

Analyst Meet - 2008



Presentation Overview

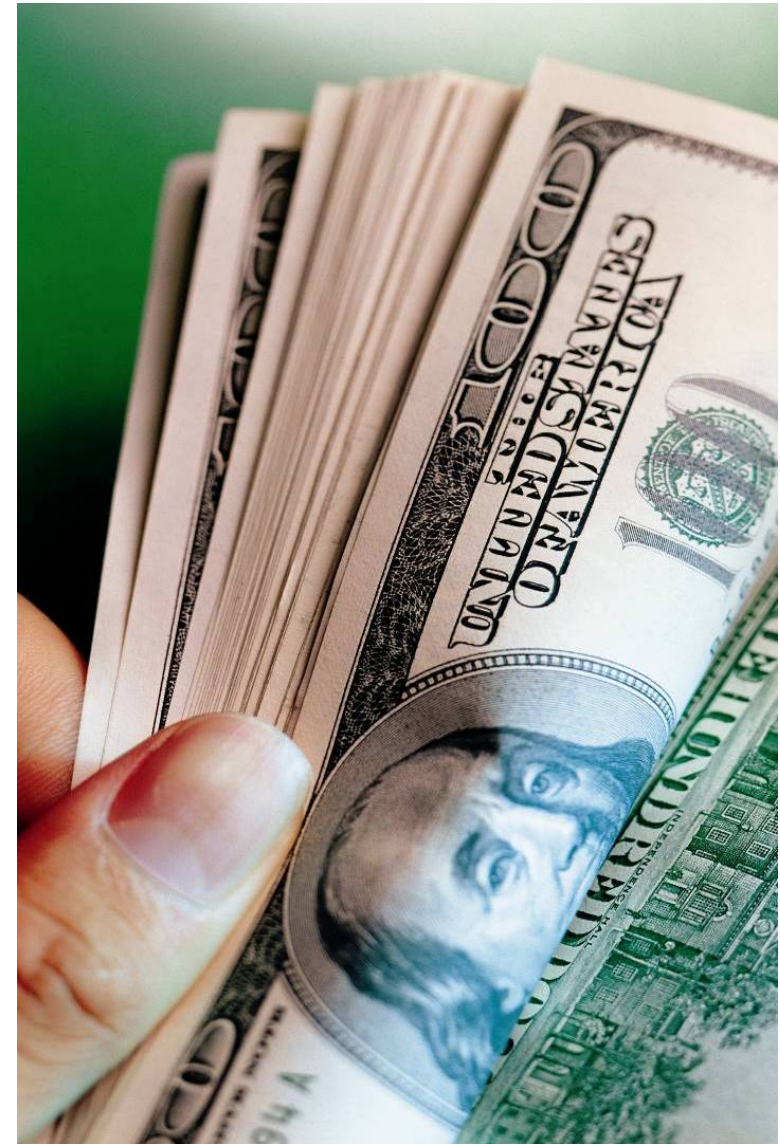
Financial Highlights & key business topics : Dr Bruck

Financial Analysis : Mr de Royer

Future Outlook : Dr Bruck

Economic Review & Market Trends

- Upward growth trend in first half of the year; momentum tapering slightly downwards in the second half
- Liquidity crunch impacted decision making process; planned investments deferred
- Inflationary trends & currency fluctuations created a cost push



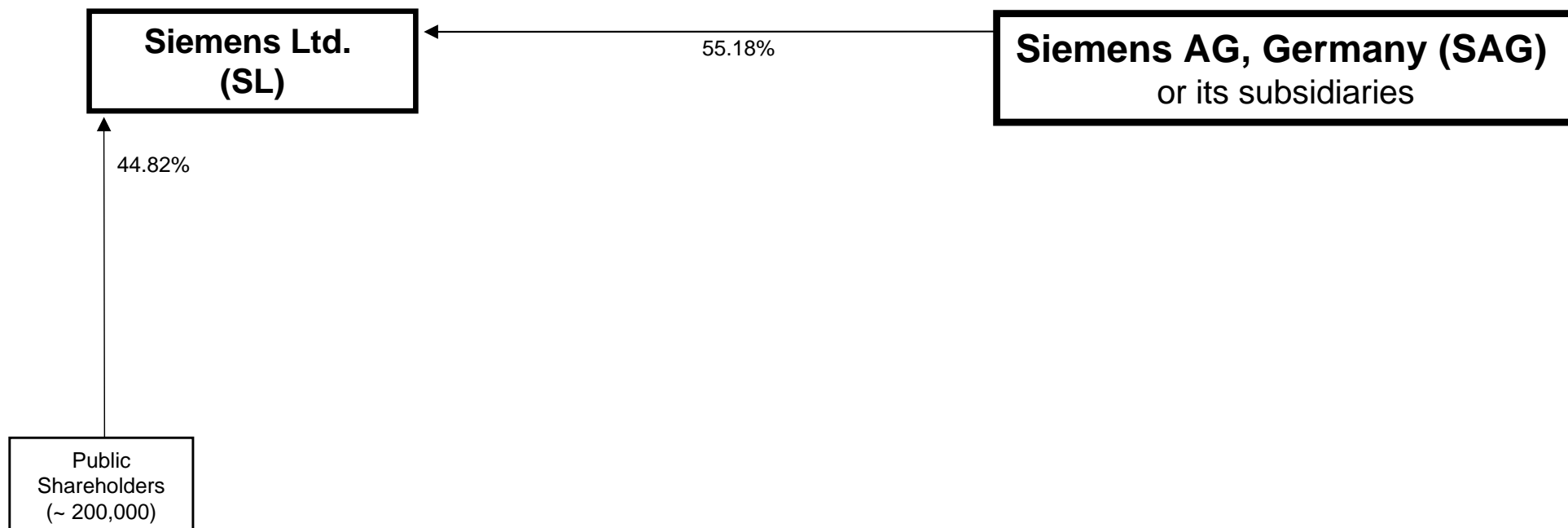
Our Guiding Principles

- To pay attention to the Quality of result
- To book healthy orders and ensure professional order execution
- To absorb negative impacts of some large projects

