

Annual Press Conference 2009-10



Financial Highlights & Sector Performances

Financial Analysis

Future Outlook

India in spotlight

**“India is a pillar of stability in turbulent times. It has the people, the products and the innovation power”
...Peter Loescher**



- **By 2030 BRIC countries estimated to grow 3 times the pace of their industrialized counterparts**
- **Focus on India for Sales & Manufacturing**
- **We NOW have the global mandate to develop & strengthen the manufacturing of base level products**
- **Opportunity to export these products to other emerging markets in the years to come**



‘Local people know what works best for their markets’

Our key thrust areas

- A. Foster top-notch technologies based on our competitive advantage areas**
- B. Tap domestic & other growth markets with focus on base level products**
- C. Expand our Environment Portfolio:**
 - A. Renewable Energy**
 - B. Water Technology**
 - C. Building technologies**
 - D. Transportation Solutions**



A. Foster top notch technologies

- Technology & quality has given us an edge to maintain leadership position

Key Highlights:

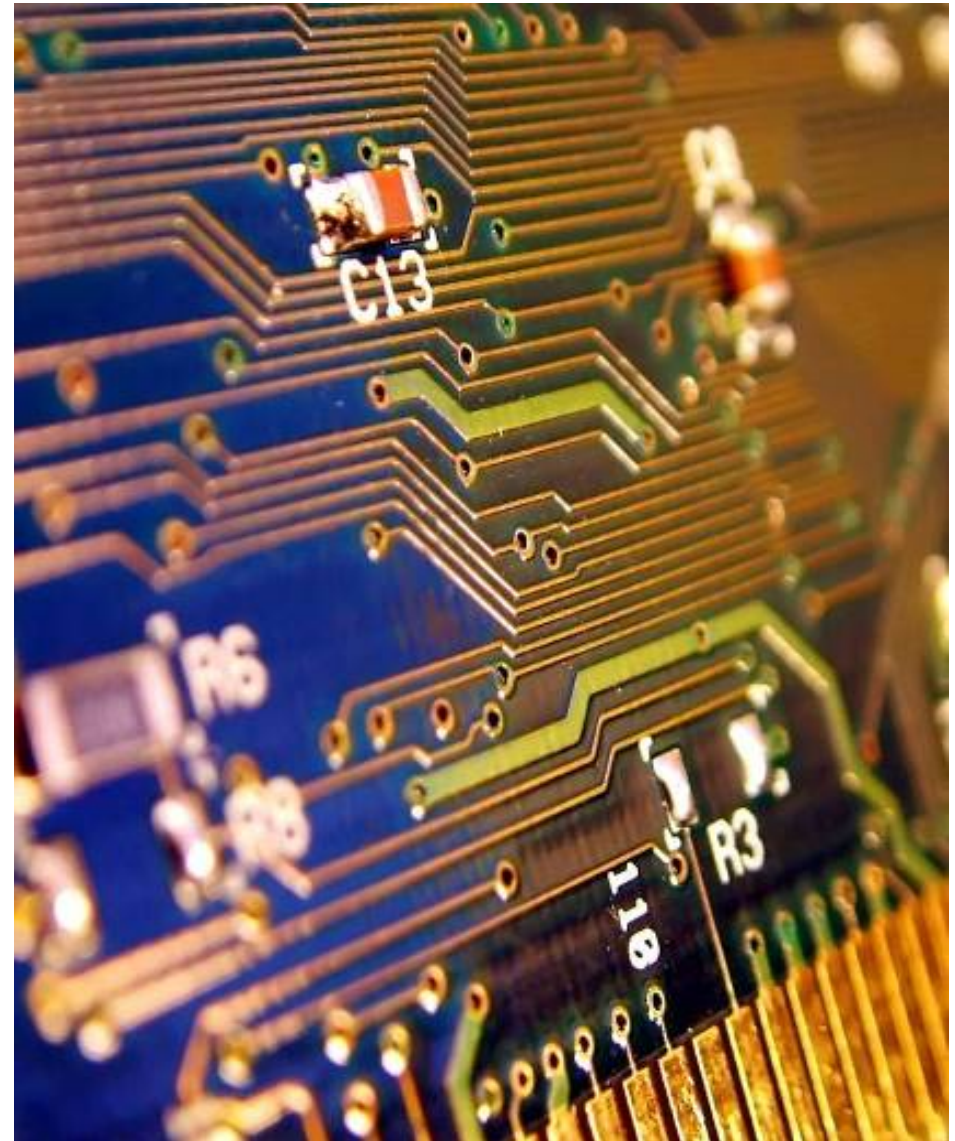
- a. Manufactured India's first single phase 500 MVA HVDC transformer for Adani Power
 - Will form a bank of 1500MVA & operate at a voltage of 500 kV the highest rating by any Indian manufacturer till date
- b. Delivered India's first 145kV Gas Insulated Switchgear from our GIS factory at Aurangabad.



contn..

Key Highlights:

