



December 12, 2025

National Stock Exchange of India Limited  
BSE Limited

**Scrip Code –**

National Stock Exchange of India Limited: SIEMENS EQ  
BSE Limited: 500550

**Information pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”)**

Dear Sir / Madam,

Pursuant to Regulation 30, 46 and other applicable provisions of the Listing Regulations, please find enclosed the presentation for the Analysts / Institutional Investors meet to be held today i.e. Friday, December 12, 2025.

The said presentation is also available on the website of the Company at:  
<https://www.siemens.com/in/en/company/investor-relations/analyst-meet.html#2025>

Kindly take the above information on record.

Yours faithfully,

For **Siemens Limited**

**Ketan Thaker**  
Company Secretary

Encl.: as above

**Siemens Limited**  
Management: Sunil Mathur  
CIN: L28920MH1957PLC010839

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Sales Offices: Ahmedabad, Bengaluru, Chennai, Gurugram, Hyderabad, Kolkata, Mumbai, Kalwa, Puducherry, Pune, Vadodara.

# **Analyst and Investor Meet**

## **Mumbai | 12.12.2025**

**Siemens Limited | Q4 & 12M FY2025**

Sunil Mathur, Managing Director & Chief Executive Officer

Wolfgang Wrumnig, Executive Director & Chief Financial Officer



**SIEMENS**

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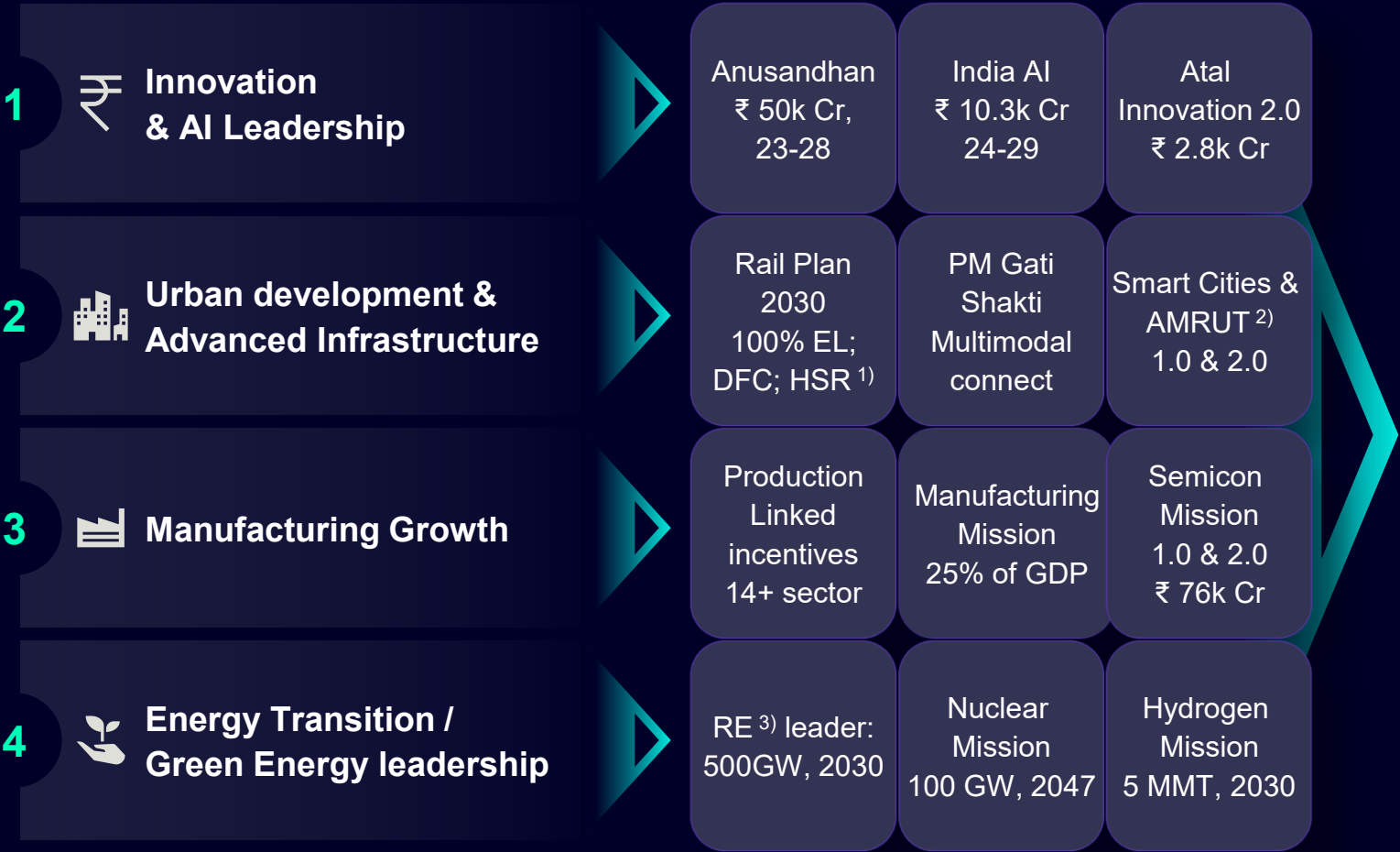
Note: FY refers to 12M ending 30.09.2025 in the presentation. The Company is changing its financial year ending 30.09 to 31.03 and therefore, the current financial year will end on 31.03.2026.

