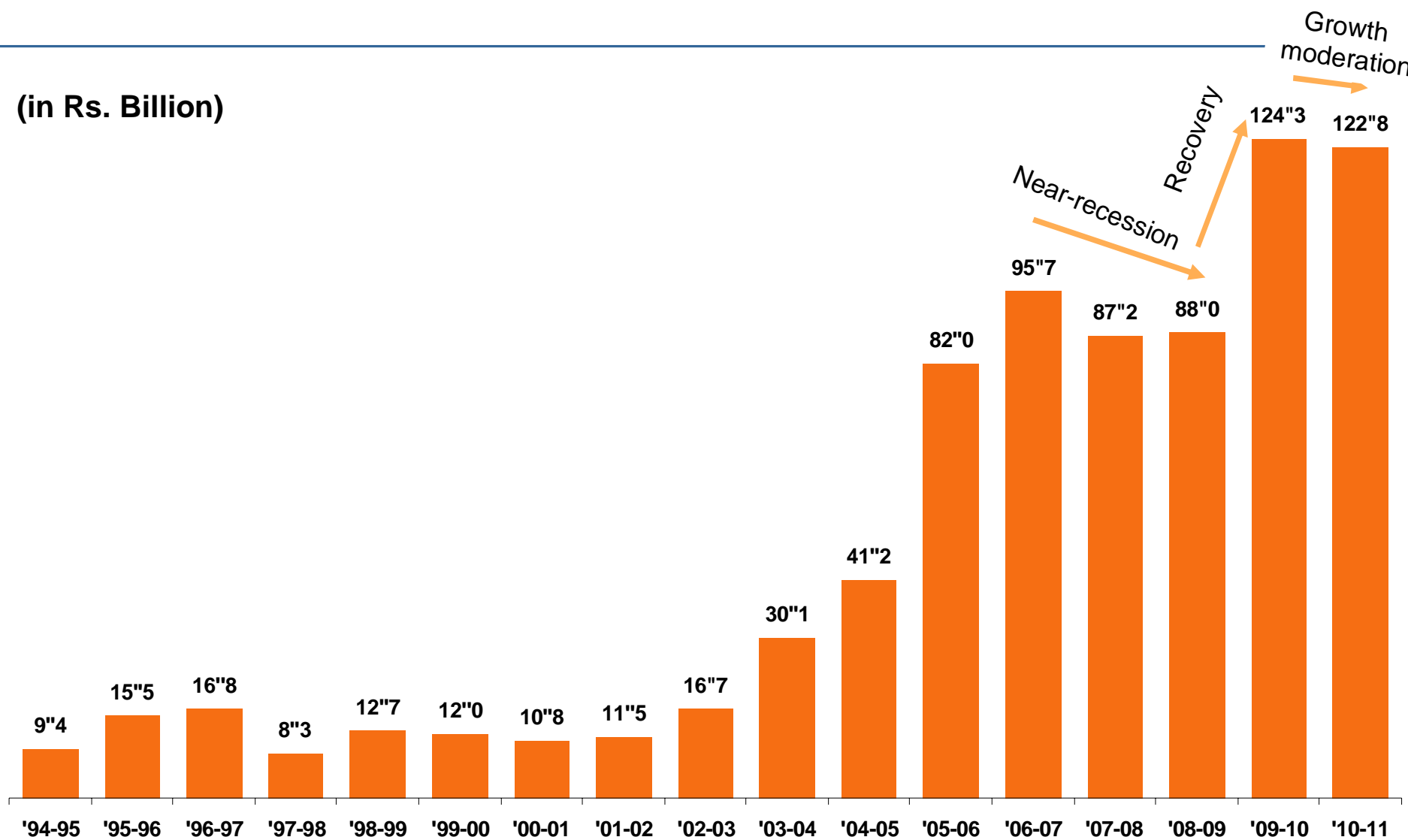
Sep 11

■ Normal ■ Major Projects

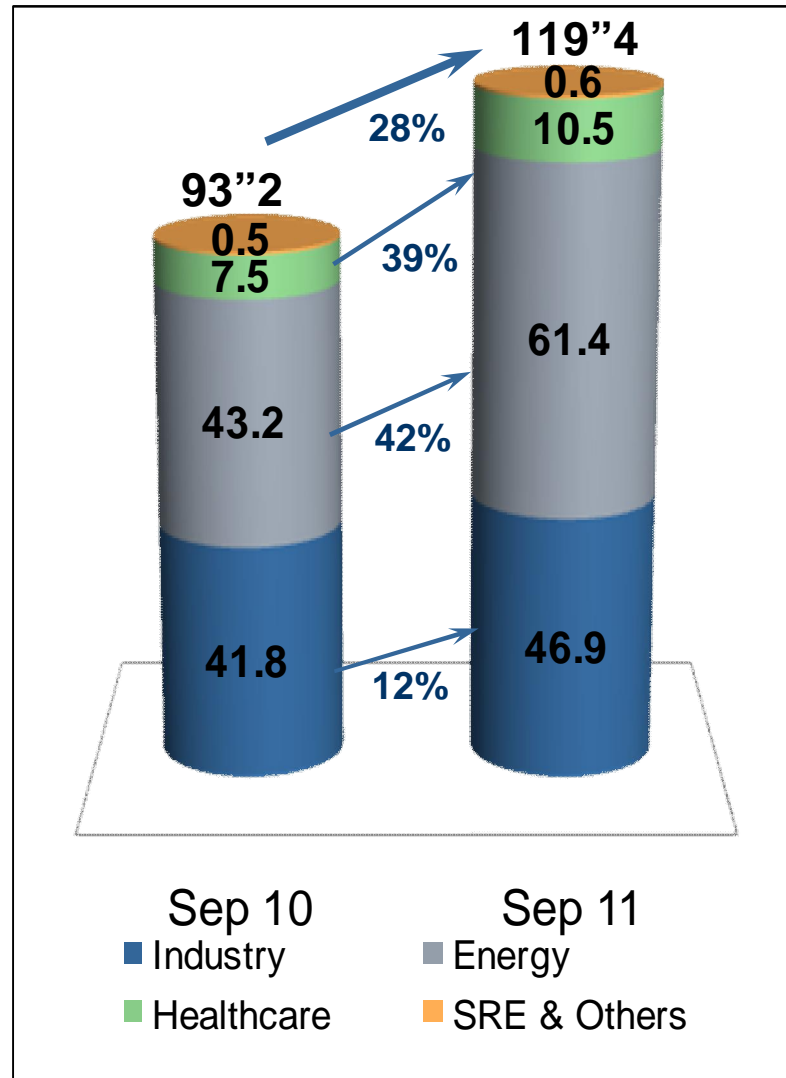
Major project in Energy include Qatar VII, Qatar IX, UNO Sugen and D Gen

## Steady New Order Bookings

(in Rs. Billion)