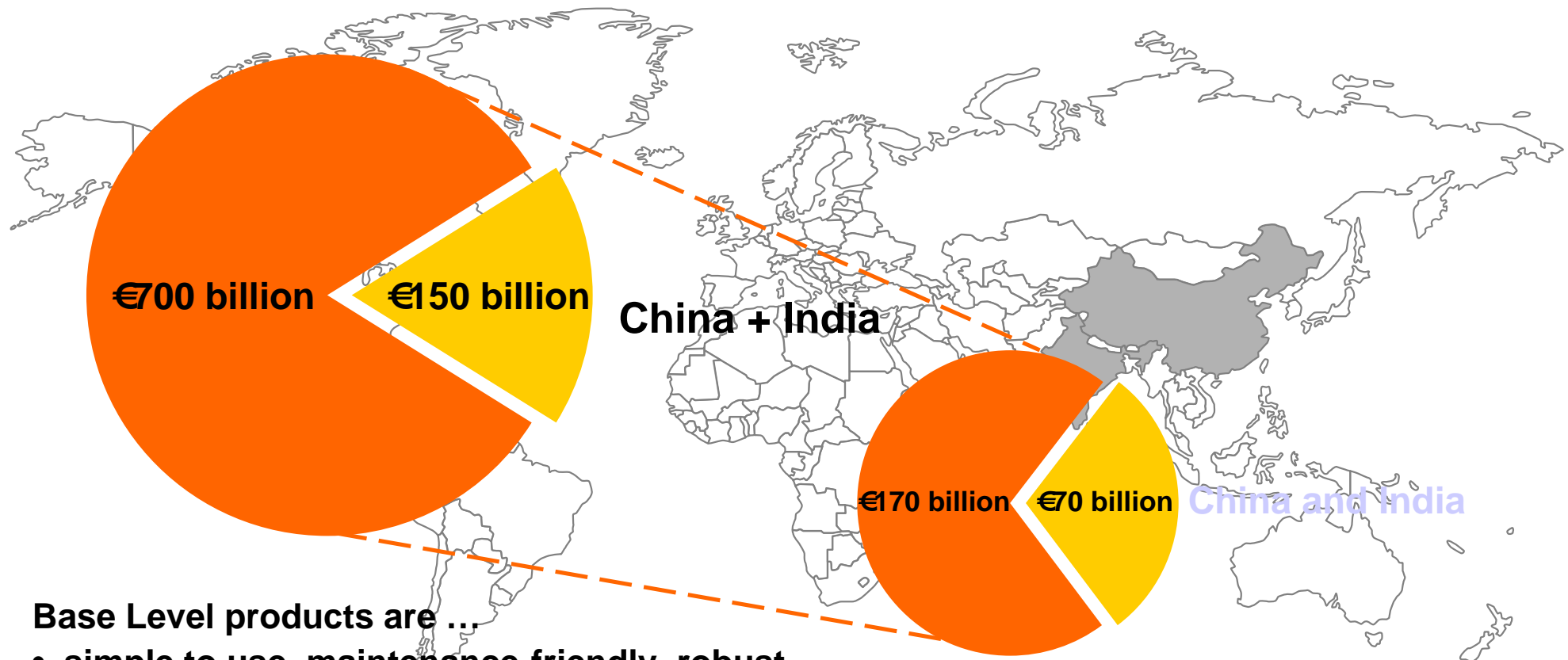
- Industry sector launched a new series of technologically advanced contactors & bi-relays - SIRIUS modular system manufactured at Kalwa
- Controls & monitors power supply across the entire electrical chain
- Healthcare sector launched 2 MRI scanners - MAGNETOM Skyra & Aera with high-end technologies like Tim, 4G & Dot for the first time in Asia
- In less than a year, the sector has already bagged a total of 9 orders



B. Base Level Strategy

Worldwide market relevant
for Siemens €850 billion

Market for Base level products relevant
for Siemens €240 billion



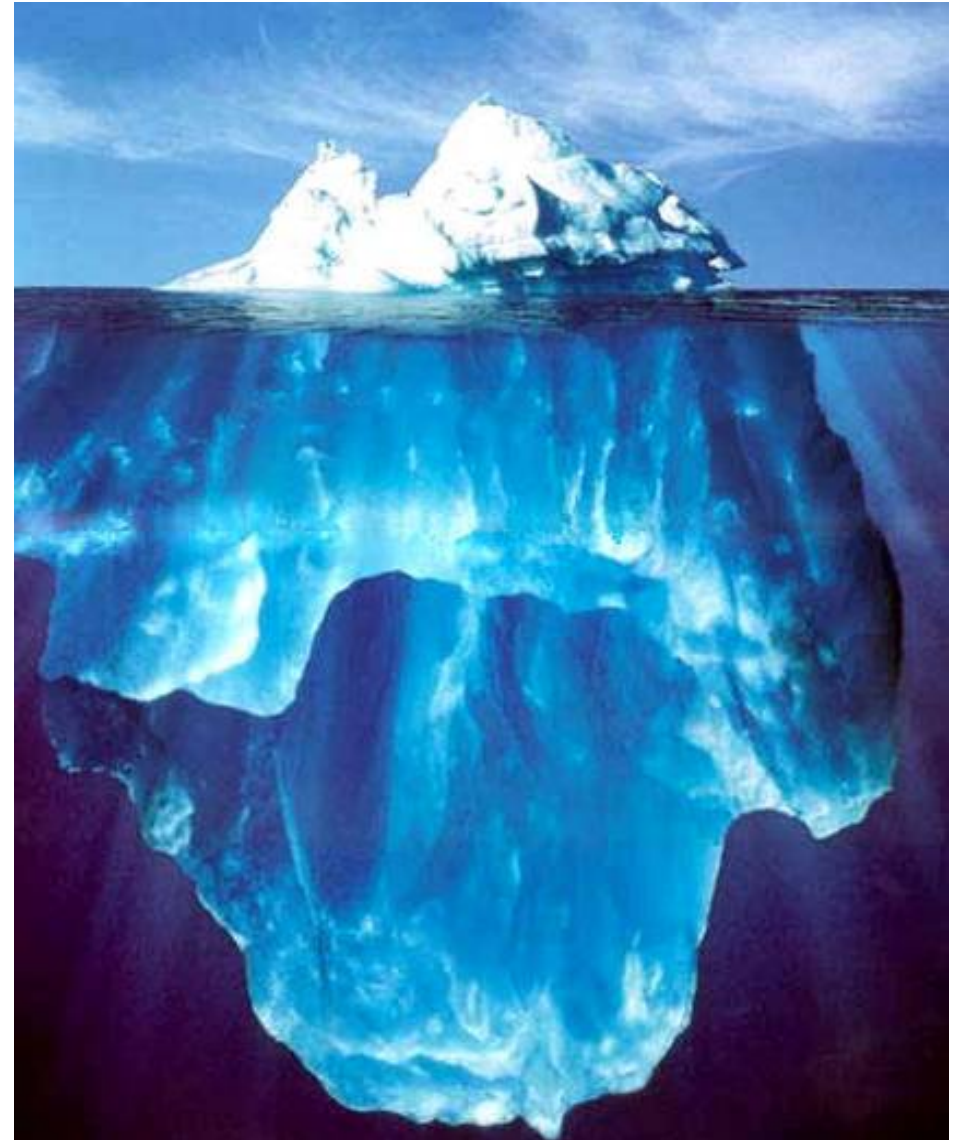
Base Level products are ...

- simple to use, maintenance-friendly, robust
- based on standard technology
- designed for basic requirements of domestic markets
- affordable

All figures: 2009

Base Level Strategy (contd.)

- Bottom of Pyramid segment will be one of the main drivers for growth
- Addressable market size in India is ~€30 b – of this ~€21 b is base level
- Our goal is to increase revenue from €100 mn in 2009 to approx. €1 b in 2020
- To achieve this, we will set up an entire value chain - R&D, outsourcing, manufacturing
- In FY 09- 8 base level projects in India; FY 10 - 6 hubs announced by global CEO
- At present >60 projects in pipeline – 50% will be ready by FY 2012



C. Environment Portfolio

- FY 2009: Revenue of approx. €500mn generated in India with Green technology – 30% of total revenue of 2009
- 1 out of every 3 Euros that we invest in R&D goes into Green technologies
- Renewable Energy & Water Technology will increase revenue in next few years
- Contribution of green technologies growing at >10% every year
- Strong investments in R&D for green technology (mainly wind, solar & water)

Siemens is getting greener and greener

Financial Highlights

- FY 2010 was year of consolidation and growth
- All three sectors posted impressive results. Industry grew by 14%, Energy by 5% & Healthcare by 39% topline
- Initiatives to ensure operational excellence, robust portfolio and customer centric approach strongly supported our results



Financial Highlights of Siemens Ltd.