# Promising momentum in Indian economy



# Viksit Bharat @ 2047: Transformative reforms across all relevant verticals for Siemens

A robust economy: > \$30 Tn | 7-10% annual growth

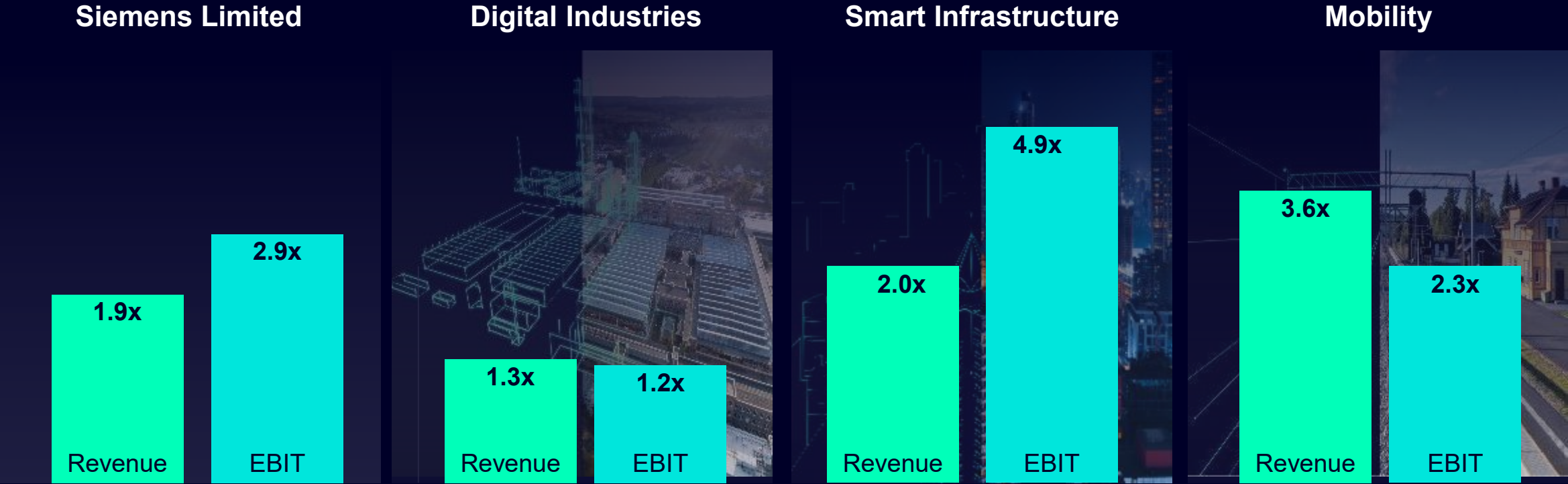


Source: Press Information Bureau – Government of India, Press/ news articles | 1) EL: Electrification; DFC: Dedicated Freight Corridors; HSR: High Speed Rail | 2) AMRUT: Atal Mission for Rejuvenation and Urban Transformation | 3) RE: Renewable Energy