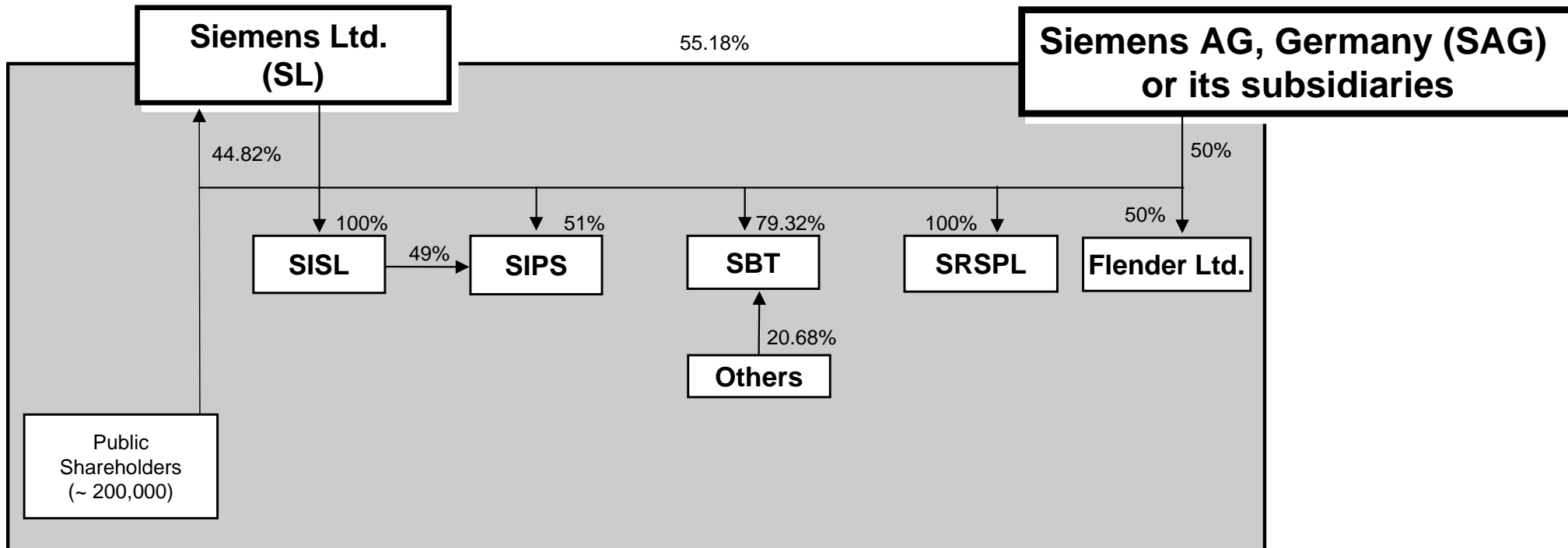
Focus on Operational Excellence



Siemens Ltd - the flagship listed company

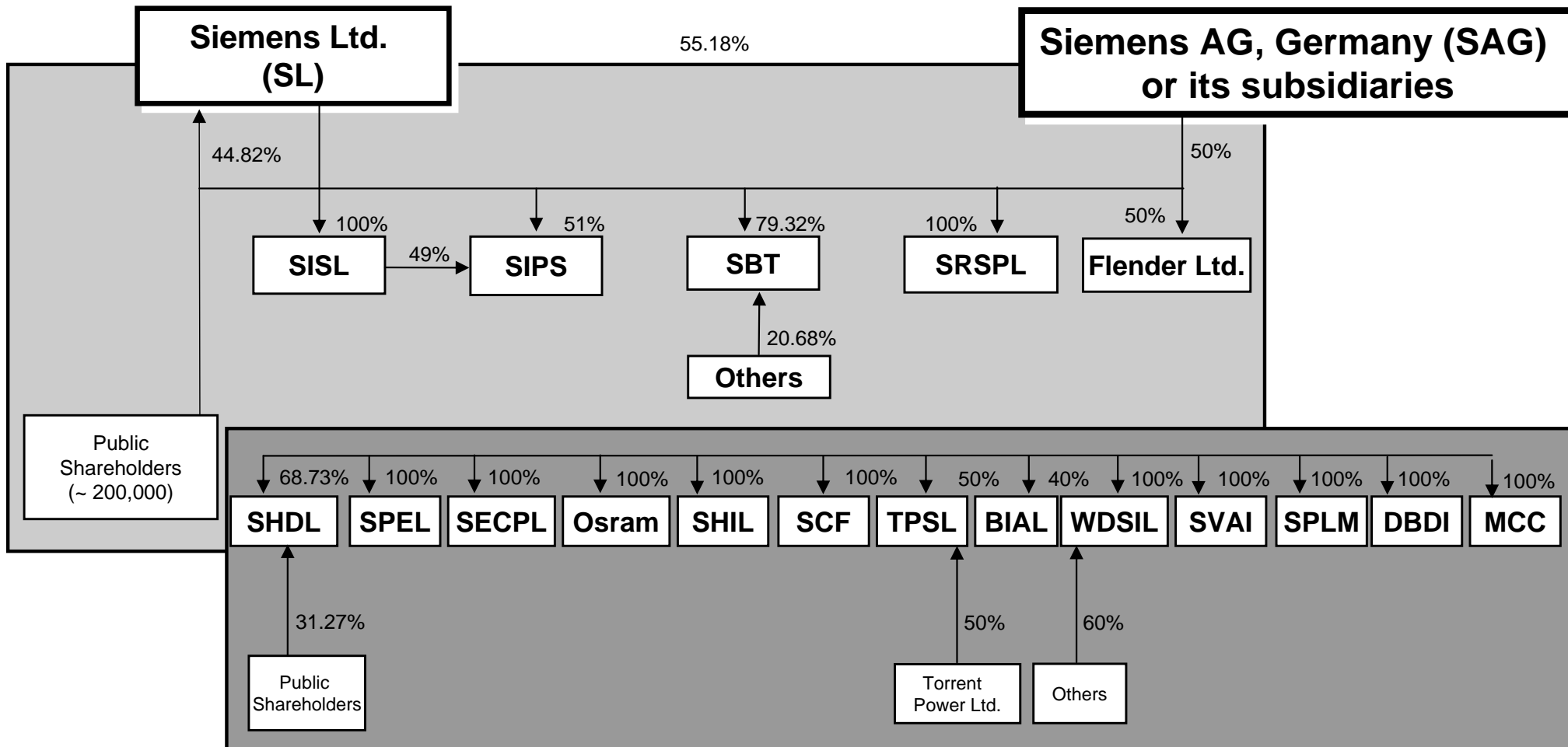


Siemens Ltd. Group



SITS	Siemens Industrial Turbomachinery Services Pvt. Ltd.	SISL	Siemens Information Systems Ltd.	SIPS SI	Siemens Information Processing Services Pvt.
SBT	Siemens Building Technologies	SRSPL	Siemens Rolling Stock Pvt. Ltd.		

Siemens in India has 19 legal entities



SITS	Siemens Industrial Turbomachinery Services Pvt. Ltd.	SPEL	Siemens Power Engineering Pvt. Ltd.	SCF	Siemens Corporate Finance Pvt. Ltd.
SISL	Siemens Information Systems Ltd.	PPIL	Powerplant Performance Improvement Ltd.	TPSL	Torrent Power Services Pvt. Ltd.
SIPS SI	Siemens Information Processing Services Pvt. Ltd.	Osram	Osram India Pvt. Ltd.	BIAL	Bangalore International Airport Ltd.
SHIL	Siemens Hearing Instruments Pvt. Ltd.	WDSIL	Winergy Drive Systems India Pvt. Ltd.	SMSDL	Siemens Healthcare Diagnostics Ltd.
SVAI	Siemens VAI Metals Technologies Pvt. Ltd., Kolkata	SBT	Siemens Building Technologies	SRSPL	Siemens Rolling Stock Pvt. Ltd.
DBDI	Dade Behring Diagnostics India (Pvt.) Ltd. New Delhi	SPLM	Siemens Product Lifecycle Management Software	MCC	Morgan Construction Company India Pvt. Ltd (India)Pvt. Ltd., New Delhi (formerly UGS India Pvt. Ltd.