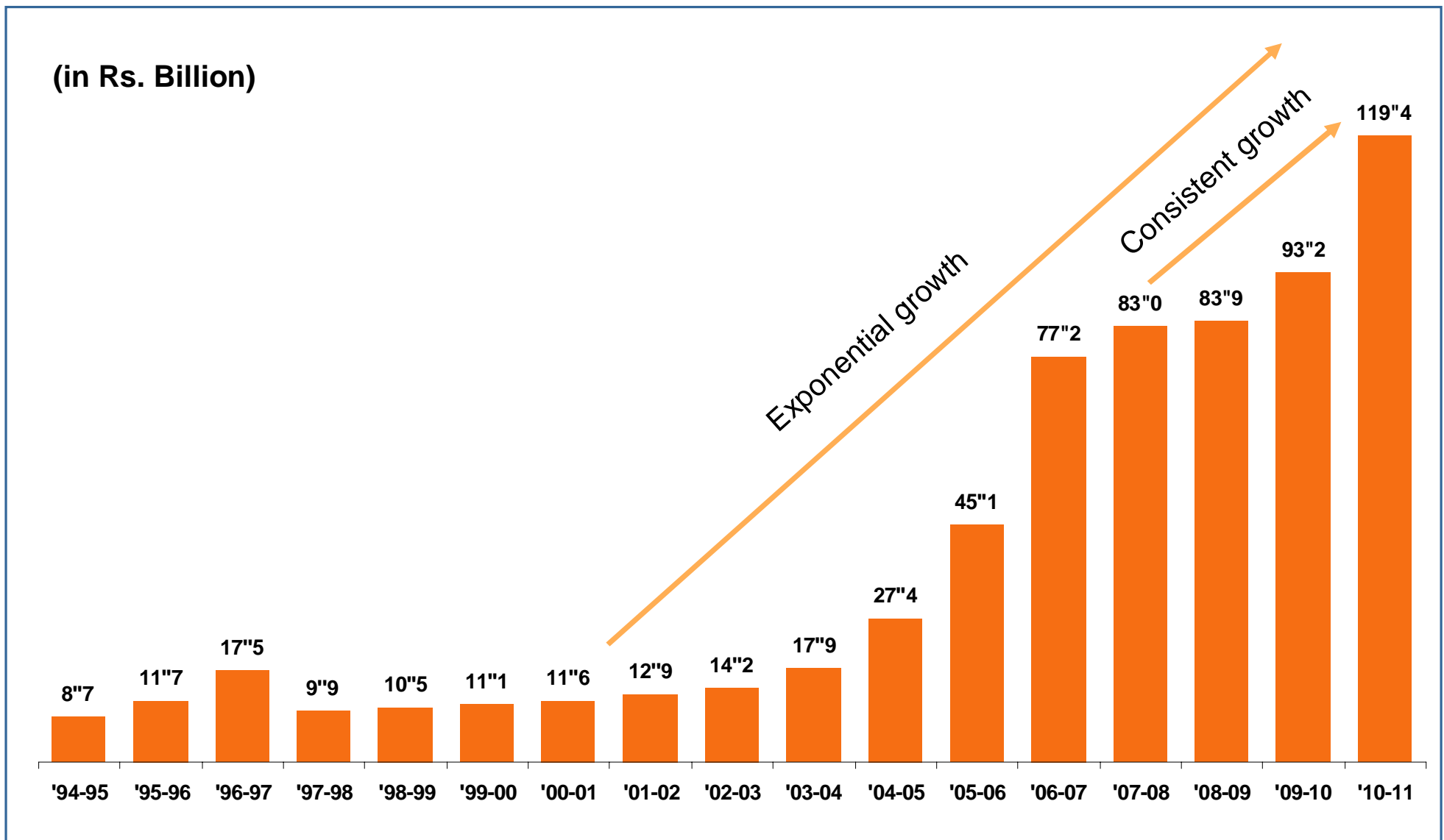


## Steady growth in Sales



(in Rs. Billion)

# Sales up 10 times in 10 years; growth continues on higher base in last 3 years



## Industry Sector

	FY 2010 (Rs. Bn)	FY 2011 (Rs. Bn)	+/-
Orders	39.2	52.9	35%
Sales	41.8	46.9	12%
Profit from Operations (% of sales)	3.9 9%	3.9 8%	1%

- Short cycle product business continues healthy growth
- Mining, marine, steel & cement sectors experience slow down.
- Commodity price increases affect profitability.

