

SIEMENS

Annual General Meeting 2009



Presentation Overview

Economic Environment & Our Guiding Principles

Key Parameters & Sector Performance

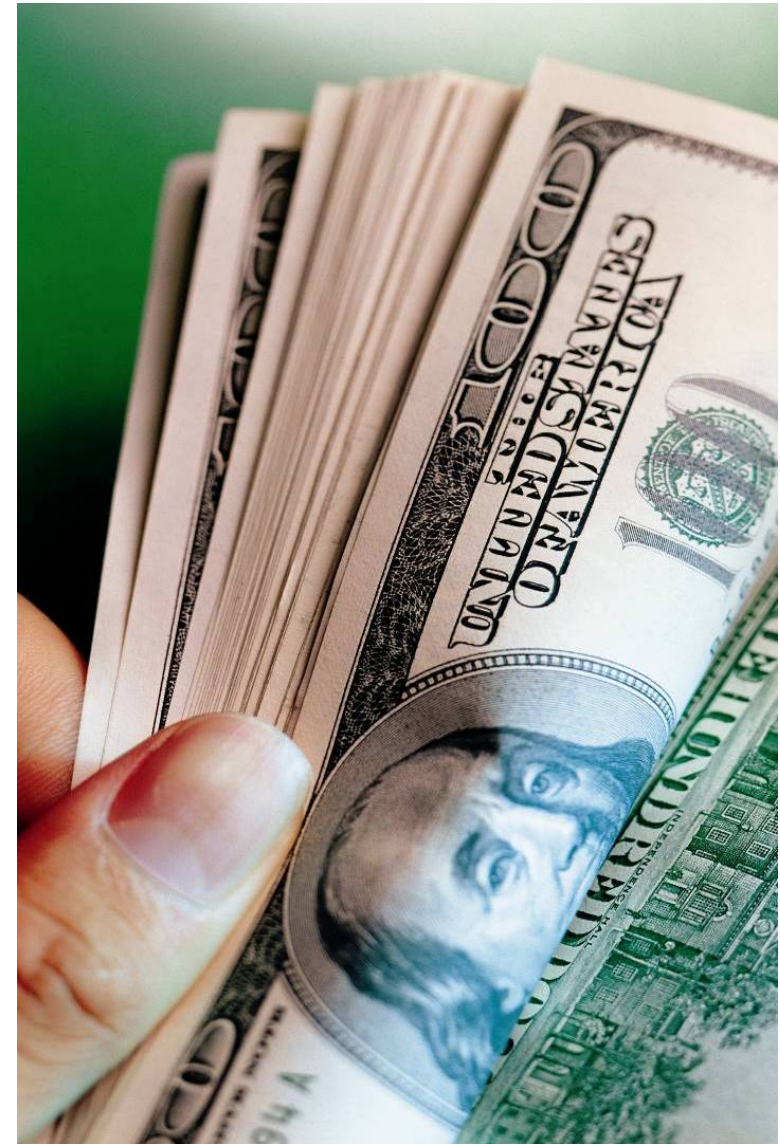
Sector Cluster approach

Transfer of SISL Stake

Future Outlook

Economic Environment

- 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

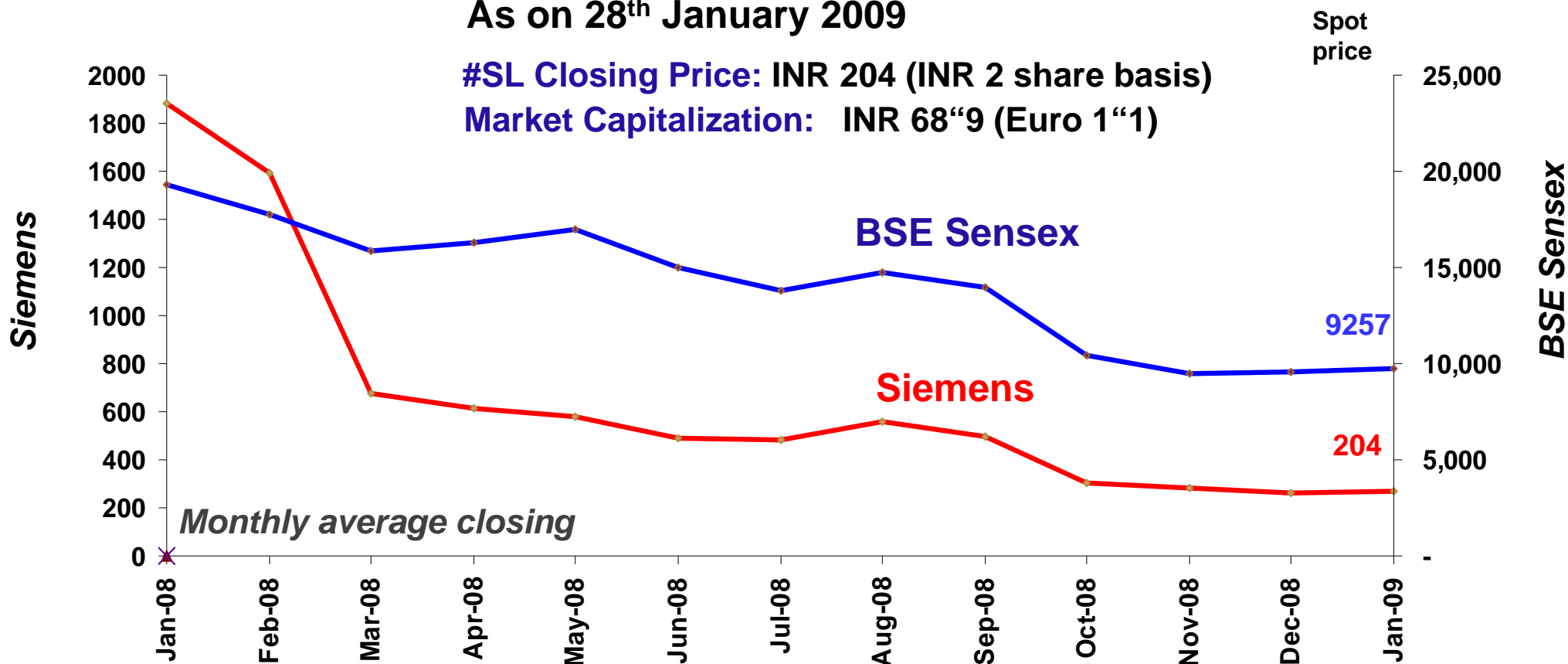


Stock Market has been fluctuating in recent times

As on 28th January 2009

#SL Closing Price: INR 204 (INR 2 share basis)

Market Capitalization: INR 68“9 (Euro 1“1)



- In June 2006, the Face Value of SL shares was sub-divided from INR10 each to INR 2 each. Trading with the new Face Value of INR 2 each, started w.e.f. June 13, 2006 on stock exchanges