# Siemens strategy aligns with thrust areas of economy

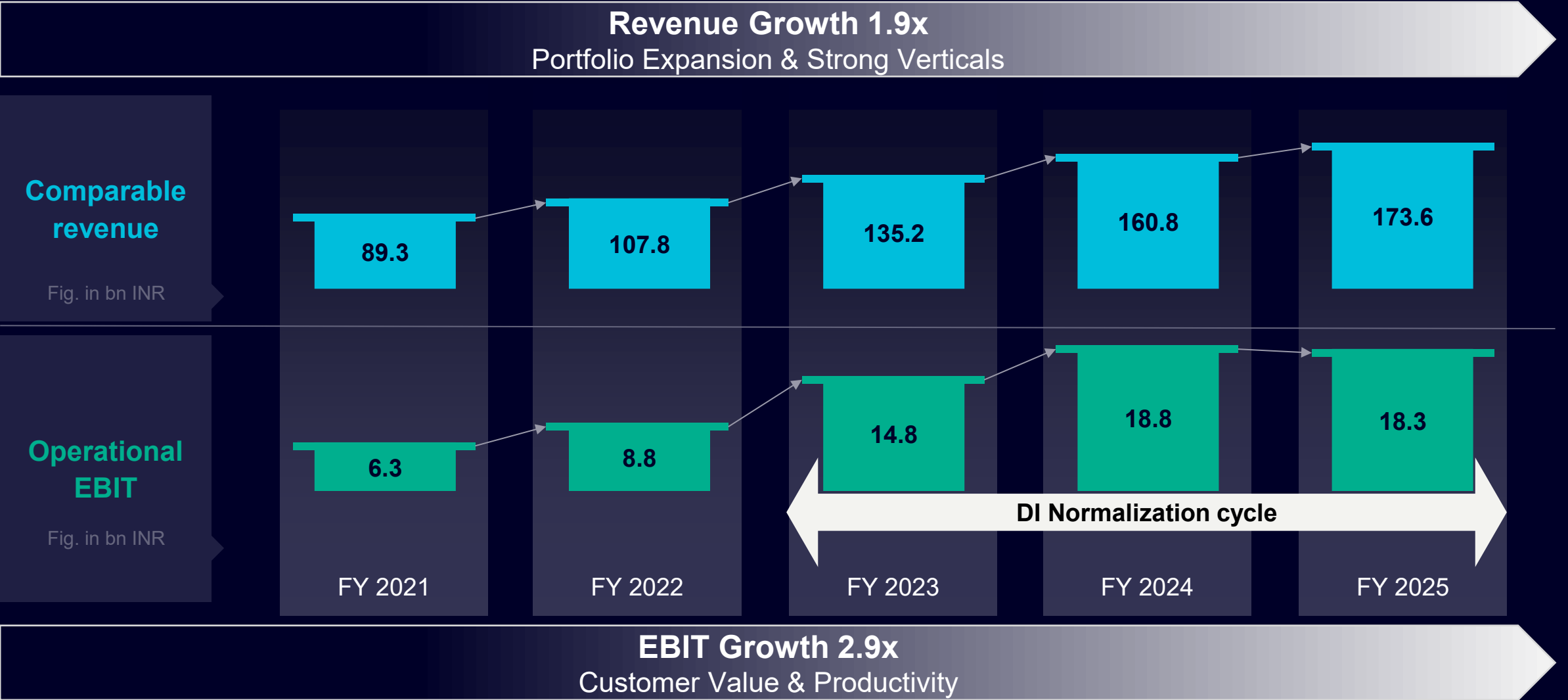


# Siemens has delivered profitable growth in FY21-25



Blue bar Revenue growth, FY21-25      Red bar EBIT growth, FY21-25

# Siemens consistently delivering strong revenue and EBIT



All figures are excluding energy; ex-energy figures before FY24 are based on published segment information



# Siemens delivered strong shareholder returns amidst global headwinds



Global Pandemic



Geopolitical Conflict



Trade uncertainties

Share Price Movement  
(01.10.2020-30.09.2025)



1) Weighted average of peers      Note: Share prices rebased to Siemens Ltd. ex. Siemens Energy

## Siemens leadership in Governance and Sustainability is recognized by external institutions

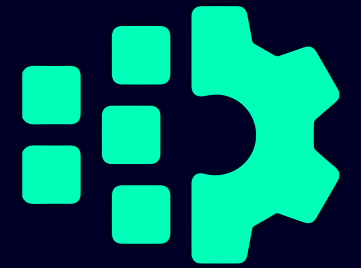


**'MNC of the Year 2025' award**  
**All India Management Association**



**Heavy Electrical Award in Manufacturing at BT**  
**India's Most Sustainable Companies 2025**


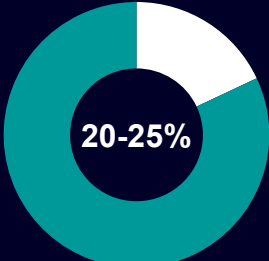






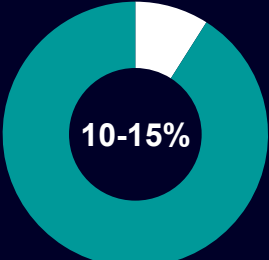






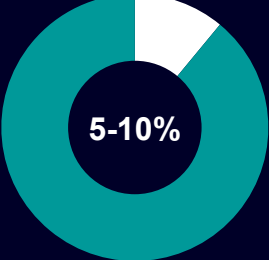





# Digital Industries



Accelerating digital transformation

# Digital Industries

Our Automation solutions serve major applications in Key verticals; strong market outlook

Key Verticals	% Orders share <sup>1)</sup>	Market CAGR <sup>1)</sup> (FY21-25)	Market CAGR <sup>1)</sup> (FY25-30)	Applications Served		
 Industrial Machinery (Machine building)	 20-25%	 5-8%	 5-8%	 Metal Cutting	 Packaging Process	 Printing Process
 Metals	 10-15%	 0-5%	 >8%	 Rolling Mills	 Crane electrics	 Processing lines (plate, TM etc.)
 Automotive	 5-10%	 0-5%	 5-8%	 Body Shop	 Assembly Shop	 Paint Shop

1) Source: Internal estimate



# Digital Industries

Well aligned portfolio and capabilities to leverage vertical opportunities

**COMOS**  
Plant engineering software



Streamlines entire lifecycle of plant data from design to operations

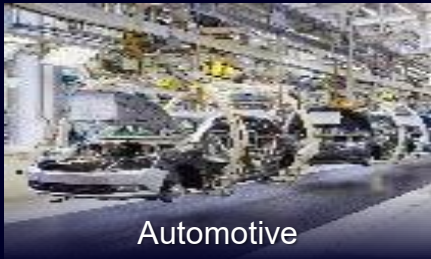
## Key Verticals



Industrial Machinery  
(Machine building)