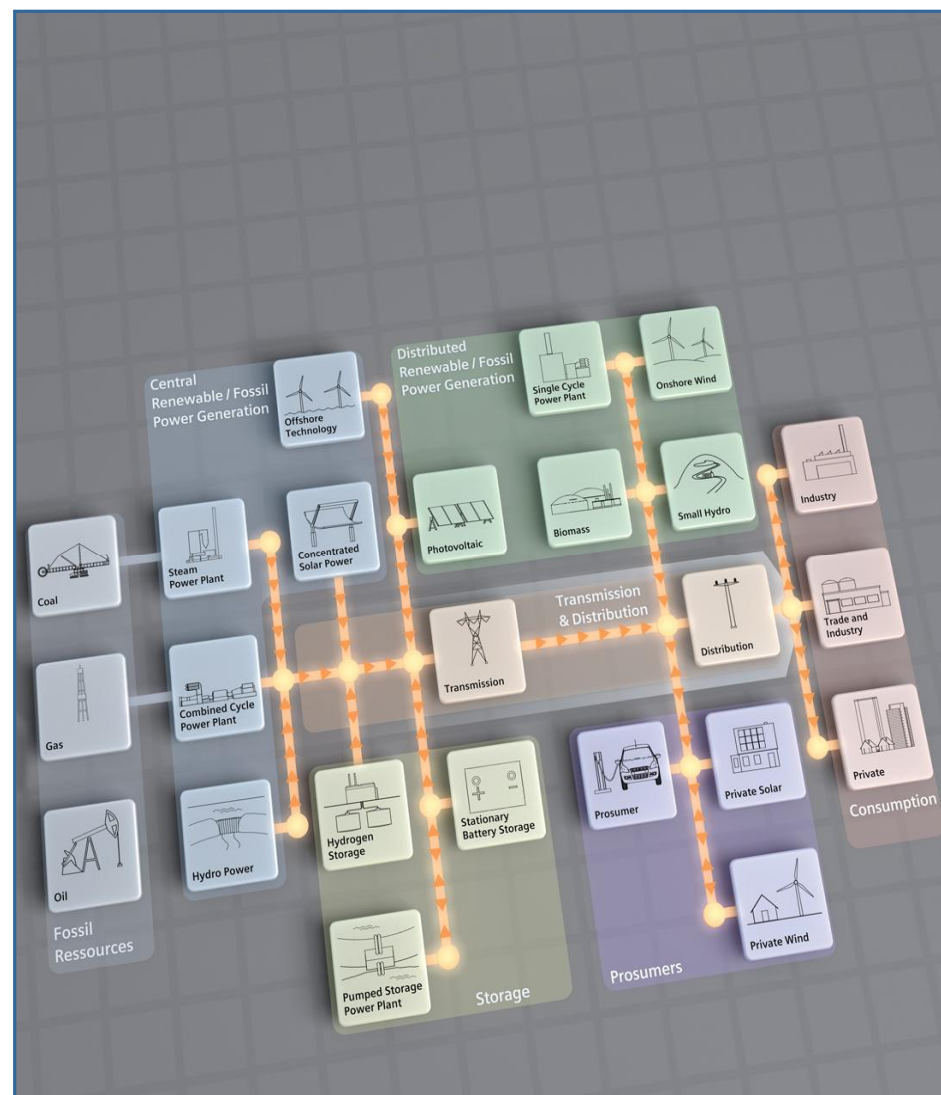


**Profitability impacted due to cost overruns, commodity prices and mergers**

# Energy Sector

	FY 2010 (Rs. Bn)	FY 2011 (Rs. Bn)	+/-
Orders	76.7	58.2	-24 %
Sales	43.2	61.4	42%
Profit from Operations (% of sales)	7.0 16%	7.1 12%	1%

- Order Intake grows by 11% on comparable basis after excluding large order intakes.
- All Divisions register good growth in Sales.
- Profit impacted by low margins on large orders, commodity prices & pricing pressures.