In March 2008, bonus shares in the ratio of 1:1 were allotted & listed

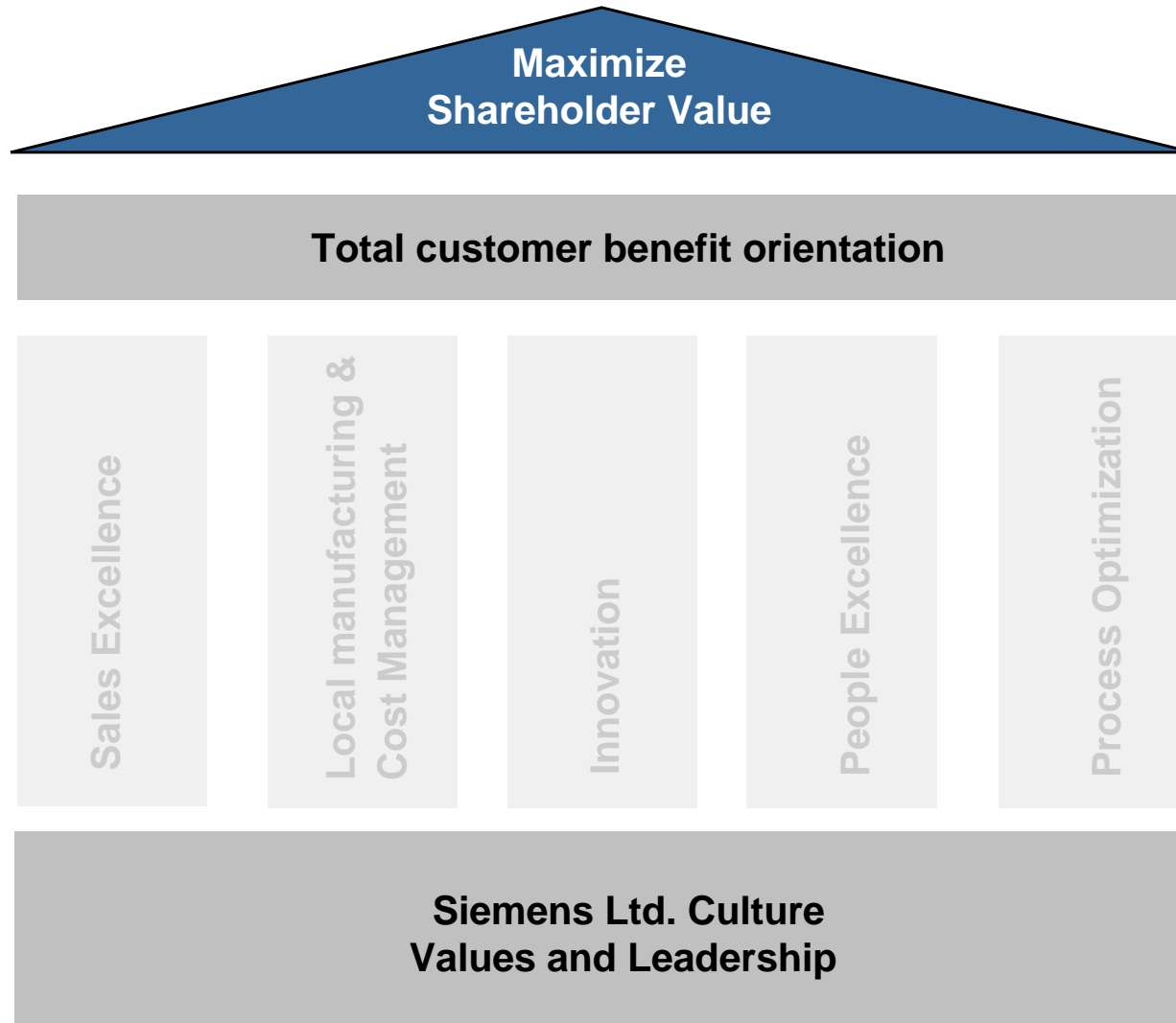
Our Guiding Principles