	<i>Rs. in million</i>			
	2009		2010	+/- %
New Orders	87,964		124,304	41%
Turnover	83,888		93,152	11%
Profit from Operations	9,454		11,917	26%
Profit Before Tax	14,319		12,587	-12%
Profit After Tax	10,449		8,272	-21%
Dividend	Rs. 5/-		Rs. 5/-	250%

The PAT figures of FY 2009 include Rs. 3.9 bn on account of dividend received from and Profit on Sale of two erstwhile subsidiaries

Siemens Ltd. Portfolio

Industry



Automation and Drives

Industry Solutions

Mobility

Energy



Fossil

Oil & Gas

Power Transmission

Power Distribution

Healthcare



Healthcare

Siemens Ltd. Portfolio

Industry



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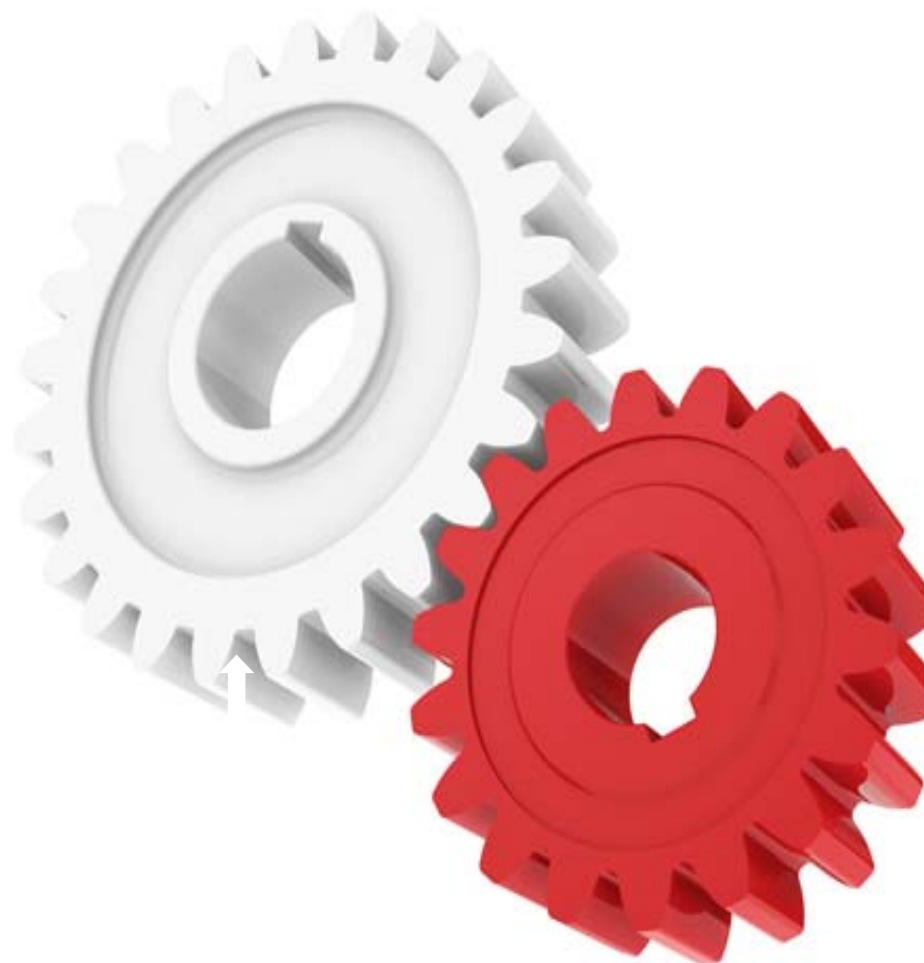


Healthcare

Industry Sector: Making switches to building airports!

Orders	↑ 15 %	Rs. 39 bn
Turnover	↑ 14%	Rs. 42 bn
Profit from Operations	↑ 67%	Rs. 4 bn

- Year of recovery and capitalizing key opportunities
- Product divisions of Industry Automation (IA), Drive Technologies (DT) & Building Technologies (BT) were major contributors



Industry Sector (contd.)

Key highlights:

- Industry Solution (IS) reported marginal growth – revival of most turnkey projects in Q2/Q3
- Mobility division grew at healthy pace; commissioned prestigious projects

Key Orders:

- MV Drive retrofit for Slipring motor in Vedanta
- Jyoti CNC Automation for 1000+ Sinumerik CNC controls
- Gurgaon Metro rail contract for new 6.1 km line
- First postal automation order of mail sorting on the Kolkata-Delhi mail route



Industry Sector (contd.)

Other key highlights:

- Set up 'high performance' bogie factory at Aurangabad – Factory already supplying bogies for the Mumbai MUTP 1 project.
- Launched several Innovative Products
 - a. SIRIUS modular system
 - b. Conveyor 'Vario Belt'
 - c. Big Air break contractors
 - d. Compact PLUS motors