Metals



Automotive

## Products / Solutions basket



CNC Automation



Distributed Control System - PCS 7



Industrial Edge



Industrial SCADA

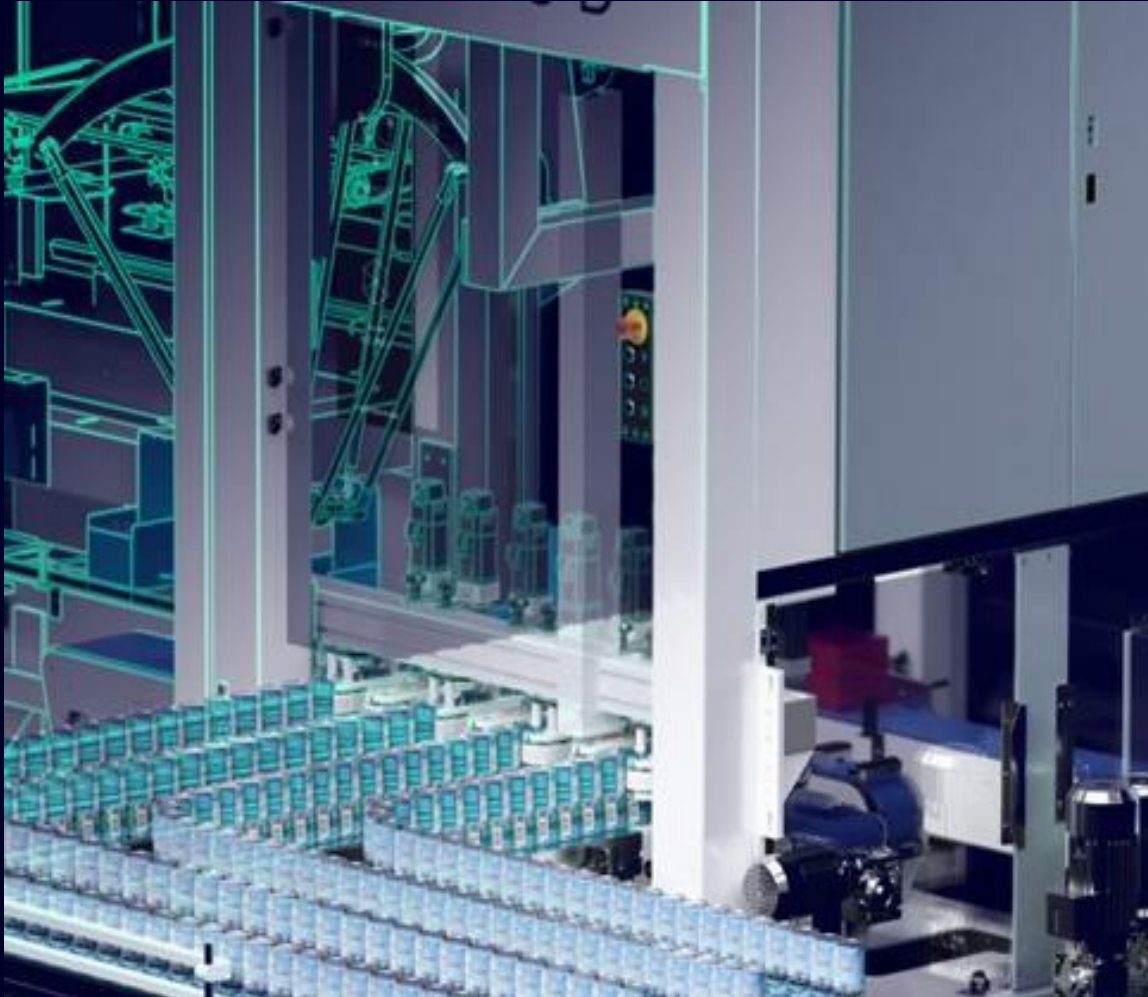


Programmable logic controller



Industrial PCs

# Digital Industries: Way forward



1

**Unified DI sales with vertical focus**

2

**Focused partner management approach to enhance reach and market penetration**

3

**Leverage installed base; Grow service business**


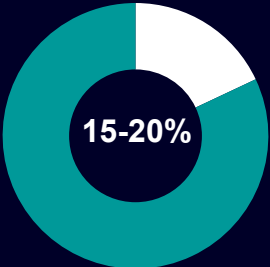






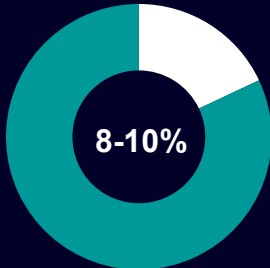


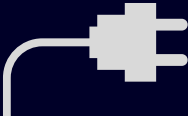
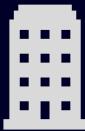