- 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

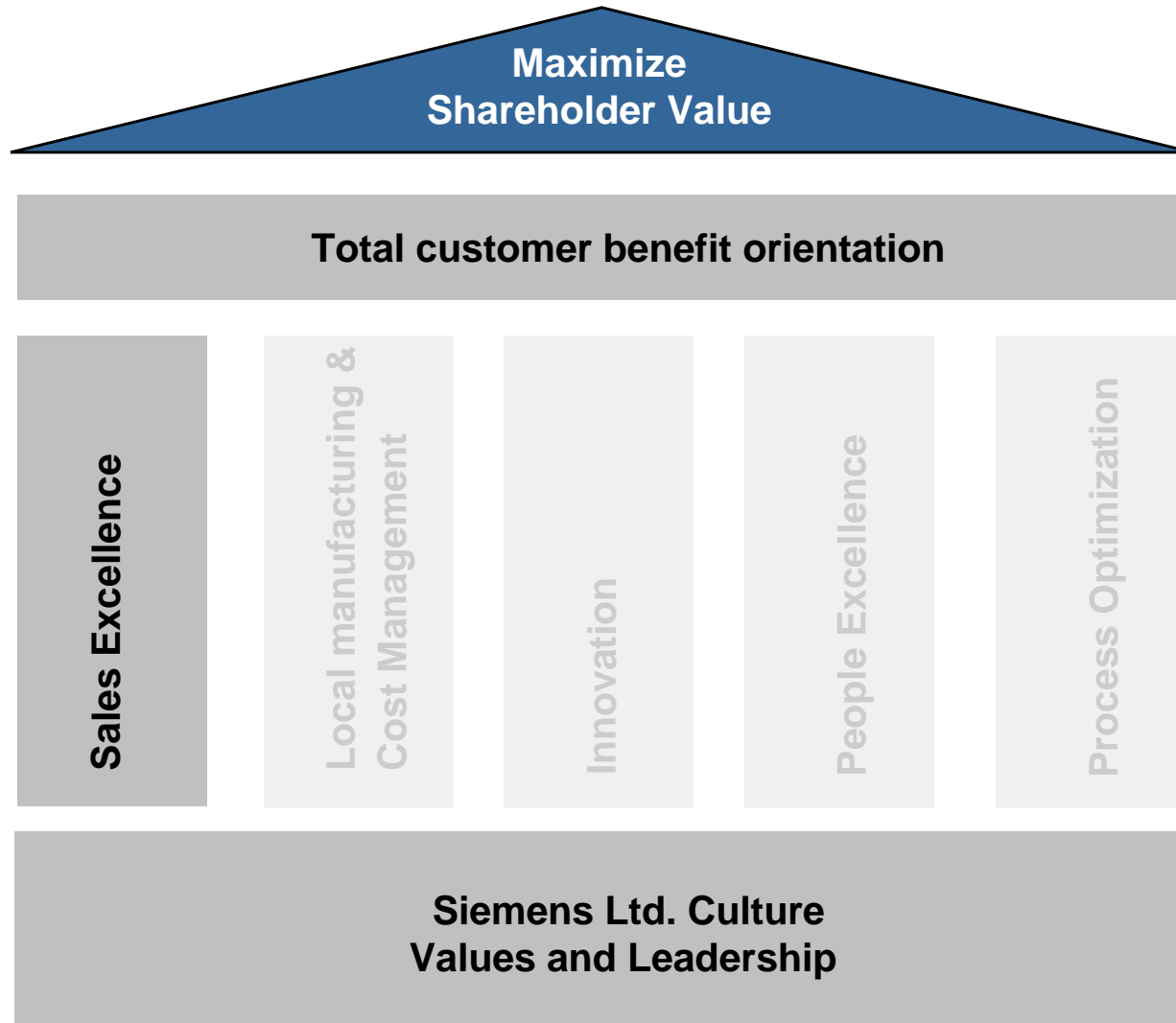
Focus on Operational Excellence



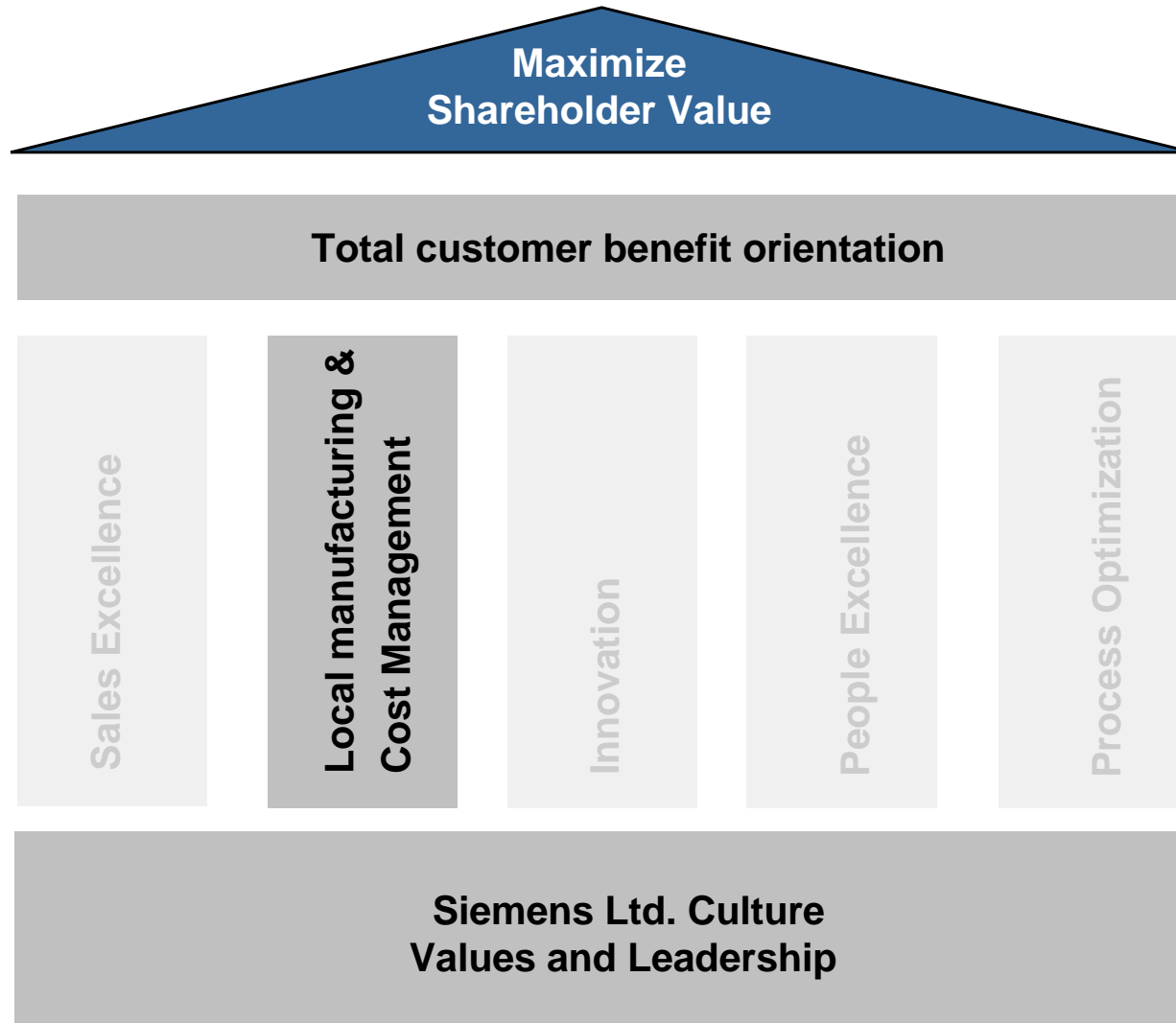
