



20<sup>th</sup> December, 2024

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 made at the Analysts / Institutional Investors call to be held today i.e. 20<sup>th</sup> December, 2024.

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

Kindly take the above information on record.

Yours faithfully,

For **Siemens Limited**

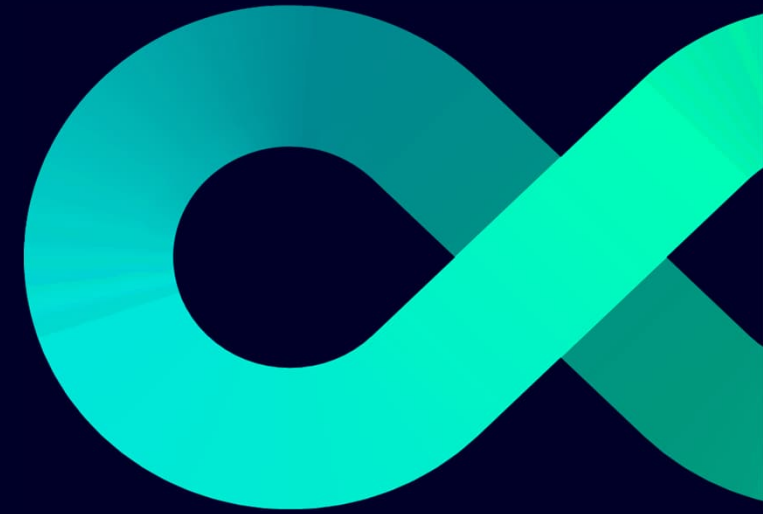
**Ketan Thaker**  
Company Secretary

Encl.: as above

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

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# **Analyst Meet | Mumbai | 20.12.2024**

## **Siemens Limited | FY 2024**

Sunil Mathur, Managing Director & Chief Executive Officer

Wolfgang Wrumnig, Executive Director & Chief Financial Officer

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# Siemens delivers double digit growth in Revenues & Profits over 4 consecutive years !



**Right Technology**  
Digitalization, Siemens Xcelerator



**Connecting Real & Digital world**

**Right Strategy**  
**ONE** Tech Company



**Robust execution**  
Consistent project execution

# Business Highlights

Financial Highlights

Summary

## Continued confidence in India's growth story

- Government **spending in infrastructure** continued in H1, albeit at a slower pace. Expected to **pick up in H2**
- First signs of **consumption uptick**; **Manufacturing PMI: 56.5<sup>1</sup>**
- **Private sector capex** mainly in new age technologies i.e. Semiconductor, Batteries, Solar Photovoltaic, Electric Vehicles
- Increased demand for **energy transmission & energy efficiency solutions**