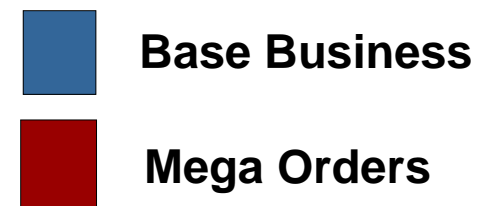
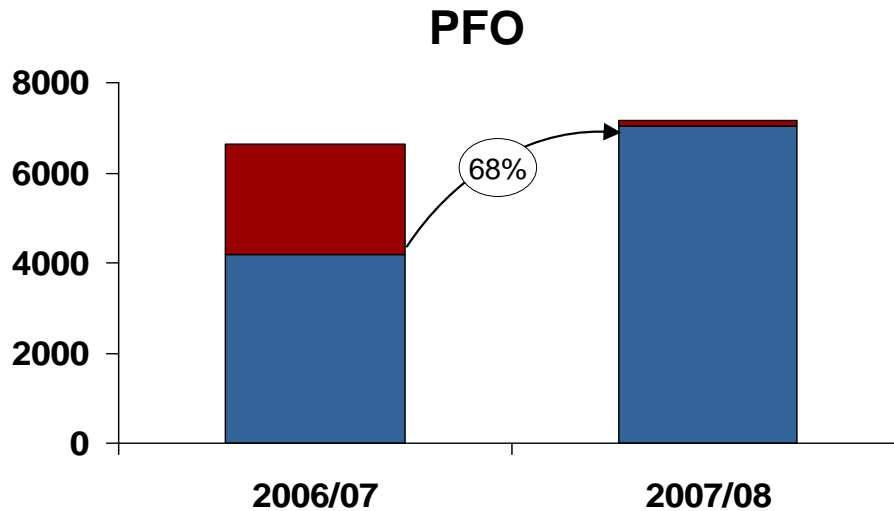
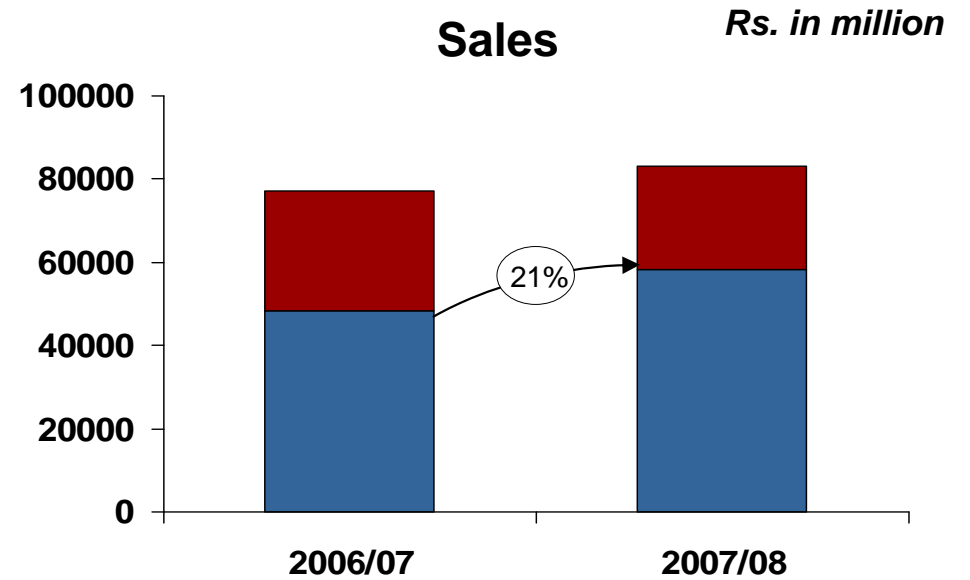
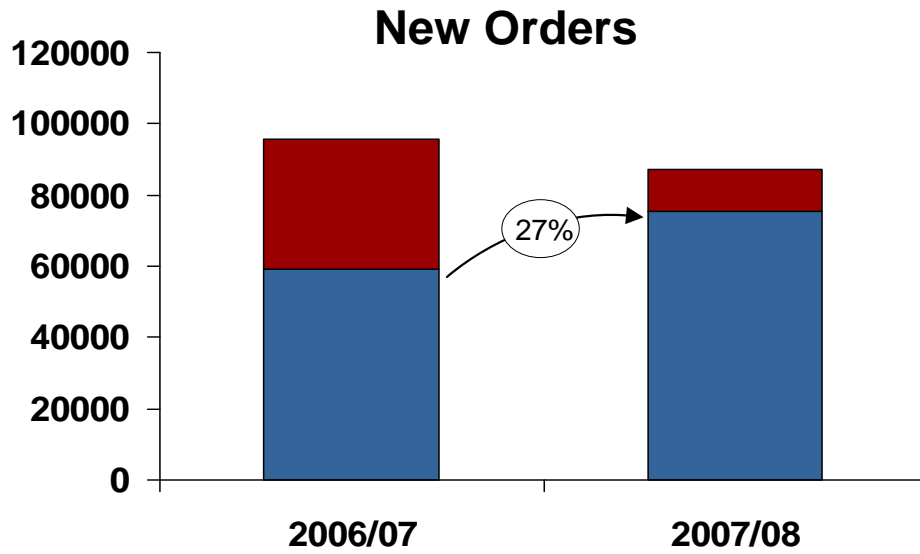
Financial Highlights - Siemens Ltd.

Rs. In million

	2007	2008	+/- %
New Orders	101,085	87,182	- 14%
Turnover	77,268	82,955	7%
Profit from Operations	6,923	7,153	3%
Profit Before Tax	8,742	8,918	2%
Profit After Tax	5,965	5,933	0%
UOV	94,074	98,338	5%
Dividend	Rs. 4.80	Rs. 3	

Highlights - Siemens Ltd.

*After special effects**



Highlights - Siemens Ltd. Group

Consolidated - Siemens Ltd, SBT, SISL & SIPS

Rs. In million

	2007		2008		+/- %
New Orders	115,703		101,803		-12%
Turnover	93,786		96,798		3%
Profit Before Tax	9,869		9,422		- 5%
Profit After Tax	6,929		5,995		-13%

Key parameters that supported results

- Focus on key growth areas in domestic & export markets
- Enhanced local manufacturing competencies – added new factories, expanded capacities
- Introduced new high-end technologies with a special focus on energy efficiency as well as Green technology
- Focused on Resource & Competence management and controlled Attrition
- Professionalized Siemens One program

**We made substantial investment –
Rs 2.2 billion**



Siemens Portfolio

Industry



**Automation
and Drives**

Industry Solutions

Mobility

**Siemens Building
Technologies**

Flender

Energy



Power Generation

**Power Transmission
and Distribution**

Healthcare



Healthcare





Cross-Sector activities



**Siemens Information
Systems Ltd.**

**Siemens Information
Processing Services**

Siemens Portfolio

Industry	Energy	Healthcare	Cross-Sector activities
			
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Siemens Building Technologies			
Flender			