Siemens Ltd. Portfolio

Industry



Energy



Healthcare



Automation and Drives

Fossil

Healthcare

Industry Solutions

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Mobility

Power Transmission

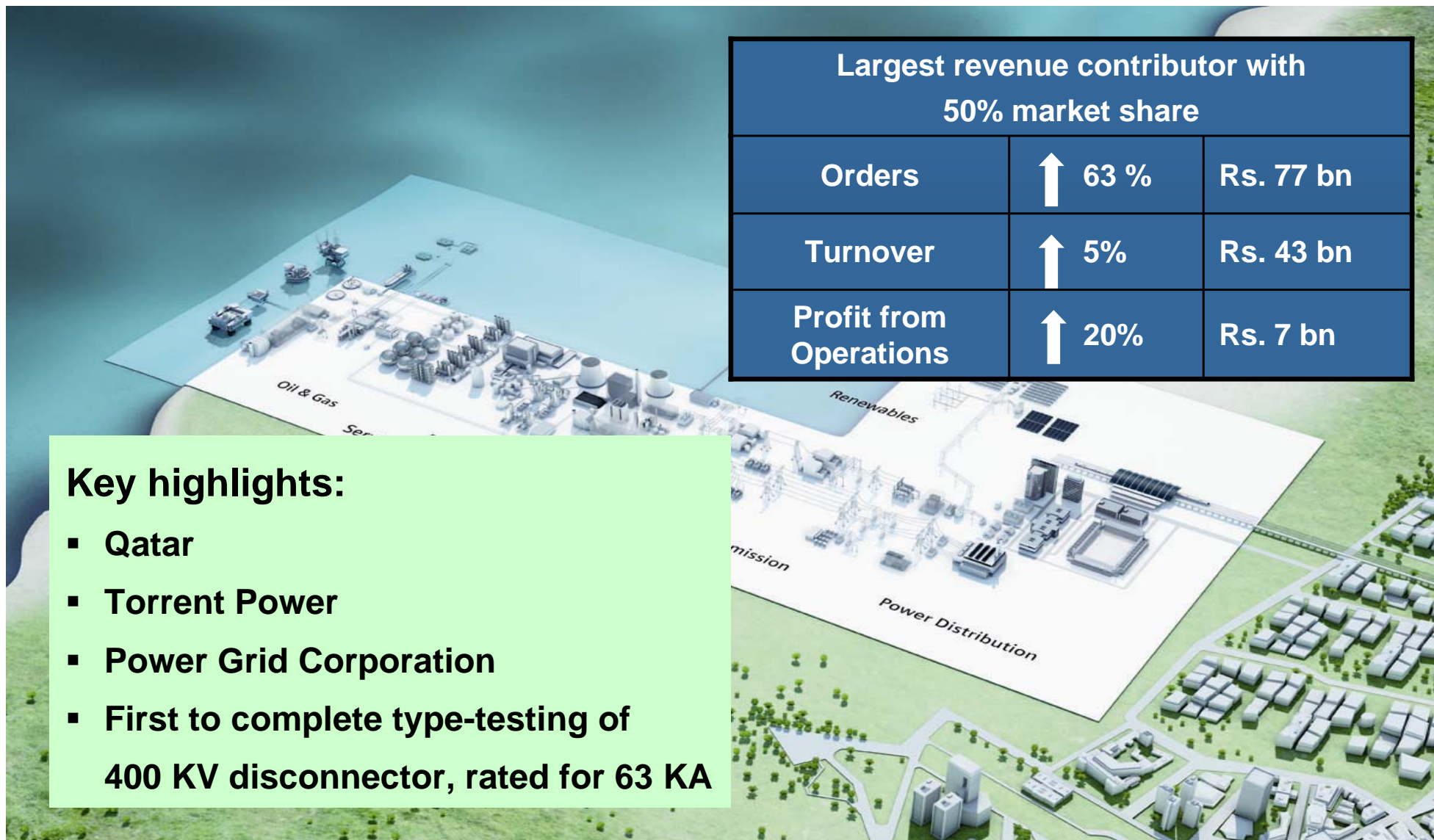
Power Distribution

Energy Sector

Largest revenue contributor with 50% market share		
Orders	↑ 63 %	Rs. 77 bn
Turnover	↑ 5%	Rs. 43 bn
Profit from Operations	↑ 20%	Rs. 7 bn

Key highlights:

- Qatar
- Torrent Power
- Power Grid Corporation
- First to complete type-testing of 400 KV disconnecter, rated for 63 KA



Energy Sector (contd)

- Plan to set up a wind turbine factory in Gujarat by 2013 to manufacture 2.3 MW wind turbines
- Exploring possibilities in Solar; in discussion with solar Power HQ
- New factory coming up in Goa for Medium Voltage products; investments of Rs. 200 crore
- Expansion of Steam Turbine Factory, Baroda; to manufacture steam turbine up to 200 MW to supply to global market



Siemens Ltd. Portfolio

Industry



Automation and Drives

Industry Solutions

Mobility

Energy



Fossil

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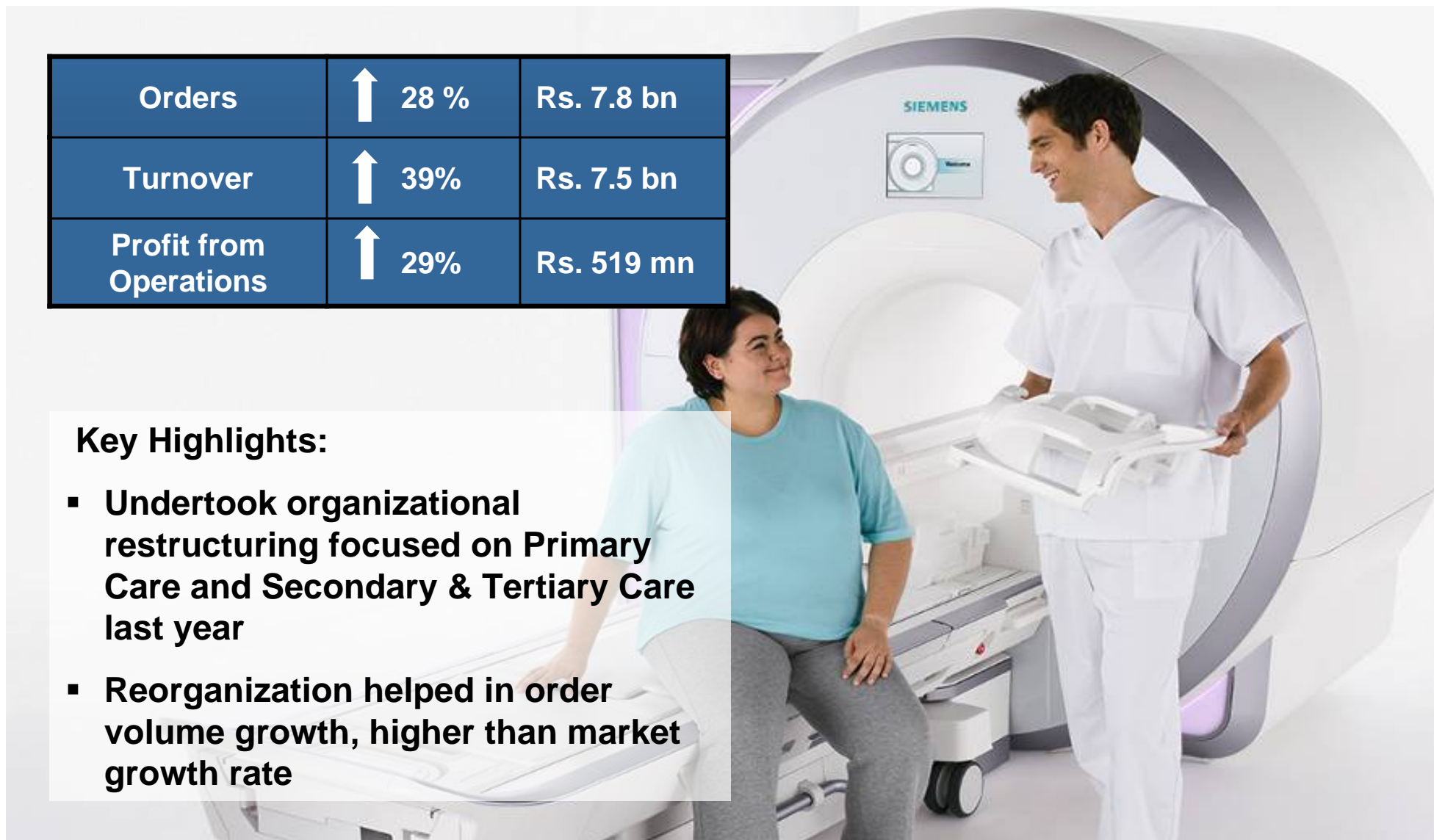
Healthcare