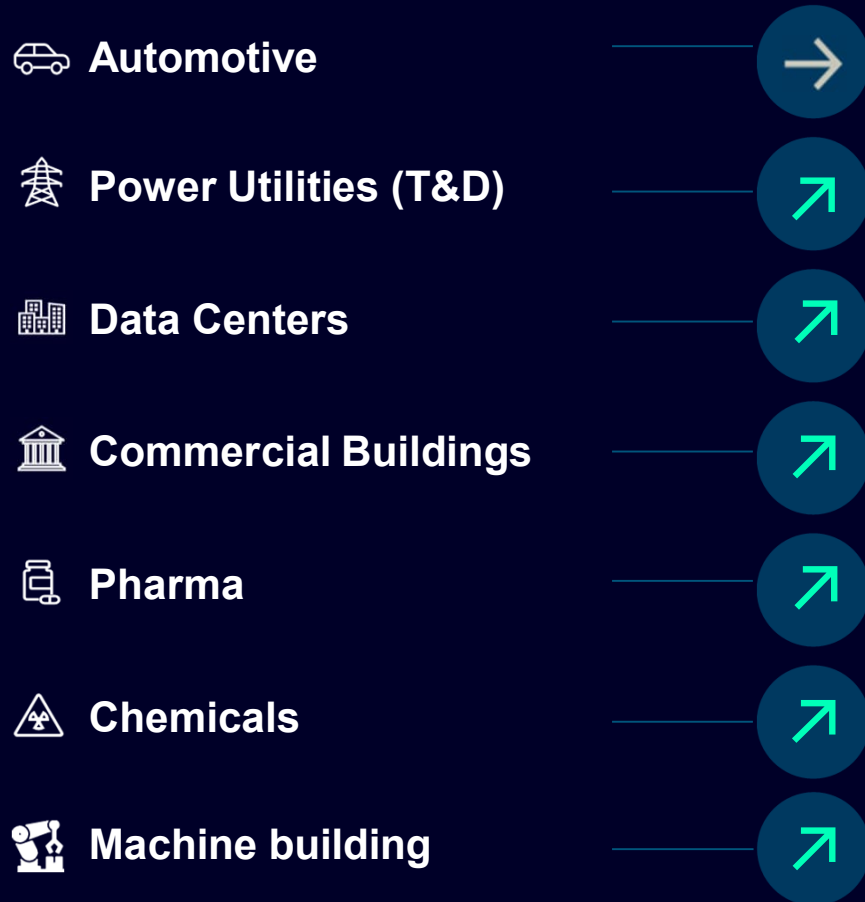


1) Nov 2024

## Vertical markets – Capex investment trends

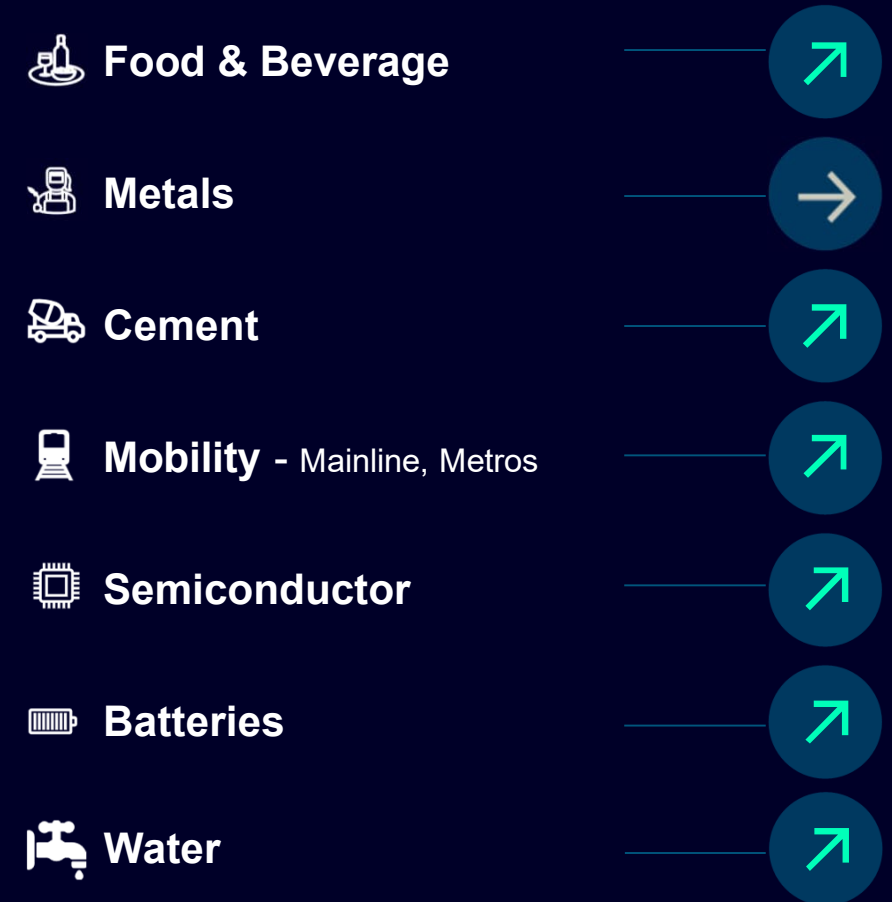
### Verticals

### Investment trend



### Verticals

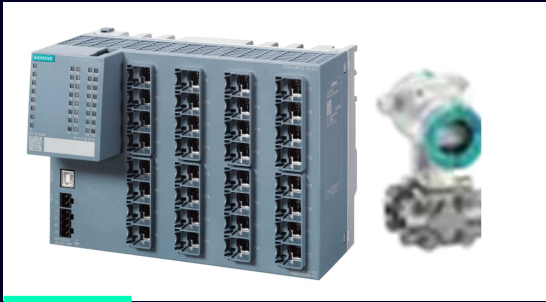
### Investment trend



# Digital Industries | Accelerating digital transformation



**Factory Automation**  
Automation Products for Discrete Industries, SCADA, HMI, PLC, Industrial Edge, Controllers



**Process Automation**  
Automation products & Solutions for Process Industries, DCS, Components (OT Security), Temperature controllers, Pressure transmitters

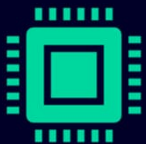


**Motion Control**  
Motion control products for Machine Tools industries  
Motion Controllers, LV Drives



**Customer Services**  
Spares, Repairs, Upgrades, Industry 4.0 solutions, Service agreements: Annual & Integrated plant maintenance