Key strategies that supported profitable growth



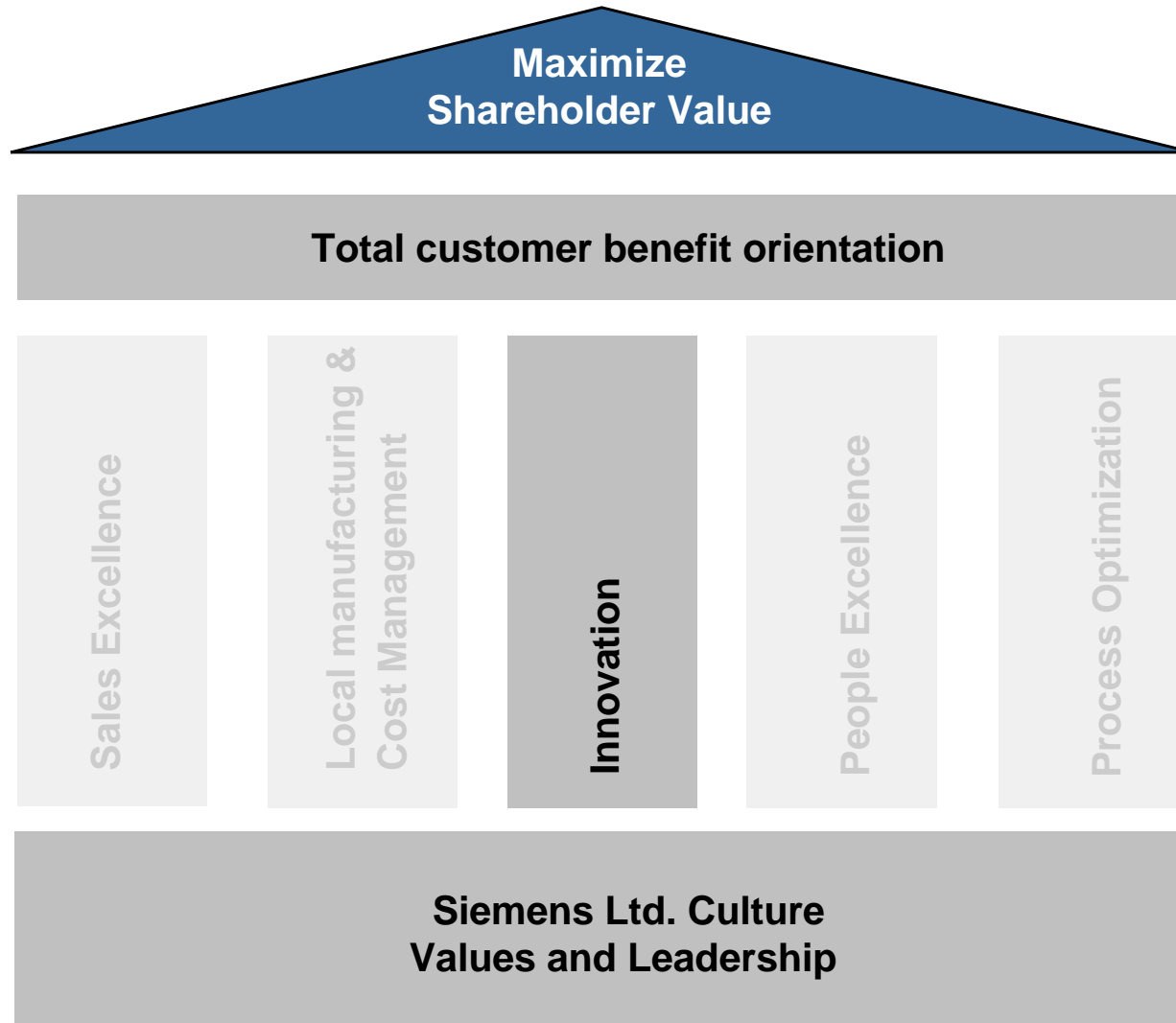
Key strategies that supported profitable growth