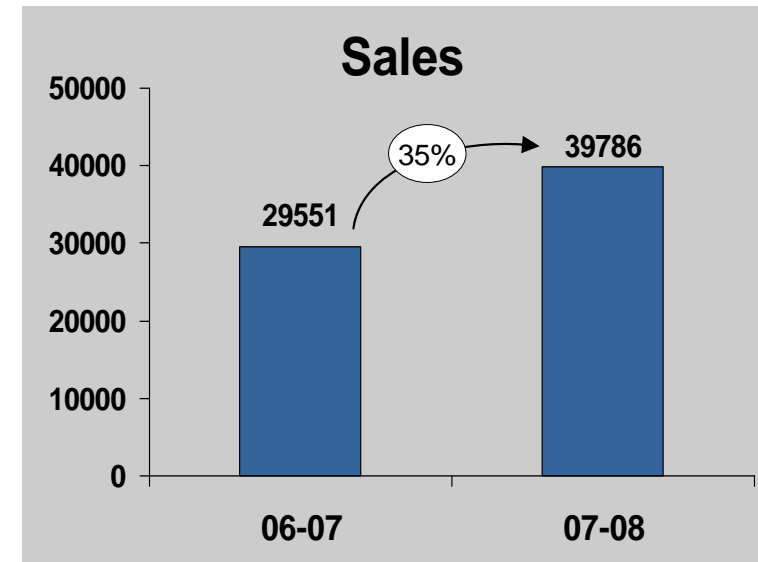
Highlights: Industry Sector

SIEMENS

***Comprises Automation & Drives,
Industrial Solutions, Transportation***

- Orders were up 35%
- Turnover was up 35%
- Profits went up 35%

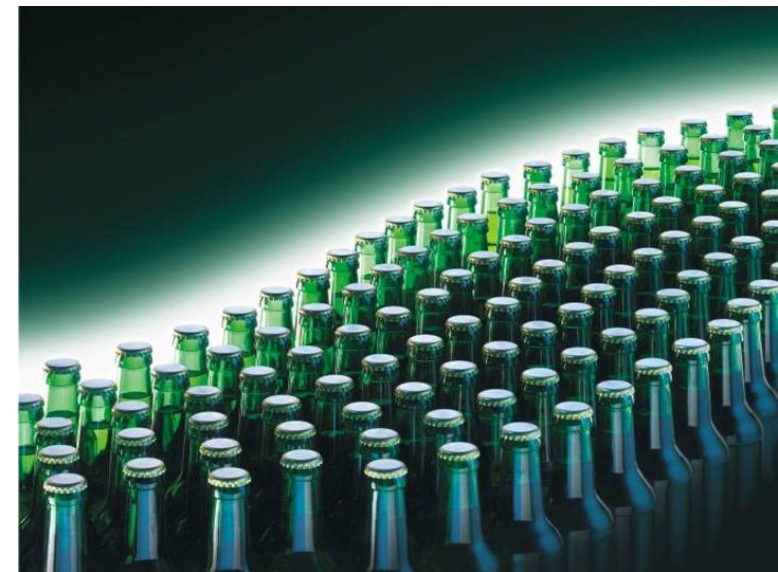
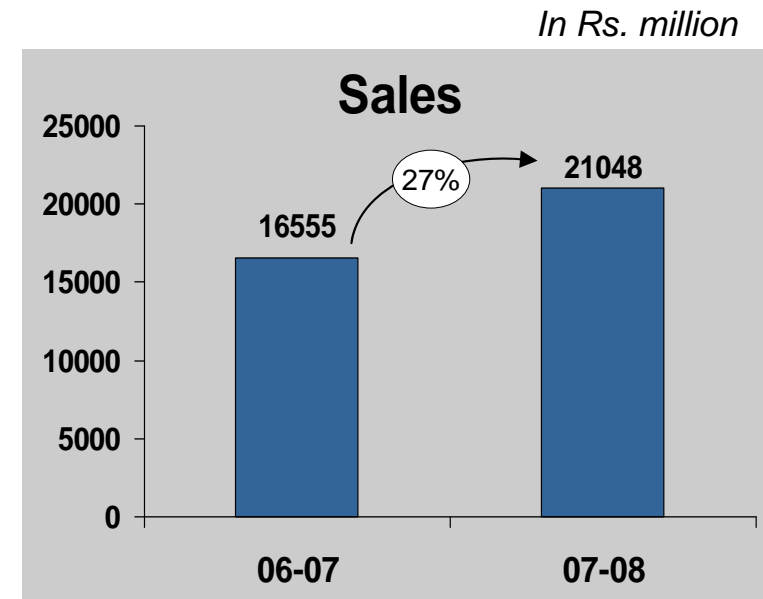
In Rs. million



Highlights: Automation & Drives (A&D)

SIEMENS

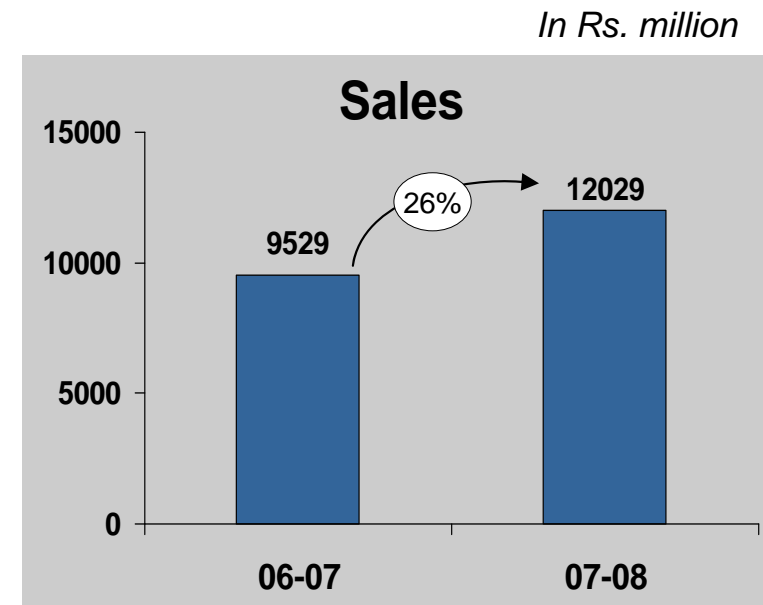
- Orders up 36%, Sales up 27%, Profits up 57%
- Retained leadership position in most market segments
- Launched new products and solutions
- Restructured manufacturing processes by outsourcing non core components
- Key orders include:
 - Larsen & Toubro -Rs. 201 mn
 - McNally Bharat- Rs. 106 million
 - Jindal Steel & Power Ltd- Rs. 95.5 mn



Highlights: Industry Solutions (IS)

