Operational Highlights

Financial Analysis

Future Outlook
“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)
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 a 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.
Financial Highlights of Siemens Ltd.

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>+/- %</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Orders</td>
<td>124&quot;305</td>
<td>122&quot;886</td>
<td>-1%</td>
</tr>
<tr>
<td>Sales</td>
<td>93&quot;152</td>
<td>119&quot;419</td>
<td>28%</td>
</tr>
<tr>
<td>Profit from Operations (% of Sales)</td>
<td>11&quot;917</td>
<td>11&quot;974</td>
<td>0.5%</td>
</tr>
<tr>
<td>Profits After Tax</td>
<td>12&quot;587</td>
<td>12&quot;750</td>
<td>1%</td>
</tr>
<tr>
<td>Dividend</td>
<td>Rs 5</td>
<td>Rs 6</td>
<td></td>
</tr>
</tbody>
</table>

**ROCE**  
Sep 10  25.9%  Sep 11  22.5%

**EPS**  
Sep 10  24.53  Sep 11  24.95

**P/E**  
Sep 10  33.43  Sep 11  33.73
Stable Order Value

<table>
<thead>
<tr>
<th></th>
<th>Sep 10</th>
<th></th>
<th>Sep 11</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry</td>
<td>39.2</td>
<td>Energy</td>
<td>52.9</td>
<td></td>
</tr>
<tr>
<td>Healthcare</td>
<td>7.8</td>
<td>SRE &amp; Others</td>
<td>11.2</td>
<td></td>
</tr>
</tbody>
</table>
Order Value - Normal and Major projects

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

Uno Sugen 6”3 received in Q4 2010

<table>
<thead>
<tr>
<th></th>
<th>Normal</th>
<th>Major Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 10</td>
<td>37,605</td>
<td>86,700</td>
</tr>
<tr>
<td>Sep 11</td>
<td>14,866</td>
<td>108,020</td>
</tr>
</tbody>
</table>

-60%  25%  -1%
### Steady New Order Bookings

(in Rs. Billion)

<table>
<thead>
<tr>
<th>Year</th>
<th>Order Bookings (in Rs. Billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>'94-95</td>
<td>9.4</td>
</tr>
<tr>
<td>'95-96</td>
<td>15.5</td>
</tr>
<tr>
<td>'96-97</td>
<td>16.8</td>
</tr>
<tr>
<td>'97-98</td>
<td>8.3</td>
</tr>
<tr>
<td>'98-99</td>
<td>12.7</td>
</tr>
<tr>
<td>'99-00</td>
<td>12.0</td>
</tr>
<tr>
<td>'00-01</td>
<td>11.8</td>
</tr>
<tr>
<td>'01-02</td>
<td>11.5</td>
</tr>
<tr>
<td>'02-03</td>
<td>16.7</td>
</tr>
<tr>
<td>'03-04</td>
<td>30.1</td>
</tr>
<tr>
<td>'04-05</td>
<td>41.2</td>
</tr>
<tr>
<td>'05-06</td>
<td>82.0</td>
</tr>
<tr>
<td>'06-07</td>
<td>95.7</td>
</tr>
<tr>
<td>'07-08</td>
<td>87.2</td>
</tr>
<tr>
<td>'08-09</td>
<td>88.0</td>
</tr>
<tr>
<td>'09-10</td>
<td>124.3</td>
</tr>
<tr>
<td>'10-11</td>
<td>122.8</td>
</tr>
</tbody>
</table>
Steady growth in Sales

<table>
<thead>
<tr>
<th>Industry</th>
<th>Energy</th>
<th>Healthcare</th>
<th>SRE &amp; Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 10</td>
<td>Sep 11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41.8</td>
<td>46.9</td>
<td>119.4</td>
<td>119.4</td>
</tr>
<tr>
<td>43.2</td>
<td>61.4</td>
<td>7.5</td>
<td>0.6</td>
</tr>
<tr>
<td>0.5</td>
<td>10.5</td>
<td>46.9</td>
<td>0.6</td>
</tr>
<tr>
<td>93.2</td>
<td>119.4</td>
<td>7.5</td>
<td>0.6</td>
</tr>
</tbody>
</table>

(in Rs. Billion)
Sales up 10 times in 10 years; growth continues on higher base in last 3 years

(in Rs. Billion)
## Industry Sector

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 (Rs. Bn)</th>
<th>FY 2011 (Rs. Bn)</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>39.2</td>
<td>52.9</td>
<td>35%</td>
</tr>
<tr>
<td>Sales</td>
<td>41.8</td>
<td>46.9</td>
<td>12%</td>
</tr>
<tr>
<td>Profit from Operations (% of sales)</td>
<td>3.9 9%</td>
<td>3.9 8%</td>
<td>1%</td>
</tr>
</tbody>
</table>

- 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

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 (Rs. Bn)</th>
<th>FY 2011 (Rs. Bn)</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>76.7</td>
<td>58.2</td>
<td>-24%</td>
</tr>
<tr>
<td>Sales</td>
<td>43.2</td>
<td>61.4</td>
<td>42%</td>
</tr>
<tr>
<td>Profit from Operations (% of sales)</td>
<td>7.0 16%</td>
<td>7.1 12%</td>
<td>1%</td>
</tr>
</tbody>
</table>

- 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

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

- 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

Siemens

- Debtors turns: 19.0, 18.9, 12.0, 13.3
- Inventory turns: 2.7, 2.3, 2.6, 3.0
- Debtors turns w/o SBTPL & SHDL: 13.9
- Inventory turns w/o SBTPL & SHDL: 2.9

Industry

- Debtors turns: 12.1, 16.2, 9.6, 9.1
- Inventory turns: 3.9, 3.5, 3.8, 3.7
- Debtors turns w/o SBTPL: 9.6
- Inventory turns w/o SBTPL: 3.6

Energy

- Debtors turns: 34.0, 22.4, 14.3, 21.0
- Inventory turns: 1.8, 1.6, 1.8, 2.4

Healthcare

- Debtors turns: 18.9, 15.9, 13.1, 13.0
- Inventory turns: 6.3, 6.4, 8.4, 6.4
- Debtors turns w/o SHDL: 13.1
- Inventory turns w/o SHDL: 8.4
Capital Market Performance FY 2011
Siemens’ outperforms the Sensex

Siemens: +2%
Sensex: -18%

Market Capitalization
30/9/2010: Rs. 275.6
30/9/2011: Rs. 281.2
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
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

Industry
- Industrial Automation
- Drive Technologies
- Customer Services
- Metals Technology

Energy
- Fossil
- Oil & Gas
- Power Transmission
- Wind
- Solar

Healthcare
- Imaging & Therapy
- Clinical Products
- Diagnostics

Infrastructure & Cities
- Rail Systems
- Mobility and Logistics
- Low & Medium Voltage
- Smart Grid
- Building Technologies
Thank You!