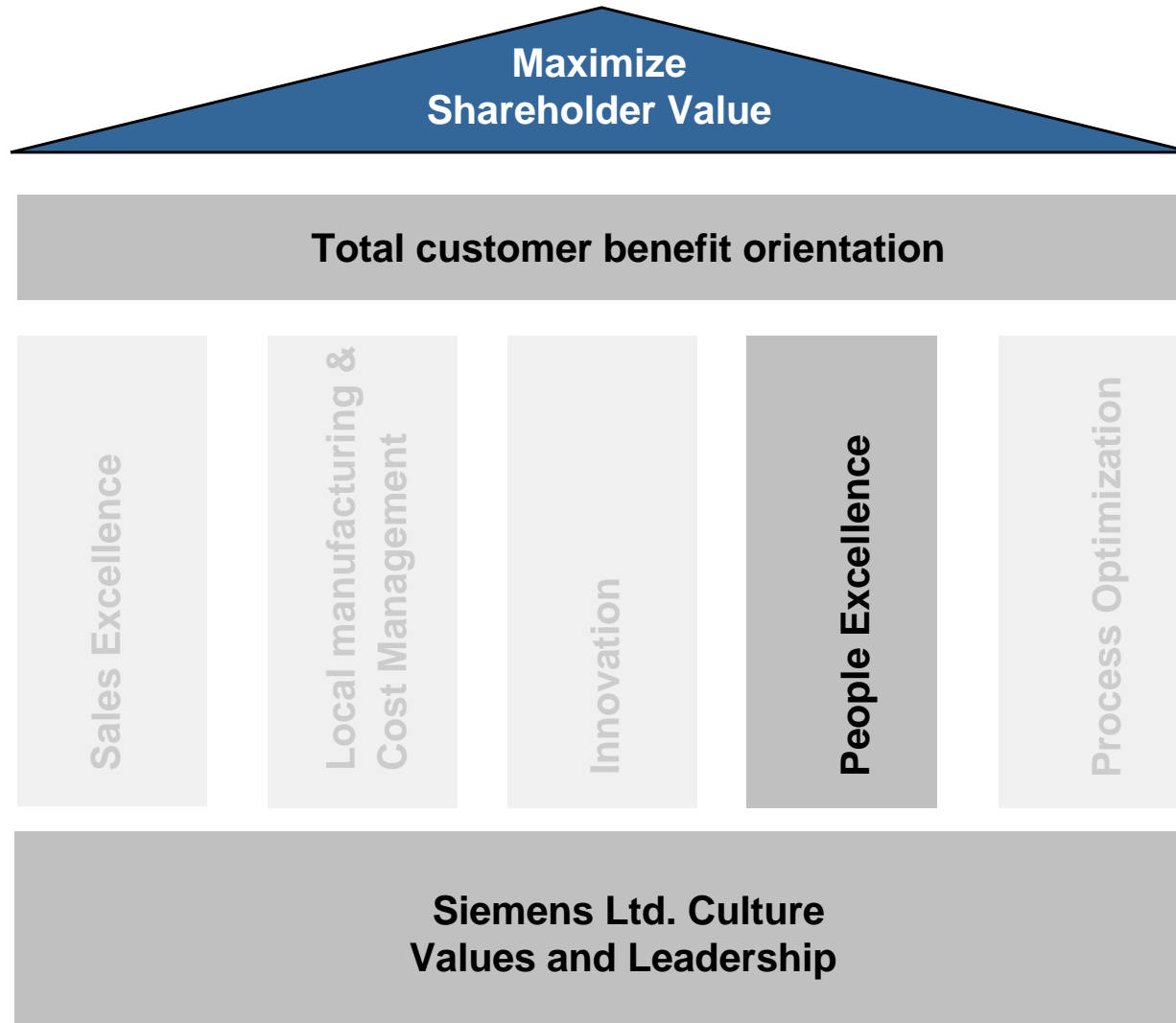
Key strategies that supported profitable growth