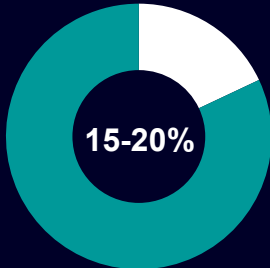


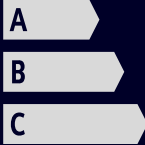


# Smart Infrastructure

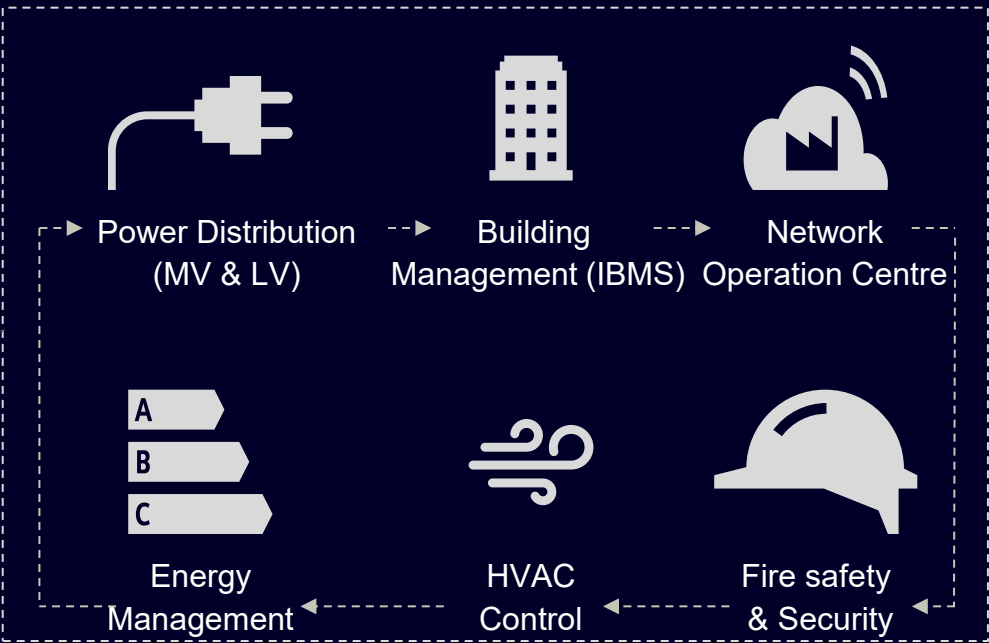


Creating environments that care

# Smart Infrastructure

Penetrating every major application of key verticals

Key Verticals	% Orders share <sup>1)</sup>	Market CAGR <sup>1)</sup> (FY21-25)	Market CAGR <sup>1)</sup> (FY25-30)	Applications Served
 Power T&D		 >10%	 >10%	<div> Power Distribution (MV &amp; LV)</div> <div> Substation Automation &amp; Control (T&amp;D)</div> <div> Smart Grids (Distribution)</div>
 Data Centre		 >10%	 >10%	<div> Power Distribution (MV &amp; LV)</div> <div> Building Management (IBMS)</div> <div> Network Operation Centre</div>
 Commercial Buildings		 >8%	 >8%	<div> Energy Management</div> <div> HVAC Control</div> <div> Fire safety &amp; Security</div>





# Smart Infrastructure

Wide portfolio basket at the center of key verticals



## We create technology ...

- ✓ to transform buildings  
**Building X**
- ✓ to transform electrification  
**Electrification X**
- ✓ to transform grids  
**Grid Scale X**



### Key Verticals



### Products / Solutions Basket



# Smart Infrastructure: Way forward



1

**Focus on vertical markets**  
e.g. T&D, Data centers, Commercial buildings, Ports

2

**Localization & Capacity expansion in factories**  
e.g. MV GIS & Components, Vacuum interrupter

3

**Strategic partnerships (including M&A) to strengthen portfolio**

# Mobility

Transform mobility in India





# Increased addressed market (2021-25) through new & broadened portfolio



## Mobility Offerings

CAGR FY21-25: >8% <sup>1)</sup>

### Portfolio until 2021



Electrification



Propulsion



Signalling  
(Mainline, Metro)

### Portfolio from 2022



Electrification



Propulsion



Signalling  
(Mainline, Metro)



Rolling Stock  
(Loco, Bgies)



High Speed  
Signalling

### Growth Drivers (FY21-25)

1. Strong Budget allocation: Average 5-year annual CAPEX: INR 2.6 L Cr.
2. Enhancing mainline Signaling systems (Auto-Signaling, Kavach)
3. Large 'Make in India' Rolling Stock projects awarded
4. Modernization of passenger transport
5. Metro Rail (new cities + extensions in old)
6. Mumbai-Ahmedabad High Speed Rail

# Mobility

# Well positioned portfolio; Potential to be volume growth engine



Market CAGR <sup>1)</sup>  
(FY25-30)

↑  
**>10%**

Segments	<div>1</div> <div></div> <div>Full Electric Locomotives</div>	<div>2</div> <div></div> <div>Semi &amp; High Speed</div>	<div>3</div> <div></div> <div>Commuter rail / Trainsets</div>	<div>4</div> <div></div> <div>Mainline</div>	<div>5</div> <div></div> <div>Metros</div>
Siemens Portfolio	<div></div> <div>Locos</div>	<div></div> <div>Signalling &amp; Electrification</div>	<div></div> <div>Propulsion systems</div>	<div></div> <div>Auto Signalling   Electronic Interlock</div>	<div></div> <div>Advanced signalling &amp; Electrification</div>
Future Opportunities	<div>✓ Freight &amp; Passenger loco: 12000 / 9000 HP loco</div>	<div>✓ NCRTC <sup>2)</sup> – Delhi - Alwar; Delhi - Panipat</div>	<div>✓ New trainsets &amp; propulsion<ul style="list-style-type: none"><li>• &gt;150x Vande Bharat</li><li>• Mumbai Suburban</li></ul></div>	<div>✓ Kavach: ~37k kms</div> <div>✓ Auto Signaling: ~15k km</div> <div>✓ Electronic interlocking: ~2500 stations</div>	<div>✓ Under construction/ expansion:<ul style="list-style-type: none"><li>• &gt;20 cities</li></ul></div>

1) Source : Internal estimates.  
dependent on / subject to ordering pattern

2) National Capital region  
transport corporation

## Mobility: Way forward



1 Address increasing Rolling Stock & Signaling opportunities

2 Continued Transfer of Technology to India

3 Continued focus on project excellence

# Low Voltage Motors

# Proactive divestment of Low Voltage Motors to mitigate risk of uncertainty

- 1 **Global LVM business (Innomotics GmbH) has been sold** by Siemens AG to KPS Capital Partners, LP a 3<sup>rd</sup> party in Oct'24
- 2 **Siemens itself does not have requisite intellectual property or other capabilities** without support from Innomotics GmbH (now owned by KPS)
- 3 Over the past years, **revenue** of Business has been **rangebound** and **profitability** has gone **down**, with a **very small contribution** to overall Siemens
- 4 **A sales organization** with outsourced manufacturing

**Very limited synergies between the LVM business and the rest of Siemens Ltd. businesses**



# Low Voltage Motors business transaction update

**Approach:** Sale and Transfer on slump sale basis

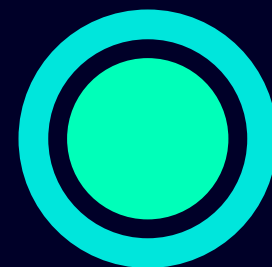
**Buyer:** Innomotics India Pvt. Ltd.  
(Not a related party)

**Purchase price:** Enterprise Value of INR 22"0 (= 50.5x FY25 EBITDA)  
on a cash free, debt free basis and subject to mutually agreed adjustments

## Next steps:

- Transaction approved by Board on 8<sup>th</sup> Dec'25
- Expected to close in June'26, subject to customary conditions and regulatory approvals

# Sustainability



## We help our customers to achieve a positive sustainability impact

**>90%**

of Siemens' business enables customers to achieve a positive sustainability impact

By combining the real and the digital worlds, we support our customers along 3 key impact areas



**Decarbonization & energy efficiency**



**Resource efficiency & circularity**



**People centricity & societal impact**

# Siemens scaling customer impact across 3 sustainability Pillars

## Decarbonization & Energy Efficiency



### IHCL (Taj Hotels)

1. 18 properties
2. Technologies: Demand Flow, Digi Thermo Chill, AHU optimization, Digi platforms
3. Energy Savings - ~10,500 MWh/ yr.
4. CO2 reduction - ~9k tons / yr.