**Excluding impact of large orders in 2010, orders grew by 11%**

## Healthcare Sector

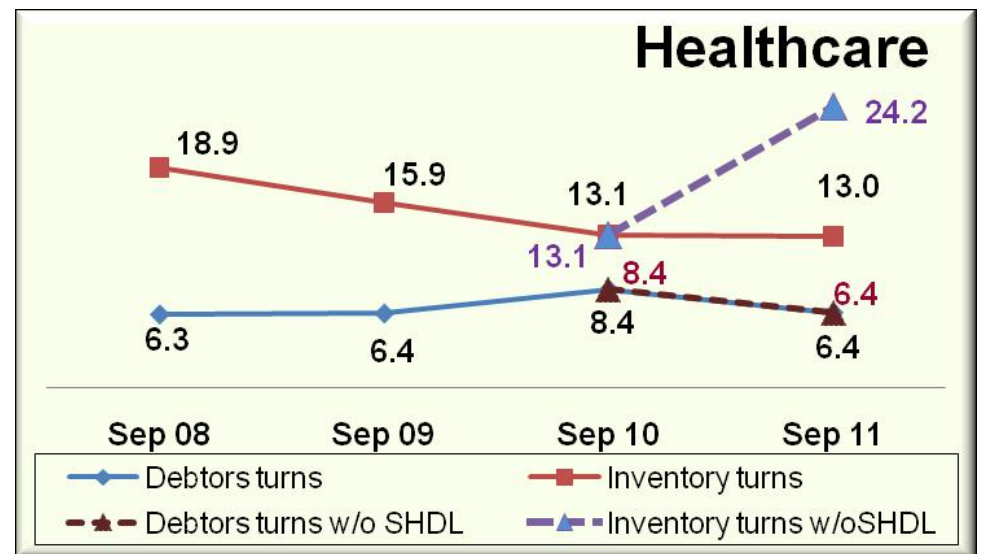
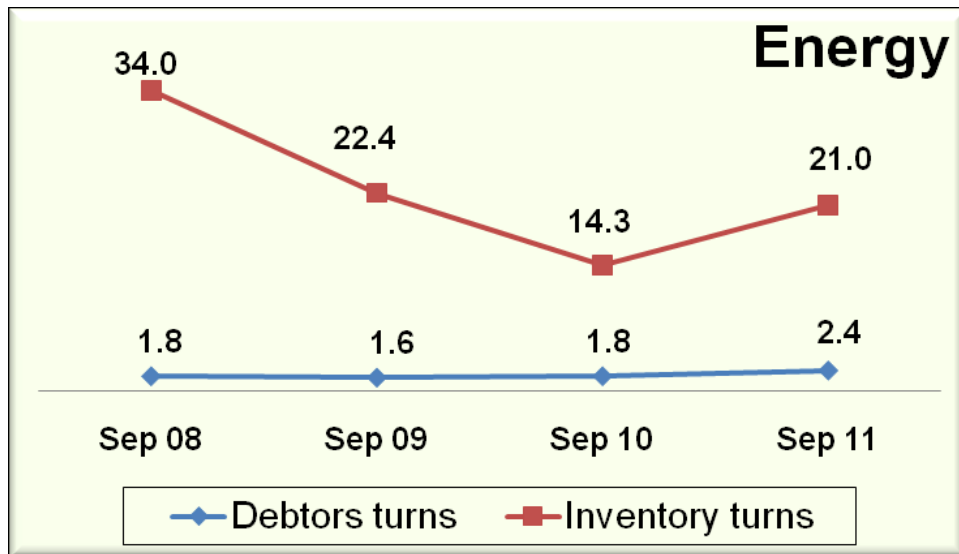
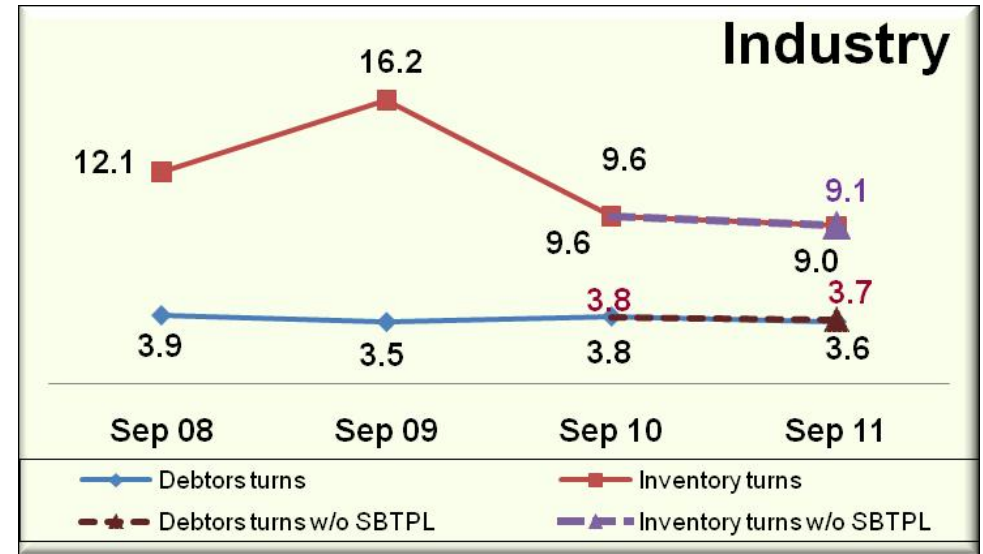
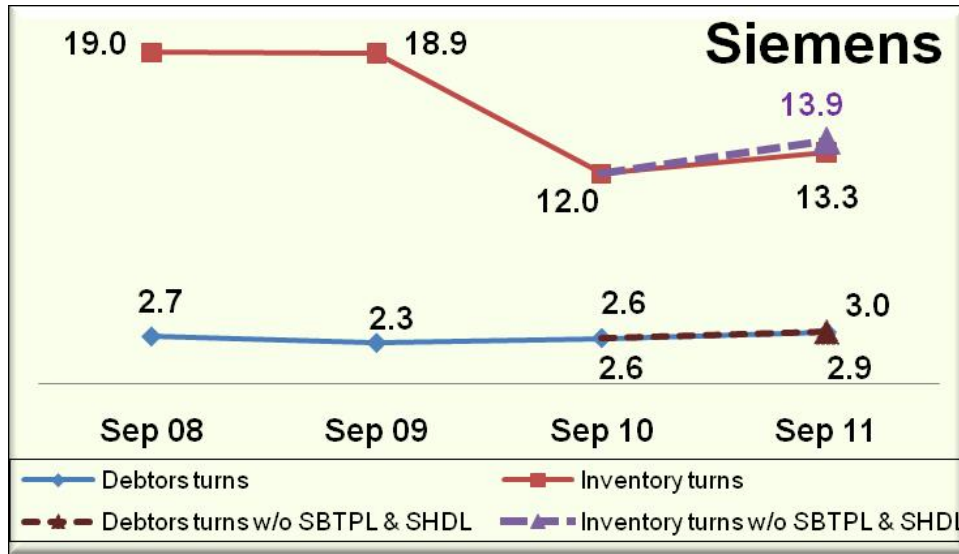
	FY 2010 (Rs. Bn)	FY 2011 (Rs. Bn)	+/-
<b>Orders</b>	<b>7.8</b>	<b>11.2</b>	<b>44%</b>
<b>Sales</b>	<b>7.5</b>	<b>10.5</b>	<b>39%</b>
<b>Profit from Operations (% of sales)</b>	<b>0.5 7%</b>	<b>0.5 5%</b>	<b>-1%</b>