Healthcare Sector

Orders	↑ 28 %	Rs. 7.8 bn
Turnover	↑ 39%	Rs. 7.5 bn
Profit from Operations	↑ 29%	Rs. 519 mn

Key Highlights:

- Undertook organizational restructuring focused on Primary Care and Secondary & Tertiary Care last year
- Reorganization helped in order volume growth, higher than market growth rate



Healthcare Sector (contd)

- Focus on service with Service Excellence project
- Manufacturing facility at Goa; high-end X-rays exported to 36 countries
- Refurbishing entry-level CT scanners
 - First to get certified by Atomic Energy Regulatory Board (AERB)
 - Only factory for refurbished systems in Asia
- In India, great demand for refurbished equipments; market to grow in next 2-3 years



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Siemens demonstrates profitable growth

- All our sectors have registered a solid performance
- Our focus clearly continues on -
 - Profitable Growth
 - Asset Management and Cost Control
 - Project Management
 - Risk Management
- Strong growth in short cycle business
- Solid order backlog out of project business

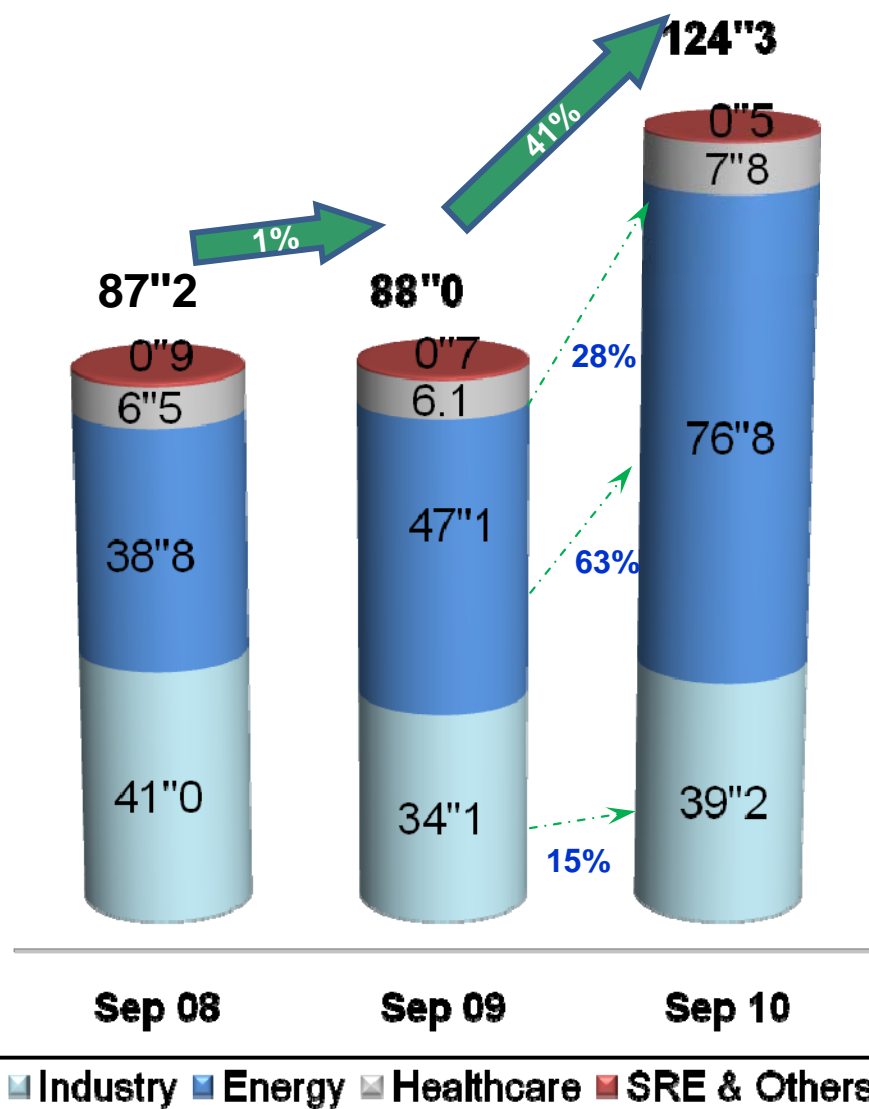
Consistent growth year on year

(in Bio Rs)

	Quarter ended Sep 2010	Quarter ended Sep 2009	+/-%	Year ended Sep 2010	Year ended Sep 2009	+/-%	
New orders	30"2	26"2	15%	124"3	88"0	41%	ROCE Sep 10 Sep 09 25.1% 41.9%
Sales	30"0	24"8	21%	93"2	83"9	11%	
Order backlog	135"8	102"9	32%	135"8	102"9	32%	
Profit from Operations	3"7	2"3	63%	11"9	9"5	26%	EPS Sep 10 Sep 09 24.53 30.99
% to Sales	12%	9%		13%	11%		
Financing & Investment Income	0"2	0"04	435%	0"7	4"8	-86%	
Profit before tax	3"9	2"3	69%	12"6	14"3	-12%	P/E Sep 10 Sep 09 33.56 17.98
% to Sales	13%	9%		14%	17%		
Profit after tax	2"5	1"5	66%	8"3	10"4	-20%	
Net Cash generated from operations				10"0	3"5	186%	