## Resource Efficiency & Circularity



### Leading vehicle wash company

1. Automation, IoT and water conservation technologies for automobiles
2. Water savings up to 98%, 4 Litres / wash

## People Centricity & Societal Impact



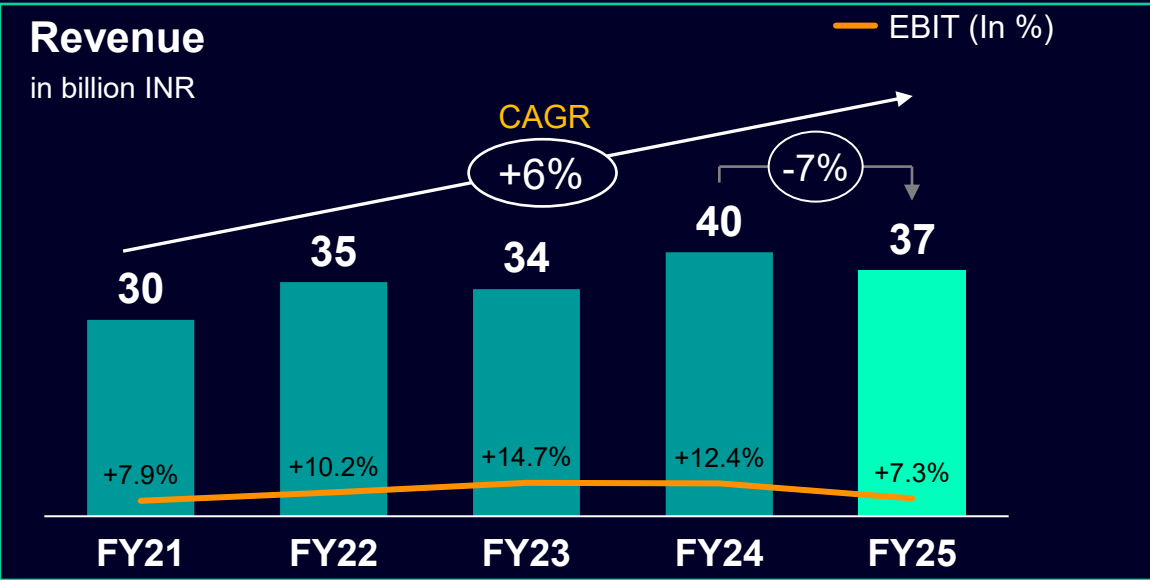
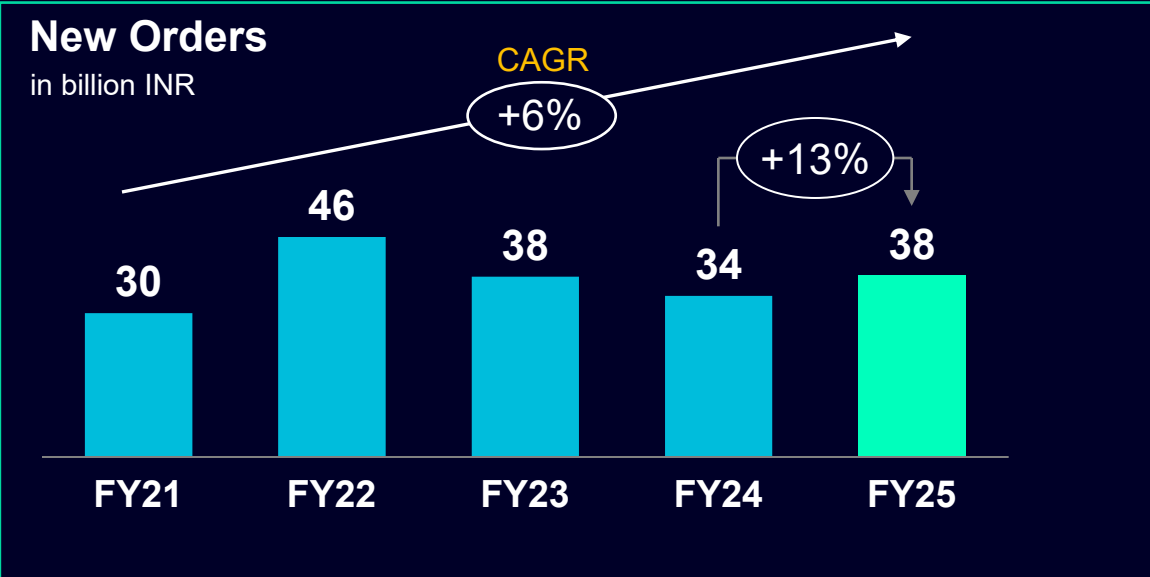
### Sivok Rangpo Rail Line