- Healthcare business has performed well
- Profit from operations down due to increased price pressures and merger impact of SHDL



**Impressive performance in New Orders and Sales**

## Debtors and Inventory turns





# Capital Market Performance FY 2011

## Siemens' outperforms the Sensex

**SIEMENS**



**Siemens +2%**  
**Sensex -18%**

## Siemens demonstrates sustainable growth

§ All three Sectors registered stable performance

§ Our focus continues to be on

- Profitable growth
- Operational efficiencies
- Project and Risk Management

§ Steady growth in short cycle / product business

§ Strong backlog out of Project business

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## To Sum Up

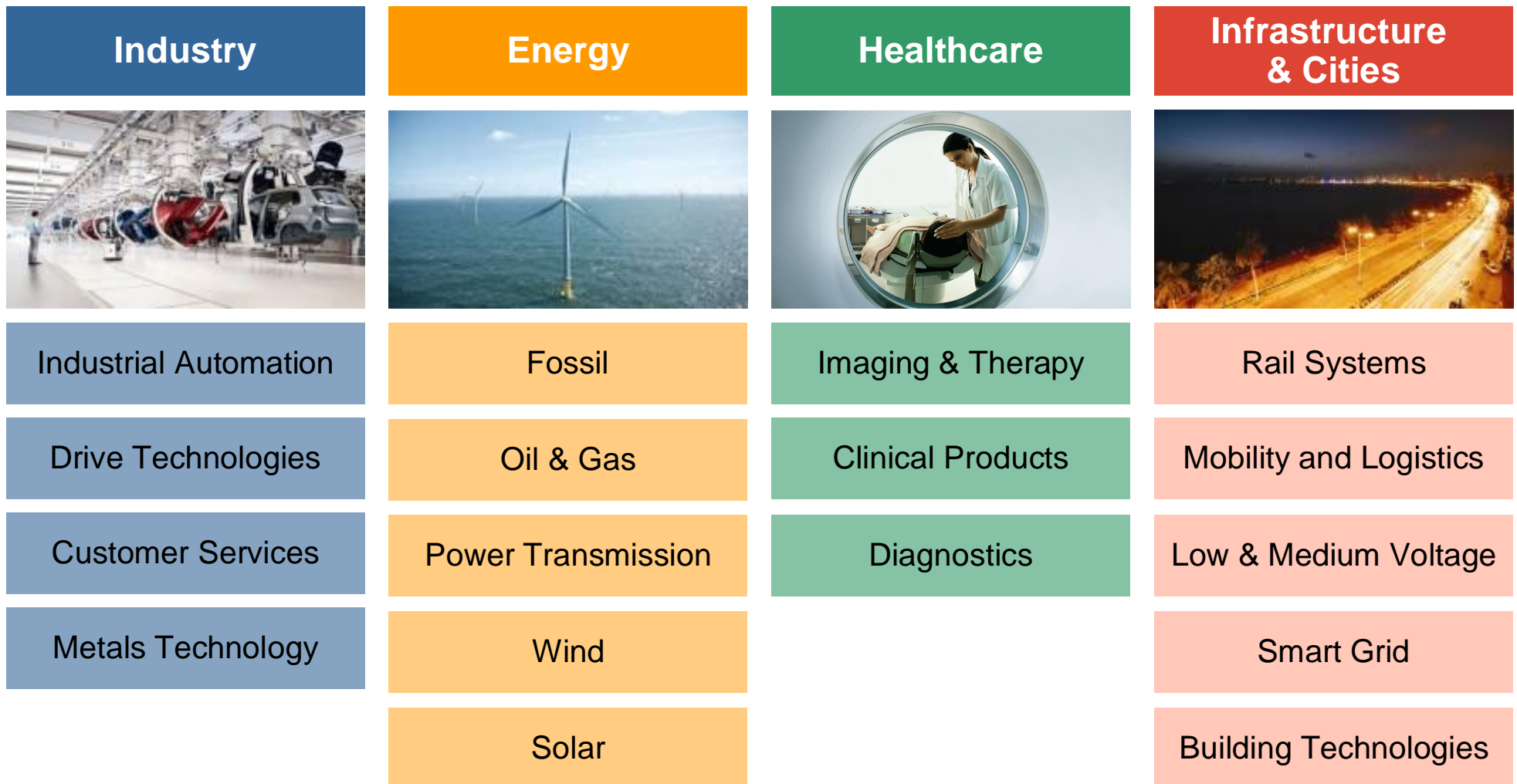
- § Sustainable, stable operational and financial performance in FY 2010-11
- § Parent company Siemens AG considers India central to global growth; increases stake in Siemens Ltd.
- § Domestic economy facing high inflation, interest rates and input costs, leading to margins being, under pressure

**Going ahead:  
Committed to sustainable growth**



# New organization of Siemens since October 1, 2011 – Four Sectors cover the global trends

**SIEMENS**



**SIEMENS**

**Thank You !**