Significant increase in Order Value

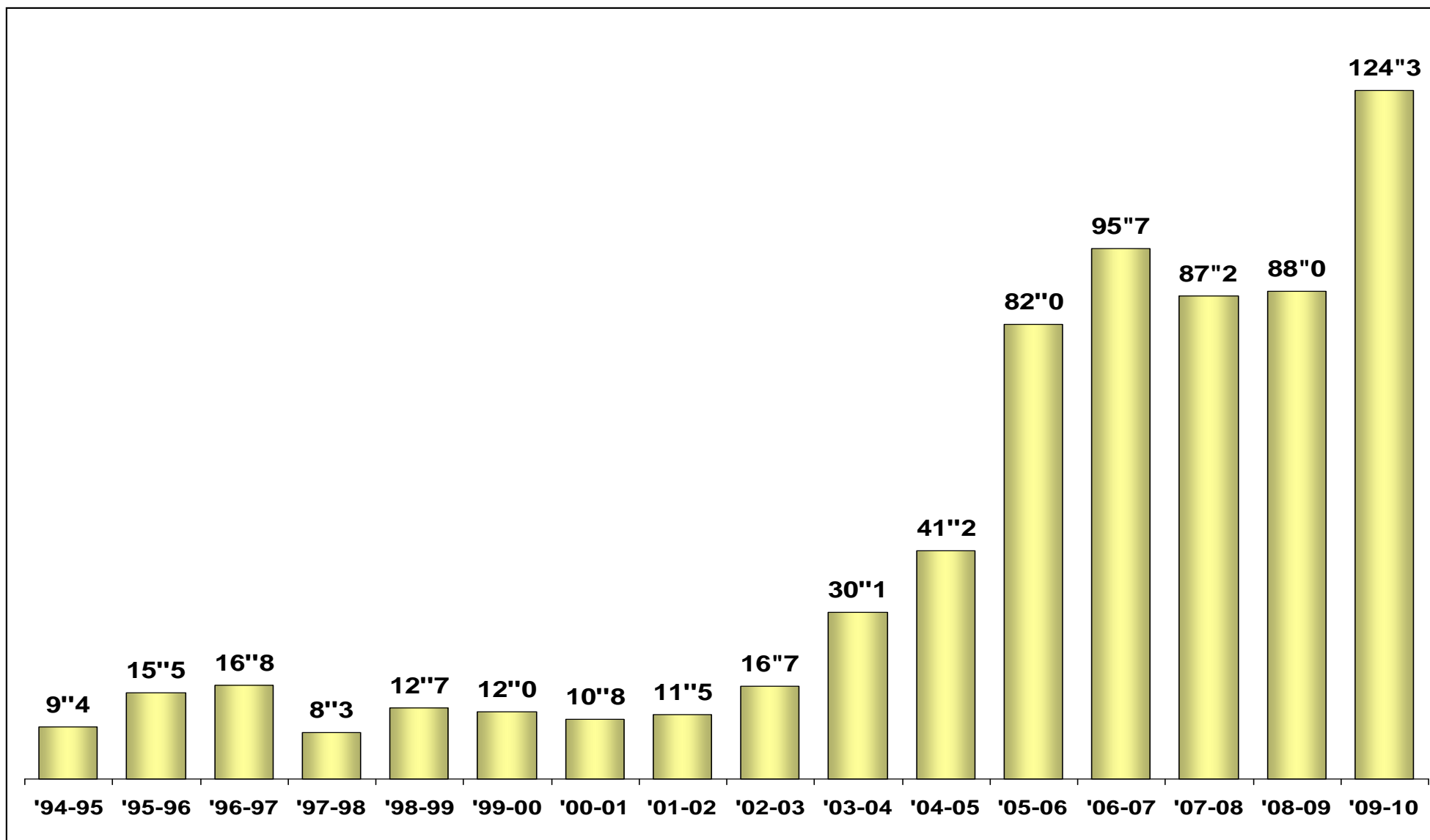
(in Bio Rs)



Exponential growth in New Order bookings over the last 5 years

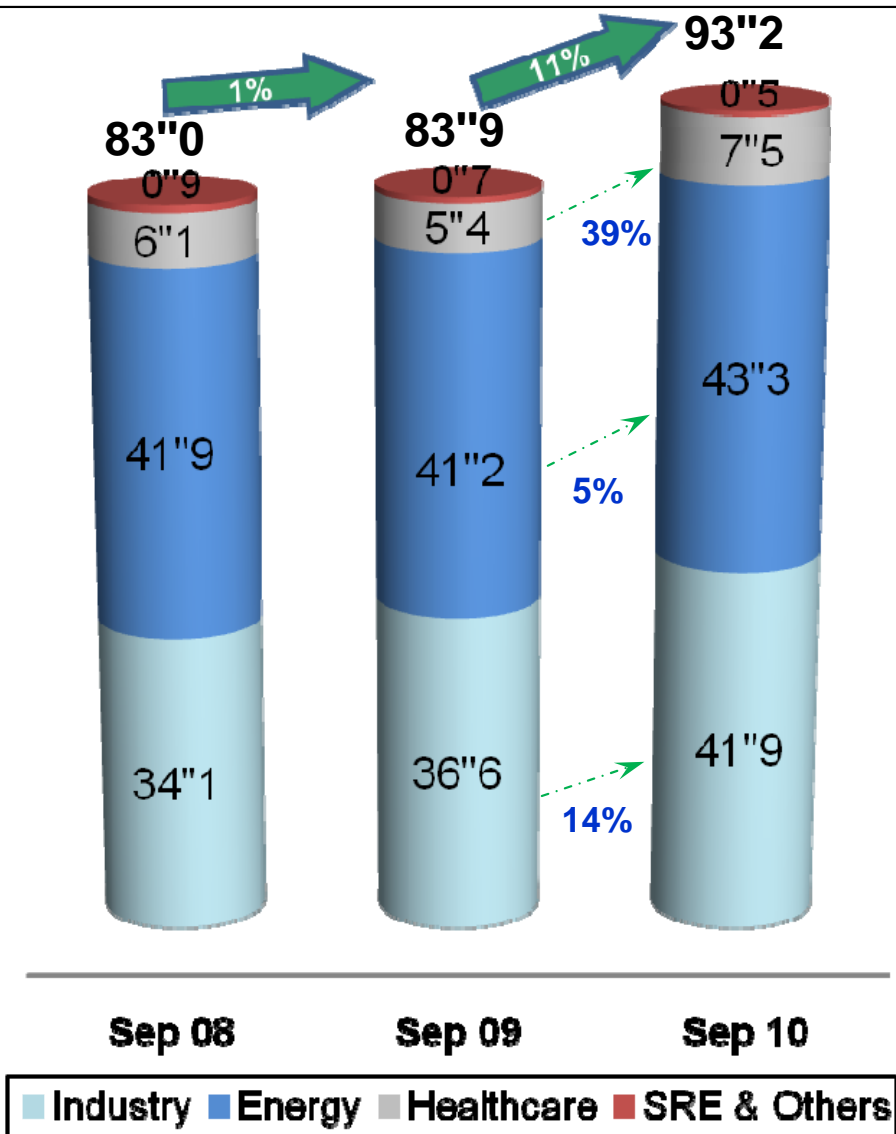
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(in Bio Rs)