1. First electrified rail line in Sikkim
2. Improved connectivity

# Financial performance

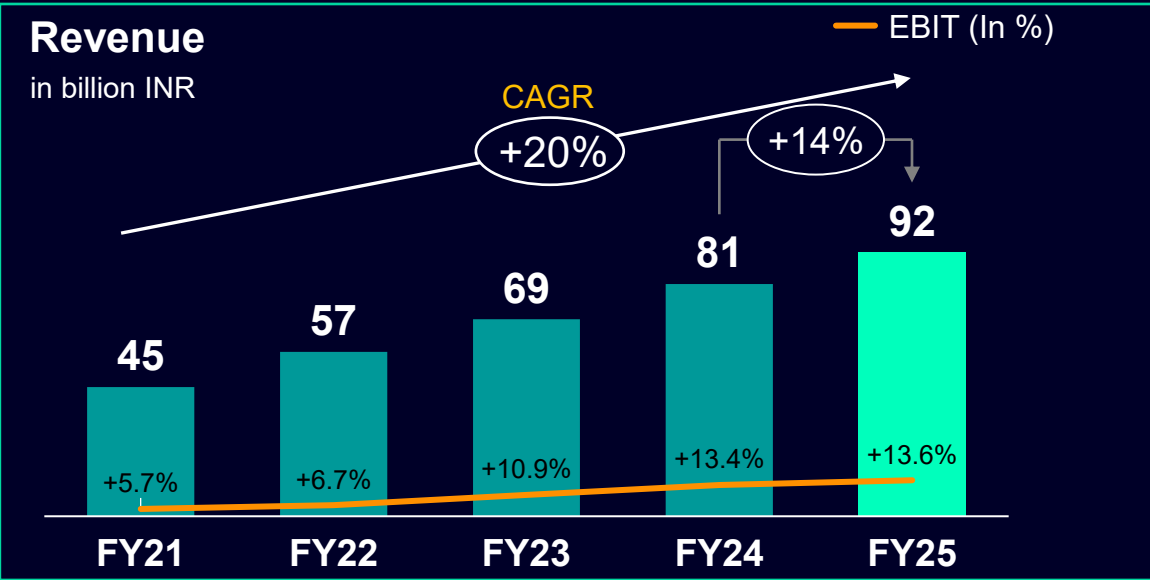
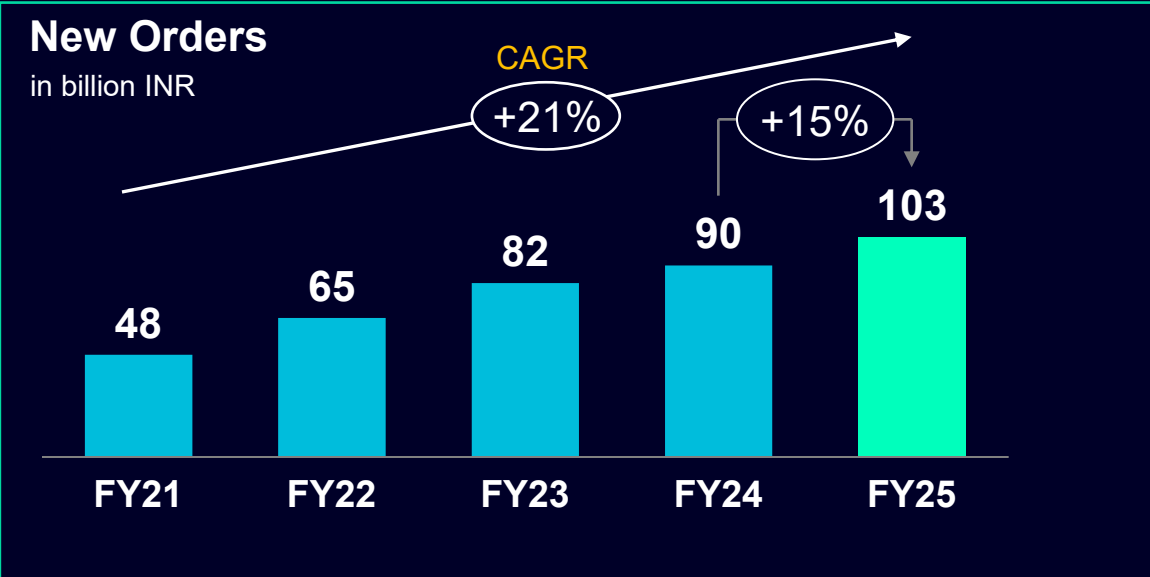