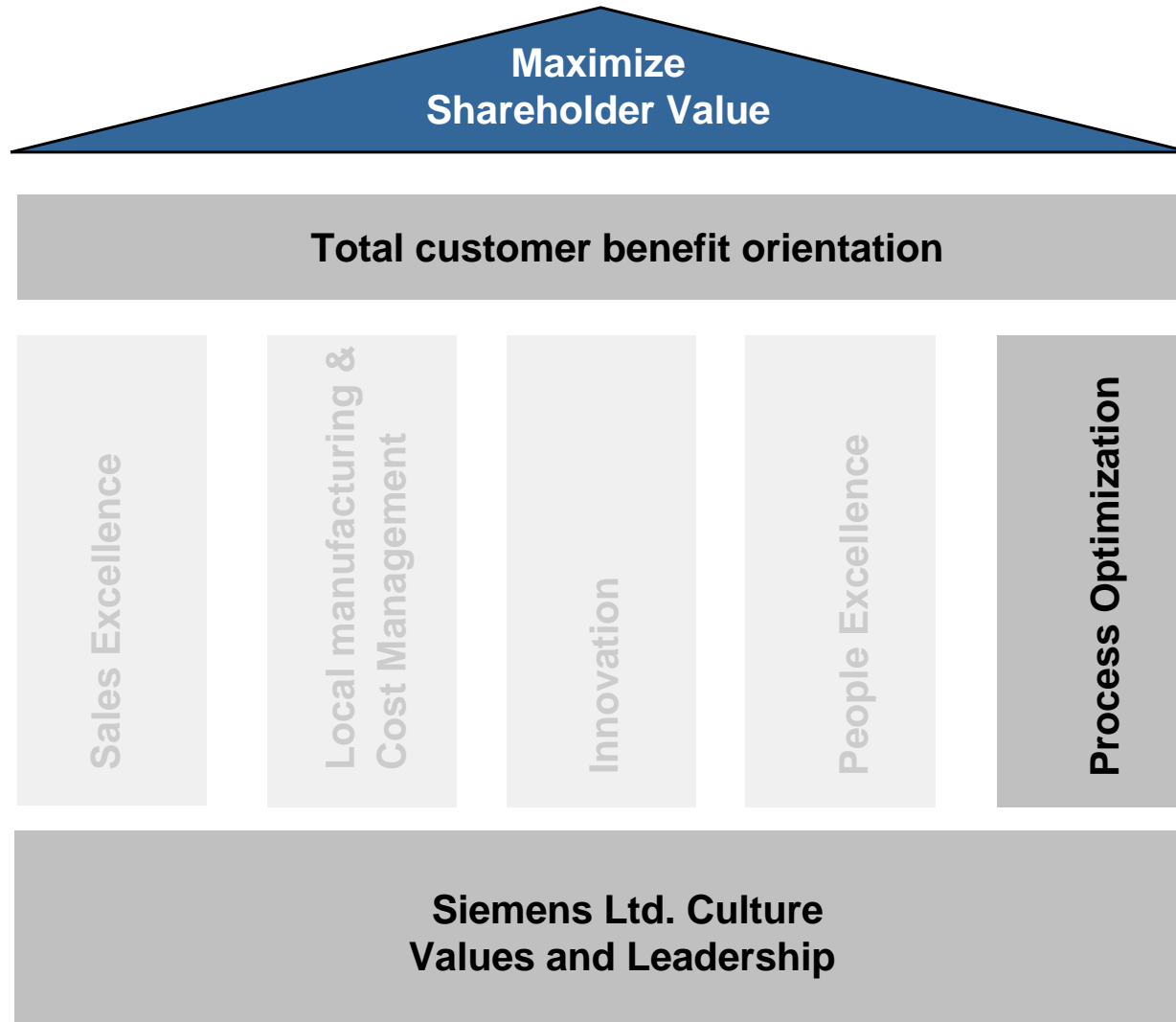
Key strategies that supported profitable growth



Key strategies that supported profitable growth



Key strategies that supported profitable growth



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
			
<p>Automation and Drives</p>	<p>Power Generation</p>	<p>Healthcare</p>	<p>Siemens Information Systems Ltd.</p>
<p>Industry Solutions</p>	<p>Power Transmission and Distribution</p>		<p>Siemens Information Processing Services</p>
<p>Mobility</p>			
<p>Siemens Building Technologies</p>			
<p>Flender</p>			

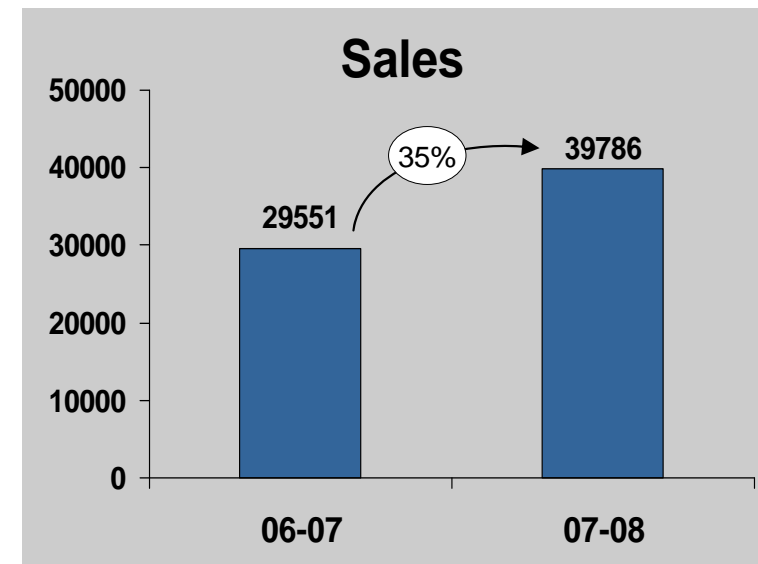
Highlights: Industry Sector

SIEMENS





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

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

In Rs. million



Siemens Portfolio

Industry	Energy	Healthcare	Cross-Sector activities
			
Automation and Drives	Power Generation	Healthcare	Siemens Information Systems Ltd.
Industry Solutions	Power Transmission and Distribution		Siemens Information Processing Services
Mobility			
Siemens Building Technologies			
Flender			