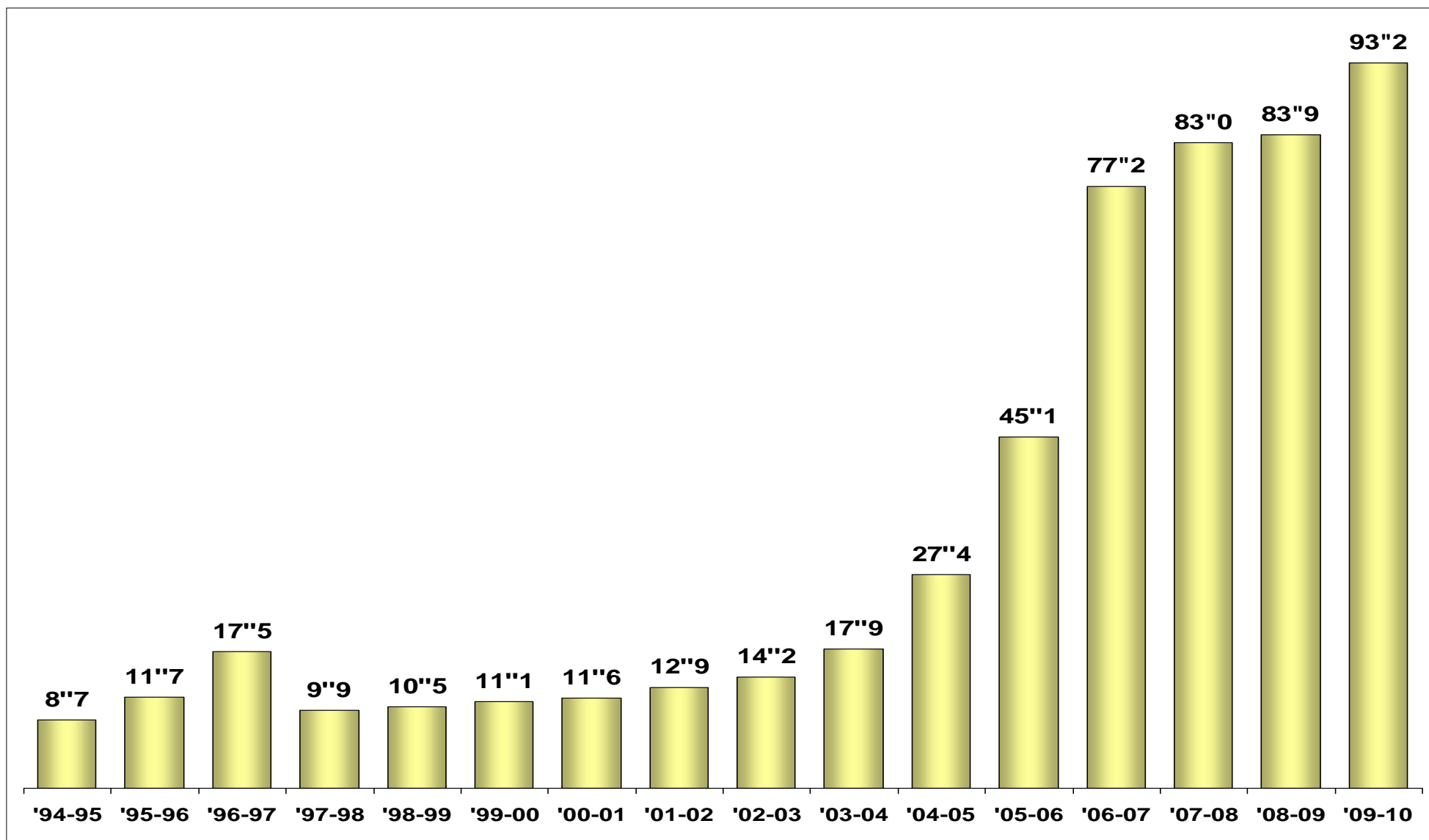
Steady growth in Sales

(in Bio Rs)



Sales doubled in the last 5 years

(in Bio Rs)