SIEMENS

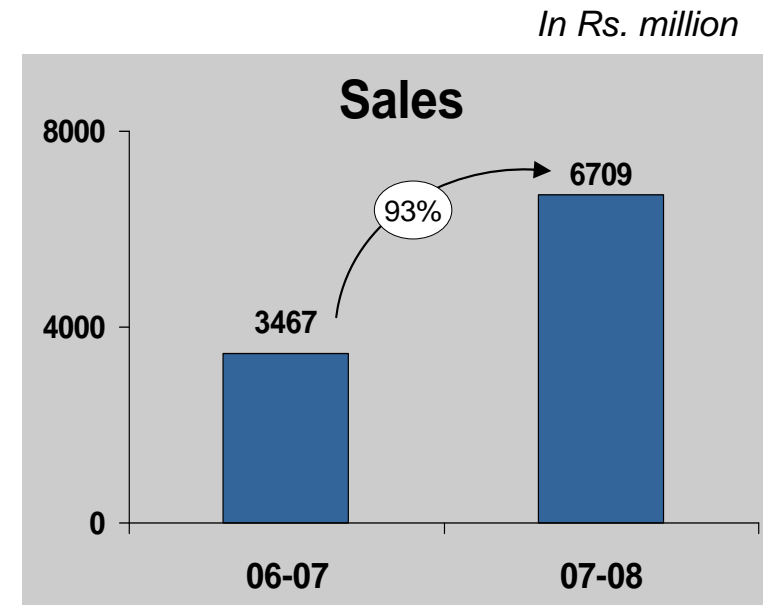
- Spectacular performance - Orders up by 54%, Turnover up by 26%, Profits up by 62%
- Completed execution of Bengaluru International Airport in time, first Siemens PPP project in India
- Ventured into Water Technologies and Discontinuous Mining technology segments
- Key orders include:
 - SAIL, Bokaro - Rs. 1,756 mn
 - Vishakhapatnam Steel Plant - Rs. 1,093 mn
 - Delhi International Airport - Rs.1019 mn
 - RINL-Vishakhapatnam- Rs. 872 mn & Rs. 744 mn







Highlights: Transportation Systems (Now Mobility)

SIEMENS

- Sales rose sharply by 93%; profits under pressure due to a one time cost impact of a large project
- 20 trains equipped with Siemens electrics are now running on the Mumbai tracks
- Provide passenger safety, comfort and save energy upto 30%
- Key orders include:
 - Indian Railways - Rs. 1500 mn
 - DLW - Rs. 900 mn
 - BHEL - Rs. 105 mn



Siemens Portfolio

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Siemens Building Technologies			
Flender			

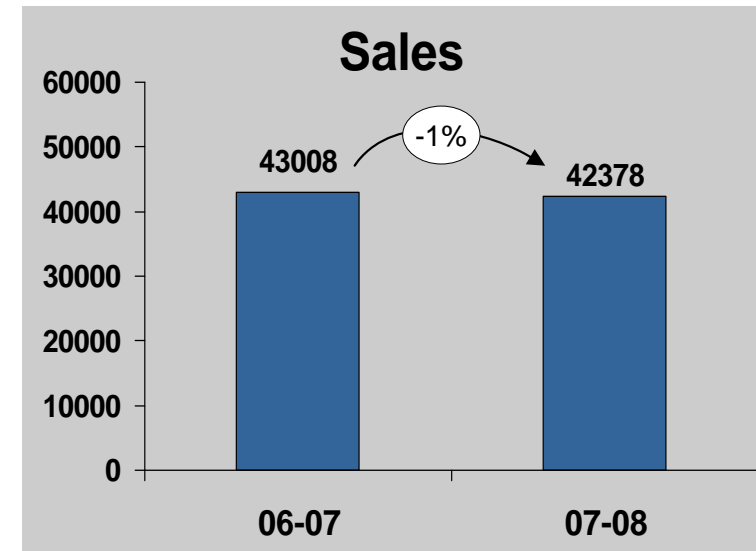
Highlights: Energy Sector

SIEMENS

Comprises Power Generation and Power Transmission & Distribution

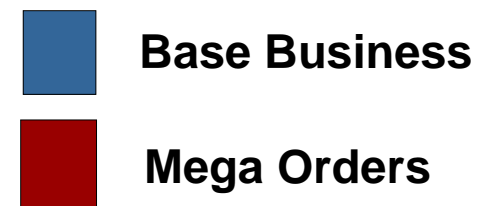
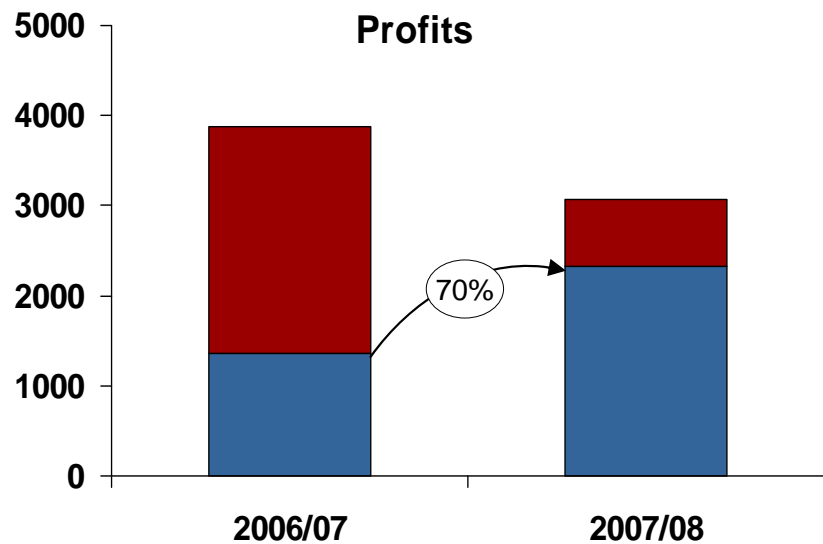
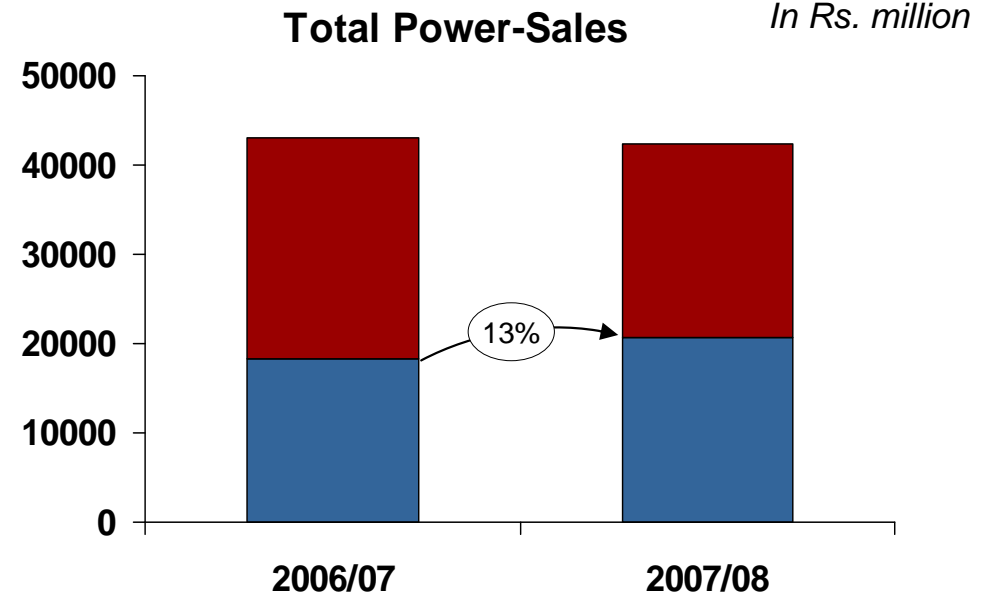
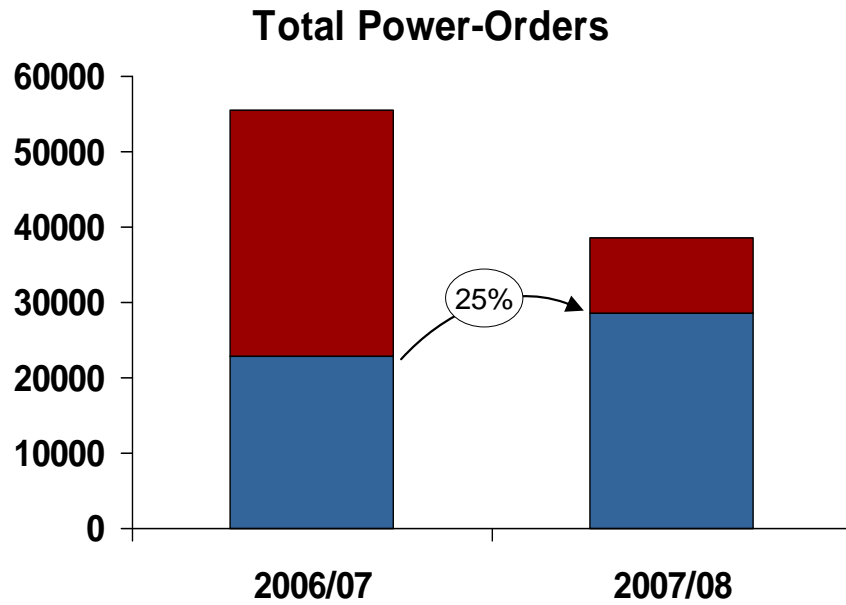
- Orders went down by 30%, due to mega orders in 2007; but base order value rose by 25%
- Turnover steady, despite mega order impact in 2007
- Profits declined by 19%,
(due to provision for one loss order)