## Growth Drivers<sup>1</sup>



**Electronics**  
~26% CAGR  
2023-30



**Chemicals**  
~15 MT Petrochemical capacity by 2030



**Pharma**  
~10% CAGR  
2023-30



**Food & Beverage**  
~11% CAGR  
2024-30

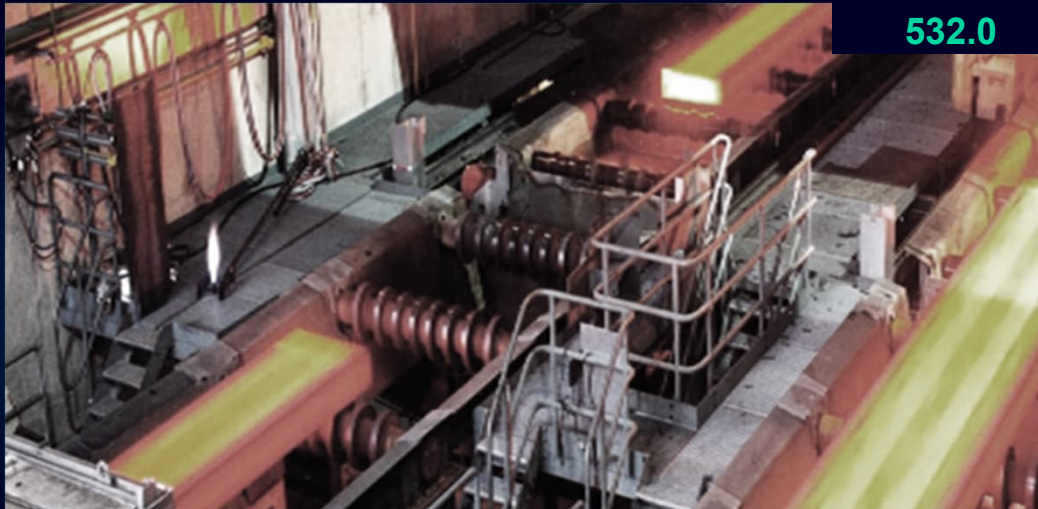
1) Source: MMR Report; BCG, Ministry of Petroleum and Natural Gas, Motilal Oswal Wealth Management



# Digital Industries | Automation & Digitilization Solutions

## Key Projects

figures in million INR



532.0

### Leading Metal producer

Variable frequency drive  
> 20% Energy savings



172.0

### Leading Pharma & Chemicals company

Paperless operations through Integrated control (DCS<sup>1</sup>) & digitalized (MES<sup>2</sup>) solution in manufacturing  
>60% reduction in review cycle

1) Distributed Control System

2) Manufacturing execution system

# Smart Infrastructure | Empowering our customers to scale sustainable impact



## Electrification and Automation

Medium-voltage switchgear  
Substation automation,  
protection, power quality and  
communications

## Electrical Products

LV Protection devices,  
switching devices, safety  
devices and related software

## Buildings

Fire Safety, Building and room  
automation, Building  
management software, Security  
software, energy and  
performance services

## Grid Software

Grid operations software  
and grid control software,  
Meter data management  
software, Power system  
consulting

## E-Mobility

AC & DC Chargers,  
Connected services,  
Smart charging and fleet  
management

## Growth Drivers<sup>1</sup>



### Data Centers

3 GW by 2030



### Industrial Infrastructure

Steel: 300 MTPA by 2030;  
Cement: 600 MTPA by 2030



### Power Utilities

Power for all  
Revamped Distribution Scheme  
(INR 3''0 outlay)



### Commercial Buildings

1''2 Bn Sq. ft. by 2030

# Smart Infrastructure | Building a sustainable future

## Key Projects

figures in million INR



### Premium Real Estate Customer

Security & Building management solution for high-rise commercial space (42 million sq. feet)



### Major Gujarat discom

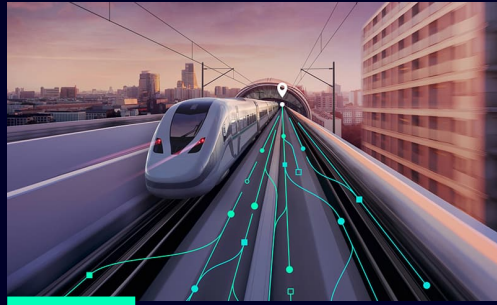
11 KV Ring Main units for 4 towns  
Revamping of redundant & reliable electrical distribution system