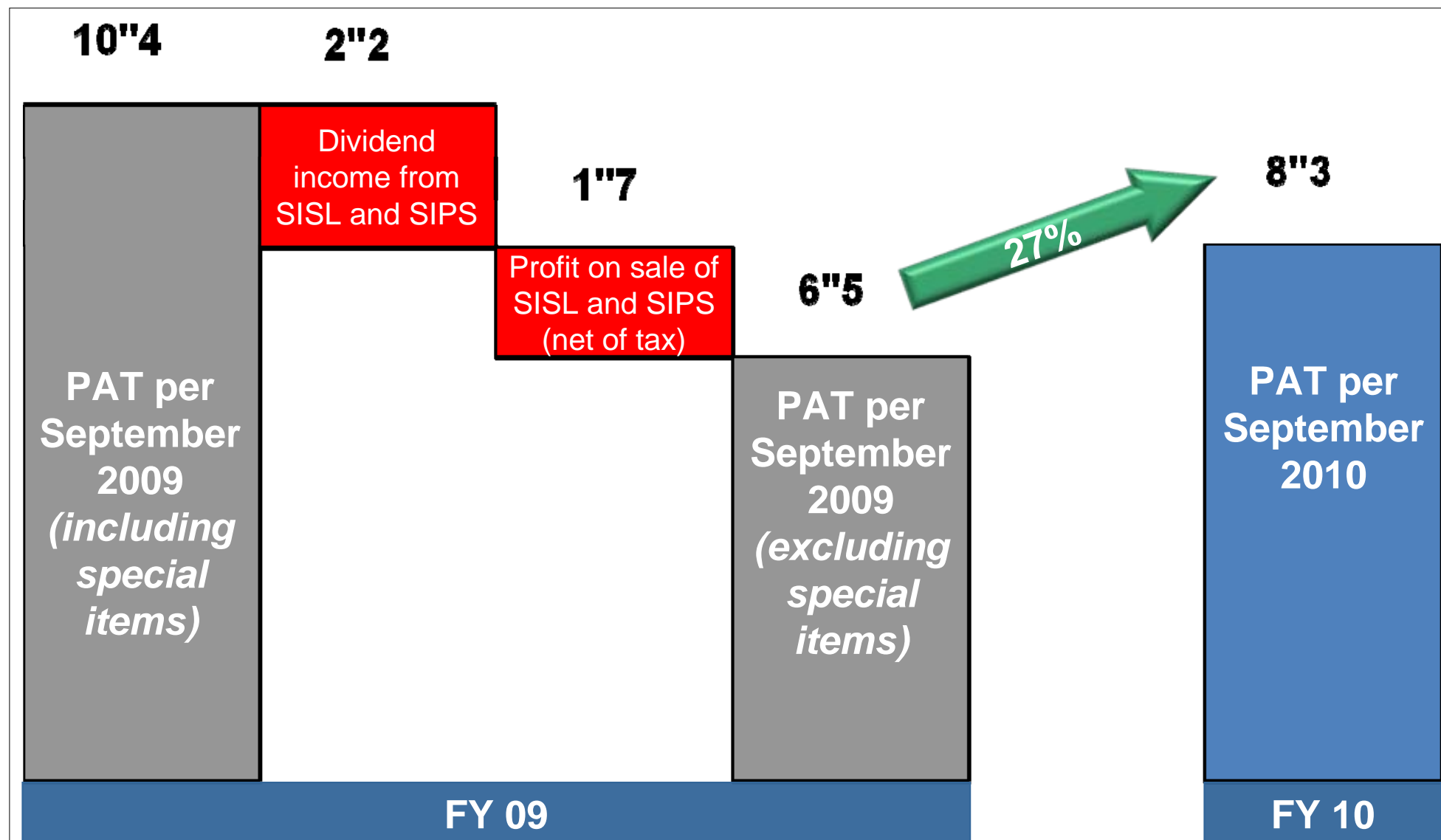


Profit after Tax (PAT)

Sep.09 v/s Sep.10

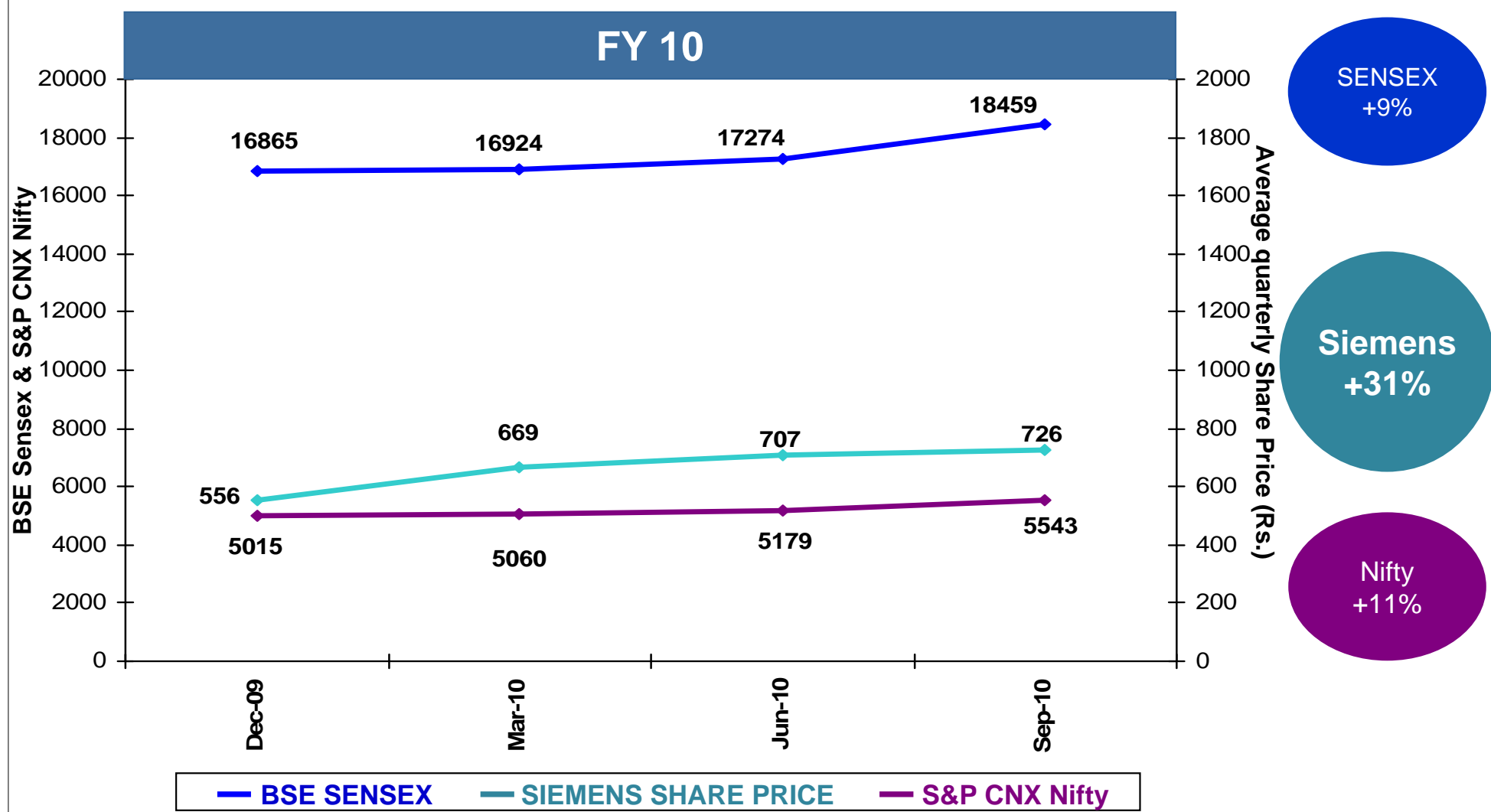
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(in Bio Rs)



Siemens outperforms share market

Siemens Share Price Movement Vs BSE Sensex & S&P CNX Nifty October 2009 – September 2010



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To Sum Up

- Performance during the fiscal year was excellent
- All three sectors performed better than expected
- Three clear growth strategies:
 - a. Continue to foster top notch technologies for niche segments
 - b. Develop base level products for mid and low end Segments
 - c. Continue to expand our environmental portfolio

Sales double & Orders up by over 50% in the last 5 years



Going ahead...

- Focus on the domestic growth opportunities.
- We want to be amongst the best employers – So our focus will be on retaining and attracting right talent
- Develop competencies required to cater to global markets and emerging opportunities in the future
- Establish leadership positions in all our key markets ensuring profitability

It's from this position of strength that we will approach the future



SIEMENS

Thank You !