In Rs. million



Power business break up

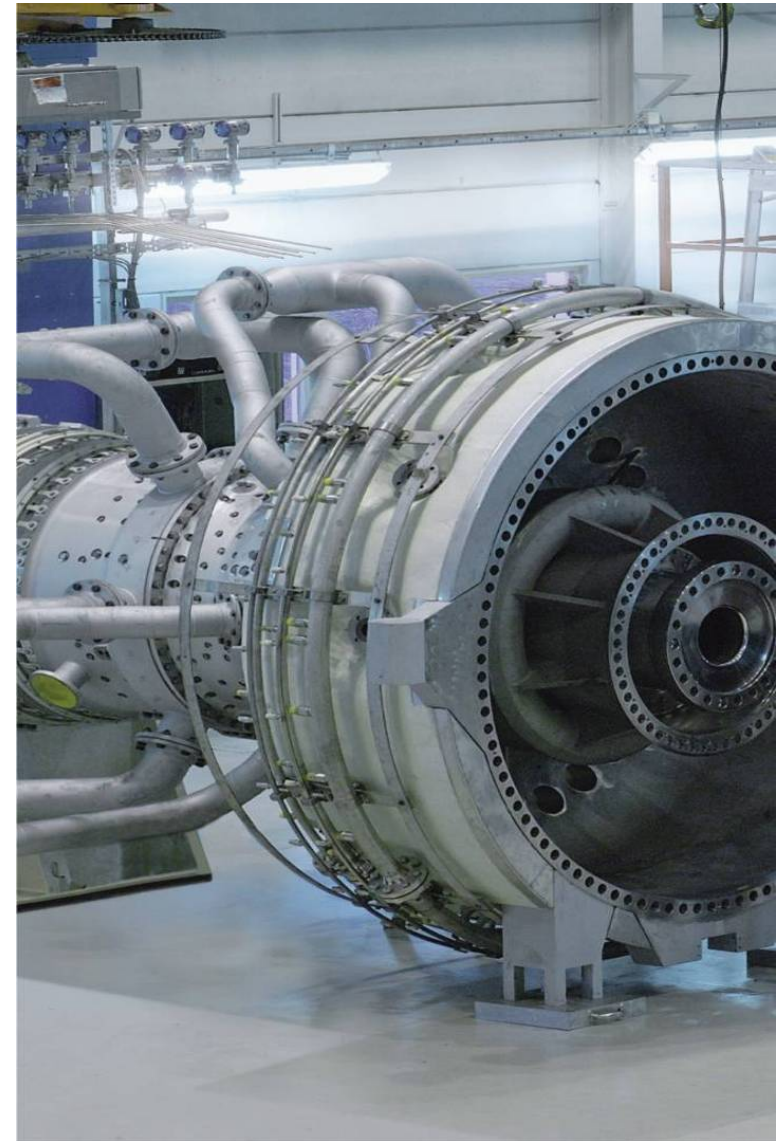
Mega Orders, Base Businesses



Highlights: Power Generation (PG)

SIEMENS

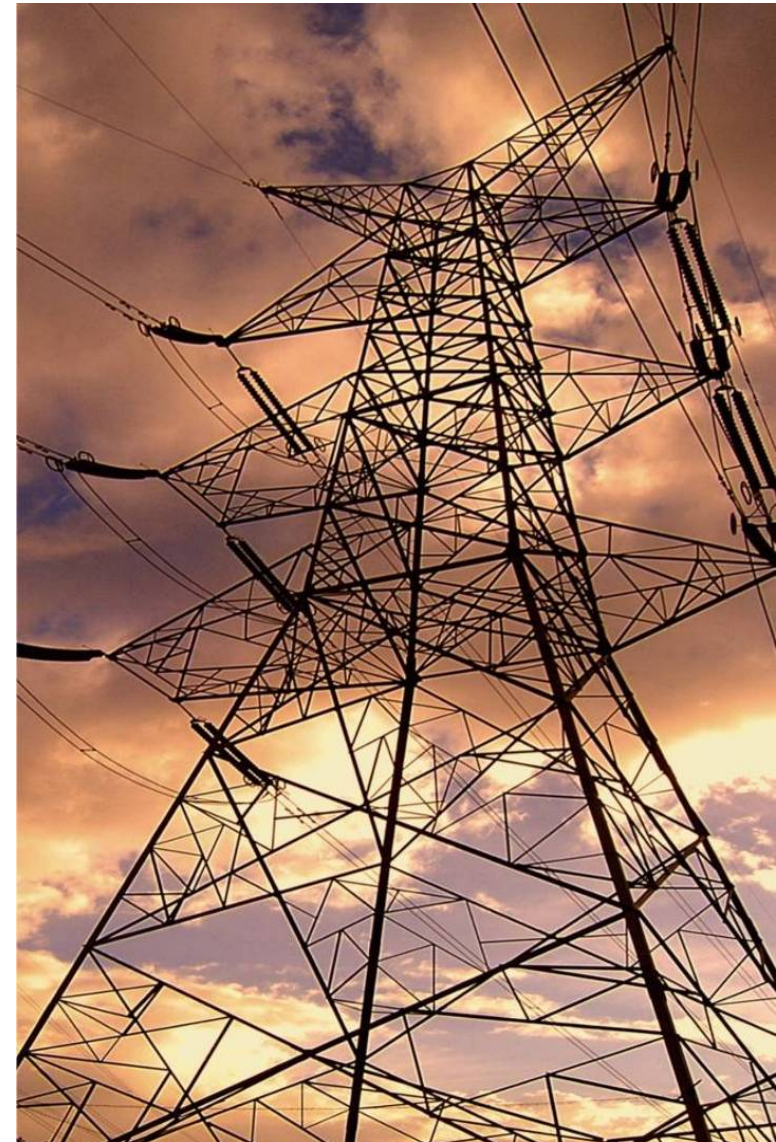
- Regained leadership position in overall industrial turbine segment
- Maintained leadership in Automation Group
- Integration of SITS within Siemens Ltd effective April 1, 2008
- Key Orders include
 - JSW Barmer 8x135MW Thermal Power Plant - Rs. 142.5 mn
 - Reliance Infrastructure - Rs. 68 mn