# Digital Industries (DI): Normalized business, growth in orders



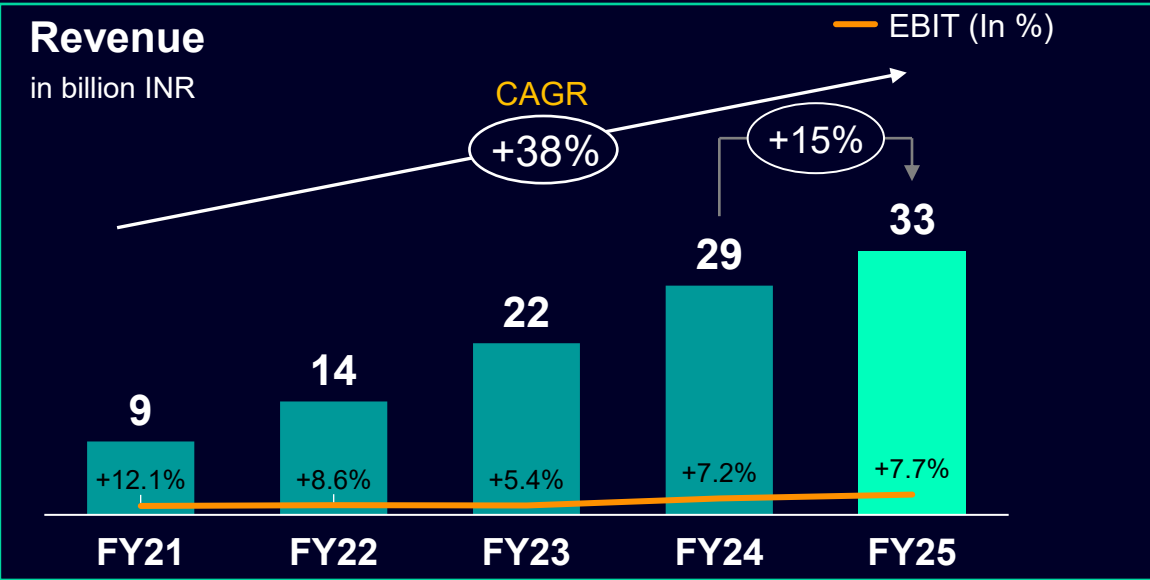
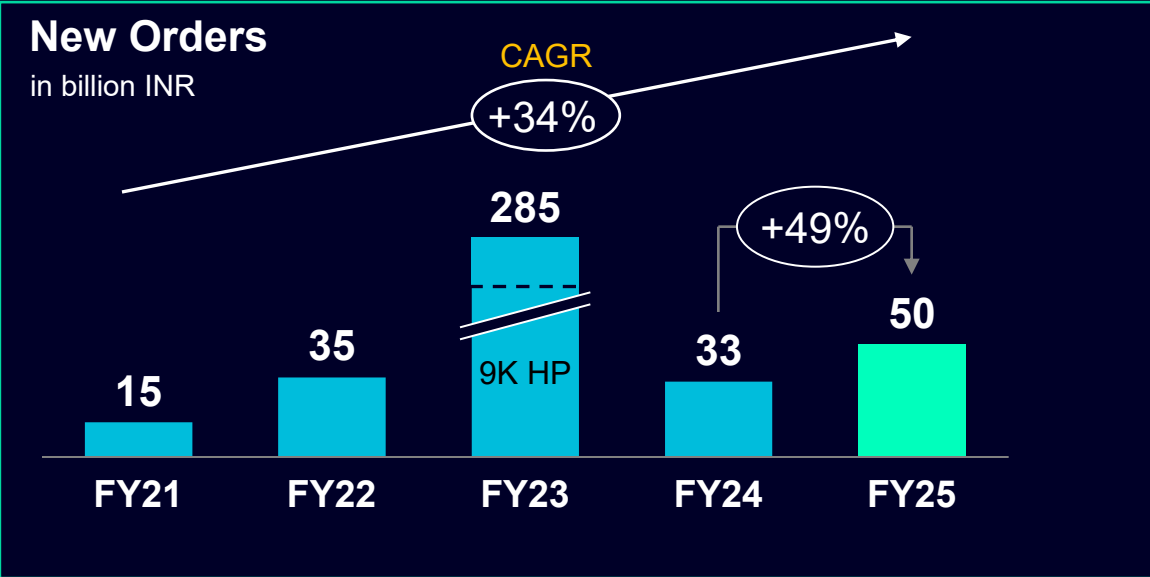
- FY 25 – Book to bill at 1.02
- FY25 began with muted orders, followed by a strong 34% growth in Q4
- FY25 Order growth driven by Chemical, Pharma and Metals
- Revenue impacted due to low order backlog and muted private sector capex
- Profit margin normalized in FY25; margins driven by transfer pricing

# Smart Infrastructure (SI): Strong performance across all metrics



- FY 25 – Book to bill at 1.12
- FY25 - Order growth driven by Power Utilities, Semiconductors, Battery and EV's
- Growth in revenue driven by Electrification & Automation, primarily due to strong backlog
- Strong FY25 profit margin despite increased competition

# Mobility (MO): Business momentum continues, strong backlog supports future revenue



- FY 25 – Book to bill at 1.49
- Key orders in FY25:
  - Mum-Ahm ETCS Signaling
  - Nagpur Metro Signaling
  - 6k HP E-Loco - Propulsion system
  - Nagpur Metro Telecommunication
- Strong order backlog supporting future revenue growth
- Continued increase in profit margin driven by volume and mix
- 9K HP on schedule and first prototype loco delivered



# 12M FY25: Summary of Consolidated Financials

in billion INR			
	SIEMENS Ltd. (continuing operations)		
	FY 24 (12 months)	FY 25 (12 months)	% (y-o-y)
Order Backlog <sup>1</sup>	397.7	422.5	+6.2%
New Orders	166.3	200.4	+20.5%
Revenue	160.8	173.6	+8.0%
EBIT	18.8	18.3	-2.5%
EBIT Margin %	11.7%	10.5%	-114bps
1) Order Backlog refers to Total Outstanding Orders as of the respective period			
Profit impacted by <u>exceptional items</u>			
Reported PBT	27.0	22.8	-15.4%
Gain on sale of property	-2.9	-0.1	
Energy Demerger expenses	+0.1	+1.0	
Adjusted PBT	24.2	23.8	-1.7%

# To summarize...

# Summary

1

**Siemens has delivered consistent performance over 5 years**

2

**Siemens strategy & portfolio well aligned to leverage opportunities from Viksit Bharat 2047**

3

**Sustainability and Digitalization offerings increasingly relevant for customers**

**Near term priorities:**

4

- **Deeper and broader focus on Go-to-market approach**
- **Capacity expansion / localization of portfolio to continue**
- **Continued focus on operational excellence & costs**