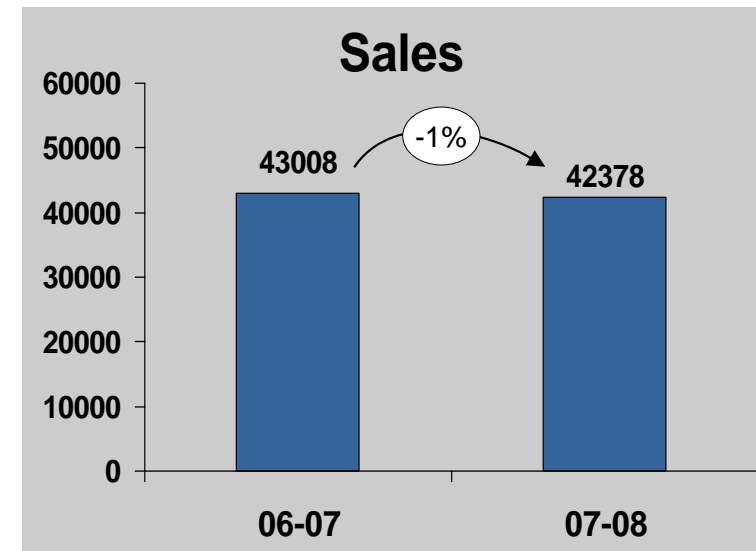
Highlights: Energy Sector

SIEMENS

Comprises Power Generation and Power Transmission & Distribution

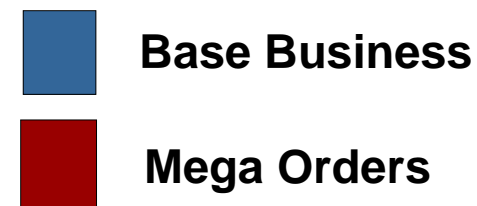
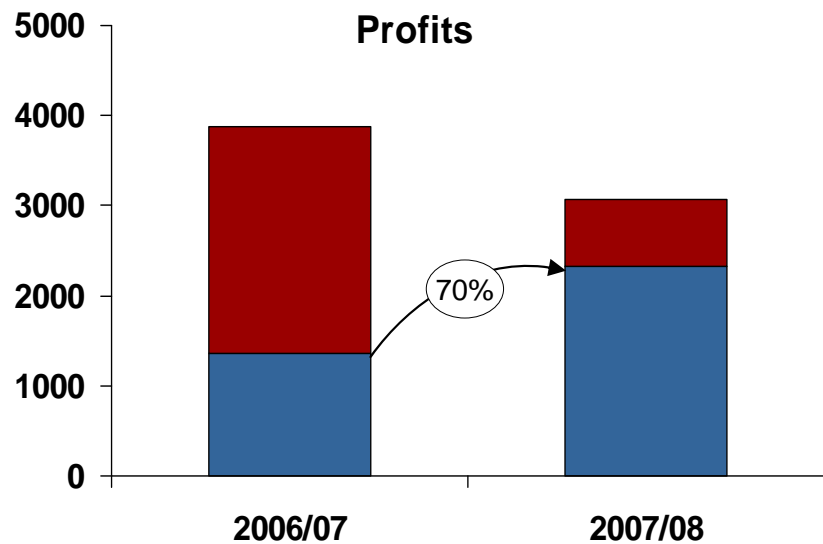
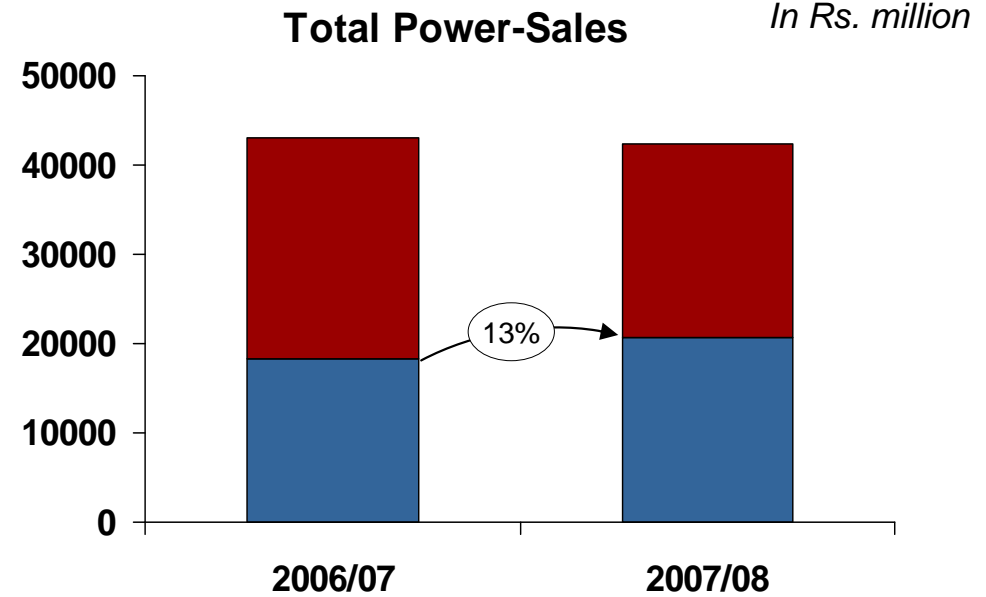
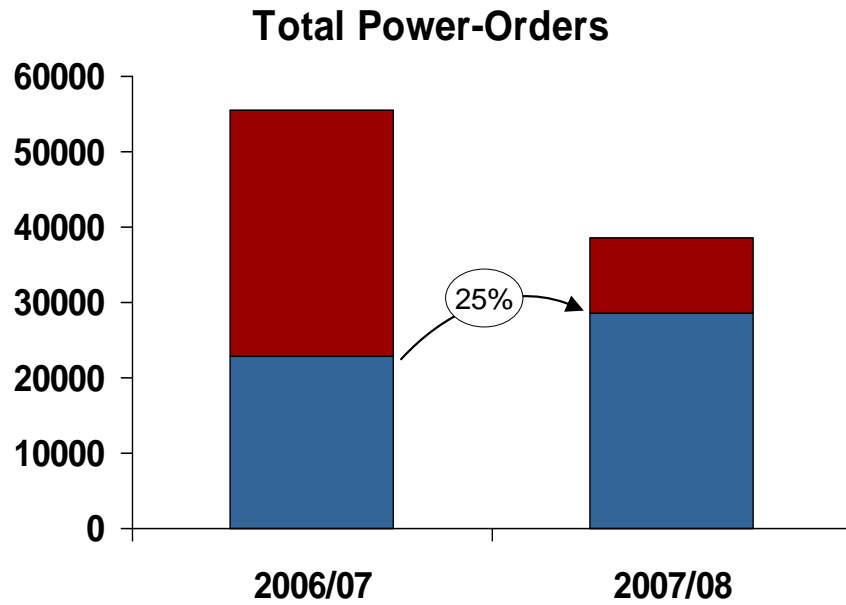
- Orders went down by 30%, due to mega orders in 2007; but base order value rose by 25%
- Turnover steady, despite mega order impact in 2007
- Profits declined by 19%