Highlights: Power Transmission & Distribution (PTD)

SIEMENS

- Power Transformer & Instrument Transformer factories commenced operations
- Key orders include
 - Export order Kahramma, Qatar- Rs 5.4 bn
 - TISCO Kalinganagar Greenfield plant - Rs. 2 bn
 - Volkswagen -Rs. 917 mn
 - PowerGrid - Rs. 120 mn



Siemens Portfolio

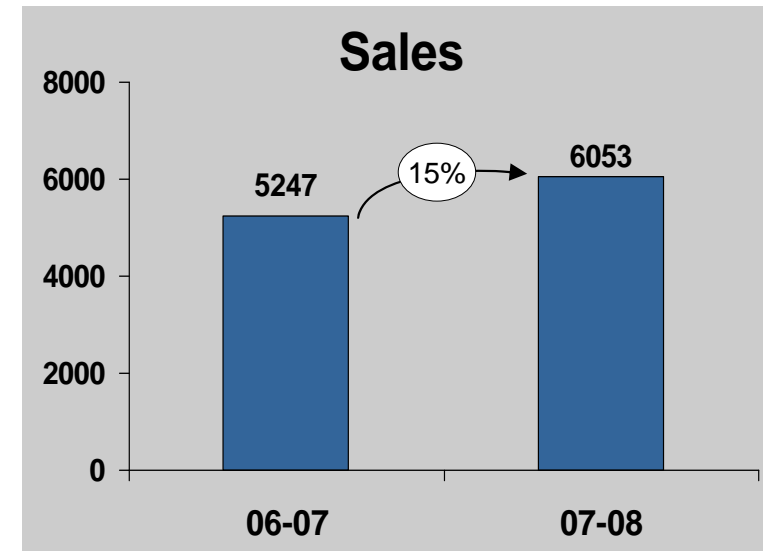
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Siemens Building Technologies			
Flender			

Highlights: Healthcare Sector





SIEMENS

- Orders grew by 17%, Sales rose by 15%, Profits improved significantly by 197%
- Maintained overall leadership position in most of the segments
- Key highlights include:
 - Installed India's first 128 slice Definition AS+ CT scanner at KG Hospital, Coimbatore
 - Launched ACUSON P10, world's smallest and India's first handheld pocket size ultrasound device
 - Also received special recognition globally for Sanjeevan project - a hospital on wheels
 - Expansion of Service network

In Rs. million



Siemens Portfolio

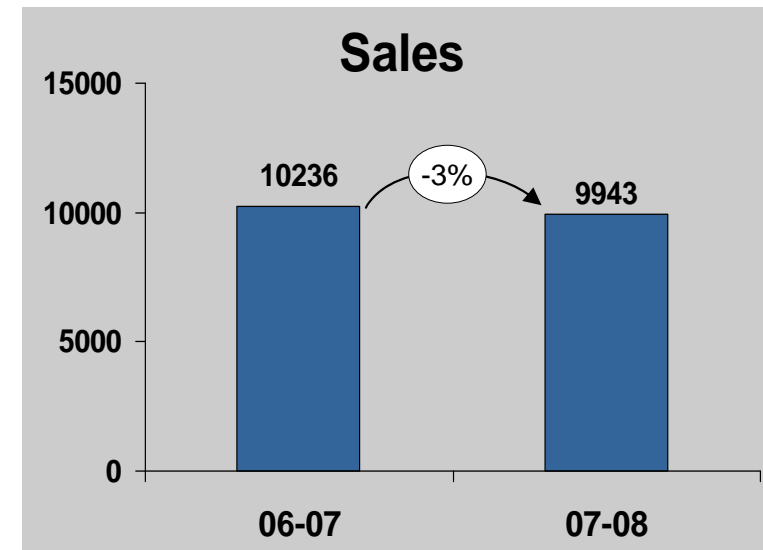
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Highlights: Siemens Information System Ltd. (SISL)

SIEMENS

- Software business restructured globally under SIS - Siemens IT Solutions and Services
- SISL business successfully aligned with the parent group
- With new business model, SISL's 3 roles are:
 - As an internal software factory for the global Siemens Sectors supporting product development
 - Internal software factory to support SIS's external business
 - As a software house for the domestic market
- SISL recognized as a "competence center"
- Order value went up by 14%; Sales declined by 3%
- Strong position in media & airports verticals

In Rs. million

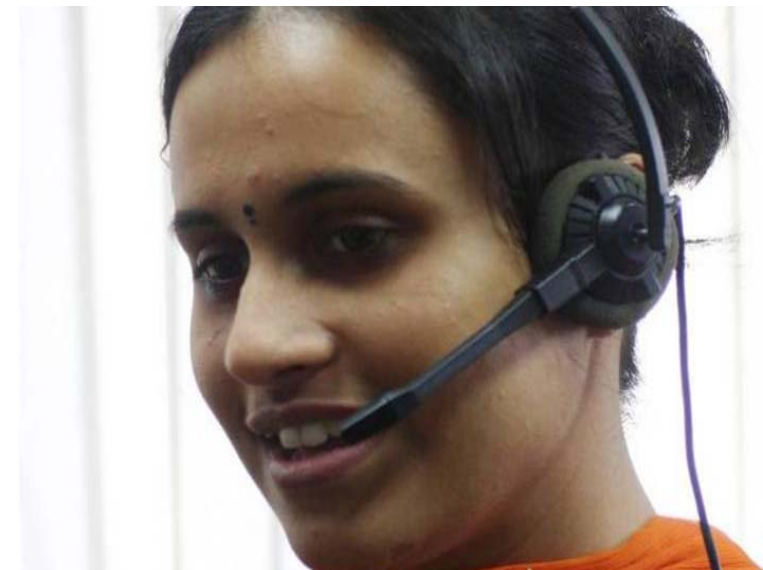
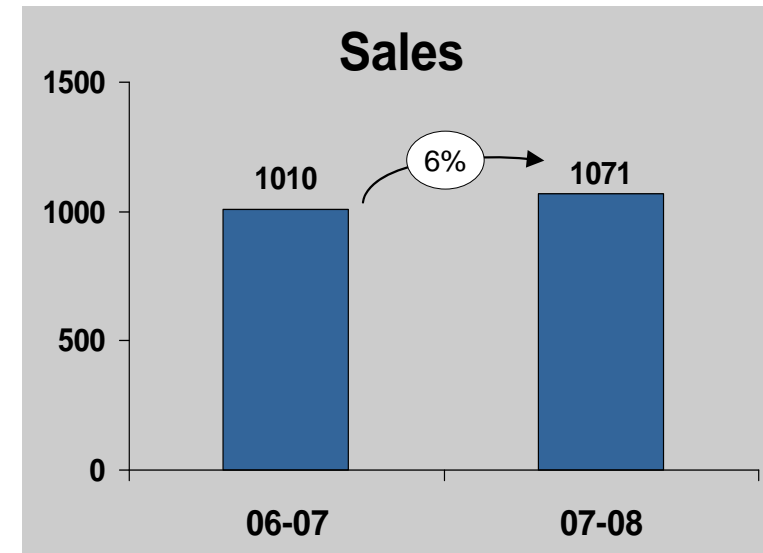