In Rs. million







Power business break up

Mega Orders, Base Businesses



Siemens Portfolio

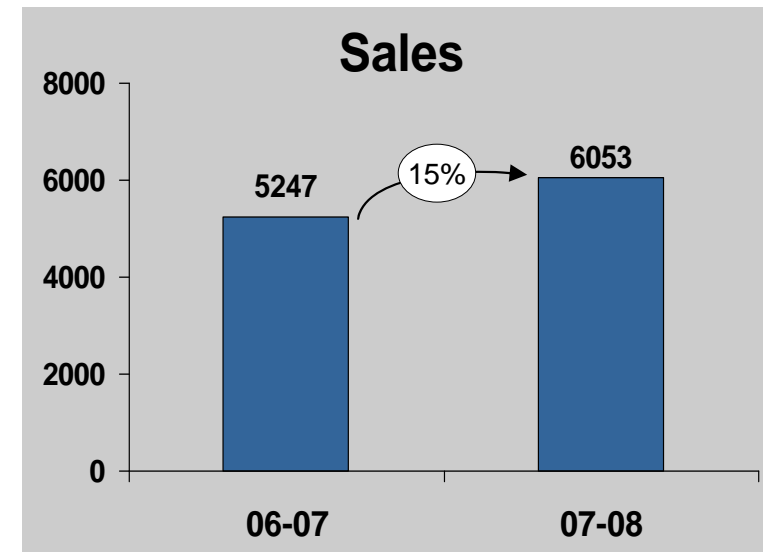
Industry	Energy	Healthcare	Cross-Sector activities
			
Automation and Drives	Power Generation	Healthcare	Siemens Information Systems Ltd.
Industry Solutions	Power Transmission and Distribution		Siemens Information Processing Services
Mobility			
Siemens Building Technologies			
Flender			

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



Sector Cluster Approach

- Our businesses are organized into 3 sectors
 - Industry, Energy and Healthcare
 - Increased efficiency and transparency
 - Helped us to be faster in the market & closer to the customers
 - Collective strengths of various divisions under one sector roof

- Globally 20 clusters formed
 - In South Asia cluster, India takes the lead.
 - Each Cluster is headed by a CEO responsible for his business growth within the cluster



Transfer of SISL stake

- SISL business is globally aligned with the parent group for its captive business
- With the new model, SISL has a dual role
 - A software factory for the company's R&D & product development initiatives globally
 - An offshore development centre for SAG globally for external customers & serving the domestic market in niche segments
- Change in business model from 'market driven' to 'cost plus' to leverage India's cost advantage



To sum up...

- Overall performance was satisfactory
- Businesses have grown better than the market
- Continued strong investments to propel growth
- Product portfolio has been further localized & strengthened
- Manufacturing capacities have been expanded
Productivity at factories and of employees has improved
- Sales and Service network has broadened

**Siemens Ltd. is financially strong,
processes stronger, portfolio enhanced**



Future Outlook

- Indian Govt. is committed to sustain India's growth journey
- Focus on core sectors will provide business opportunities for Siemens
- Our profitable growth strategy will be
 - To tap key growth opportunities in domestic & export markets combined with operational excellence
 - To be a sourcing base of products, services & R&D for regional and global markets

On track towards achieving our target



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 is the Executive Director & CFO of Siemens Ltd.
- Rich international experience specially in Germany & England
- Served as CFO in several business units of Siemens globally



Thanks for your Trust



Together we will
win again