Highlights: Siemens Information Processing Services Pvt. Ltd. (SIPS)





SIEMENS

- Offers back office customer contact services to Siemens companies globally
- SIPS will run on a cost plus model, similar to SISL
- SIPS has over 1,625 employees
- Orders remained steady; Turnover grew by 6%

In Rs. million



Siemens Portfolio

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Highlights: Building Technologies (SBT)

SIEMENS

- Acquired 77% stake in iMetrex in Apr 2007
- Successful integration of iMetrex within Siemens to form new subsidiary, Siemens Building technologies Pvt. Ltd.
- Stronger entity with much higher market share
- Global responsibility for exports
- Key Orders:
 - Order for securing key infrastructure in the Krishna Godavari Basin



Highlights: Flender Ltd.

SIEMENS

- Acquired 50% stake in Flender in 2006
- Manufacturing facility at Kharagpur, West Bengal
- Sales grew by 20%. Order value remained steady, while Profits grew by 15%
- During the current fiscal, plans are to increase the capacity substantially
- Key orders include:
 - Jindal Steel - Rs 98 mn
 - Vasavadatta Cement - Rs 65 mn
 - Prakash Industries - Rs 50 mn



Financial Highlights and key business topic : Dr Bruck

Financial Analysis : Mr de Royer

Future Outlook : Dr Bruck

To sum up

- Overall performance was satisfactory
- Our base businesses have outperformed the market
- Continued strong Investments to propel growth
- Product portfolio has been further localized and strengthen
- Manufacturing capacities have been expanded
- Productivity at factories and of employees has improved
- Sales and Service network has broadened.

Our performance is on track



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Indian Economy – Our prognosis

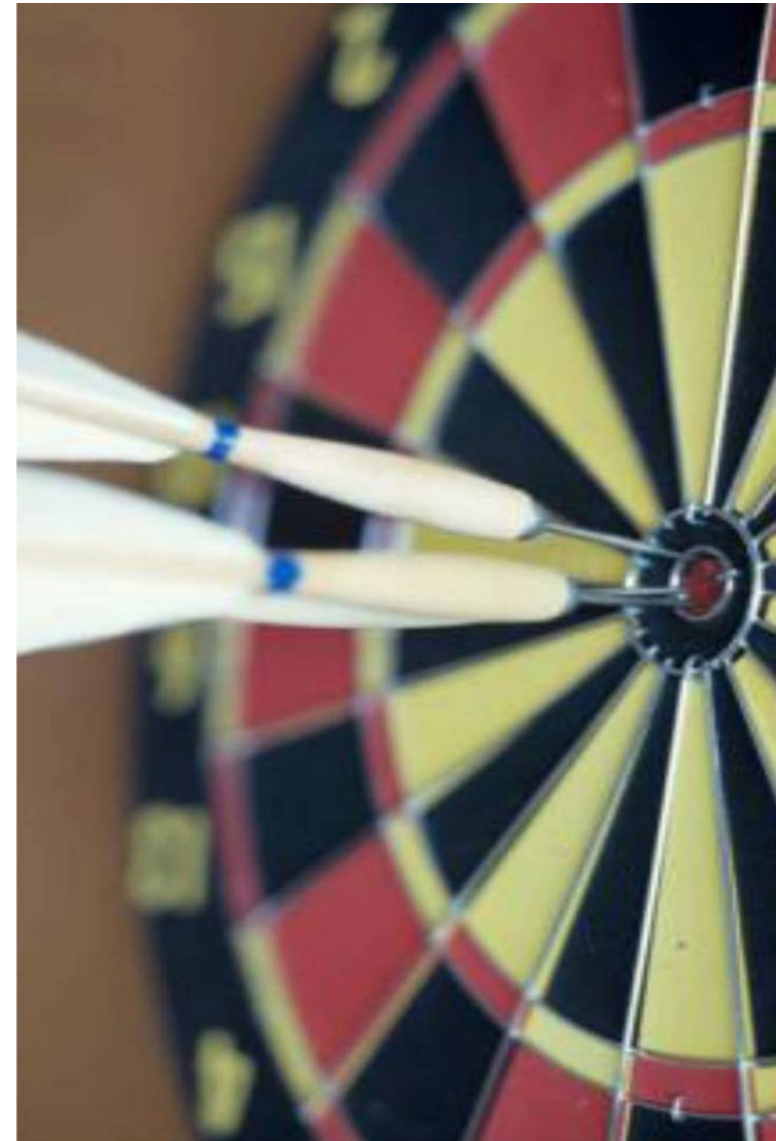
- Indian Economy is going through a correction phase
- Cooling down impact evident in Real Estate, Financial services, Airlines, IT & ITES, Cement, Steel, etc
- Constant reassurance from the Government to sustain India's growth journey
- Focus on providing resources for investments in core sectors
- Demand for infrastructure development expected to continue
- Market will present good business opportunities



Outlook for Siemens

- Continue with the profitable growth strategy
 - To tap key growth opportunities in domestic & export markets
 - To be a sourcing base of products, services & R&D for regional and global markets
- Started dedicated initiatives quite early to support the growth strategy
 - Streamlined businesses into Sector Cluster approach
 - Focused on Operational Excellence driven by right blend of Quality and Cost structure
 - Further streamlined processes

On track towards achieving our target



Commitment to society

- Fulfilling our responsibilities as a good corporate citizen
- Current Projects
 - St. Catherine's Home, Mumbai
 - Seva Chakkara Ashrama
 - Tsunami Rehabilitation, India & Sri Lanka
 - Donated hearing aids for children at Akshar Trust, Vadodara
 - Mobile X-ray units to the victims of Bangladesh cyclone
- Also employed 45 differently-abled people in the main stream



New CFO on board

- Mr. Patrick de Royer, CFO, has completed his tenure in India & will take a new assignment in Netherlands
- Effective Dec 1, Mr. Sunil Mathur will be Executive Director & CFO of Siemens Ltd.
- Rich international experience specially in Germany & England
- Served as CFO in several business units of Siemens globally



Thank You