# Mobility | Creating sustainable mobility solutions



## Rail Infrastructure

Metro & Mainline Signaling, Axle Counters, Metro Electrification



## Rolling Stock

Locomotives, Propulsion systems, Hotel load converter, Bogies, Traction Motors



## Turnkey

Signaling+Electrification+Depot equipment



## Customer Services

Servicing of Traction control converter

## Growth Drivers<sup>1</sup>

### Electrification of Railways

100% Electrification by 2025



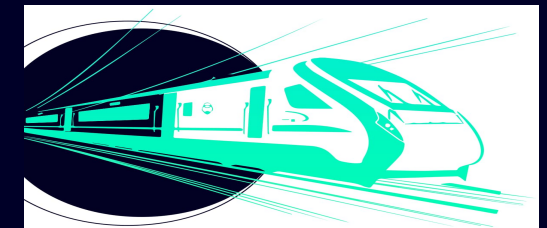
### Signaling

>3000 stations, TCAS<sup>2</sup>



### Modernized transport

800 Vande Bharat till 2030



1) Source: Indian Railways

2) Train Collision Avoidance System (KAVACH)

# Mobility | Mega projects propelling growth

## Key Projects

figures in million INR



~ 2500.0



~ 5600.0

### Indian Railways

Propulsion system for 6000 HP

### Metro - Bangalore

Phase 2A, 2B Electrification  
Consortium with RVNL<sup>1</sup>

1) Rail Vikas Nigam Limited

# Energy | Making Energy Transition work

## Grid Technologies, 66 kV-800 kV



High Voltage GIS<sup>1)</sup>



High Voltage AIS<sup>2)</sup>



High Voltage Power transformers

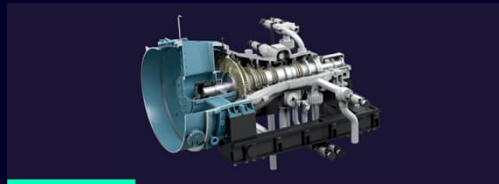


High Voltage Substations, AC & DC

## Transformation of Industry

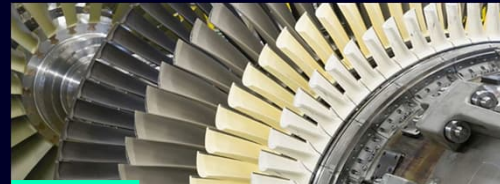


Electrification, Automation & Digitalization solutions

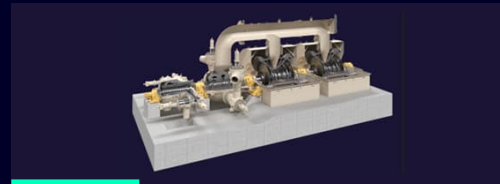


Industrial Steam Turbines

## Gas Services



Services Gas Turbines



Modification & Upgradation Steam Turbines

## Project Management Hub



Generation, Transmission & Industrial projects

**Growth Drivers<sup>3)</sup>: 600GW RE by 2032**



**AC transmission**  
433 GVA  
2023-30



**Grid Stability**



**HVDC**  
Direct current  
Transmission

1) Gas Insulated Switchgear

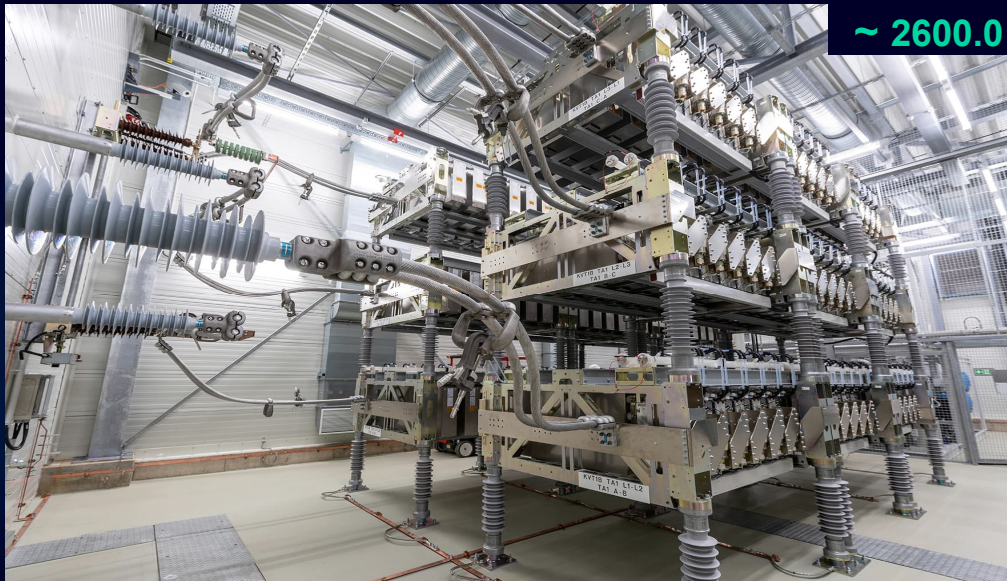
2) Air Insulated Switchgear

3) Source: Ministry of Power, Government of India

# Energy | Continued momentum from energy demand and transition

## Key Projects

figures in million INR



### Leading Transmission Utility

+550/-425 MVar Static compensation solution (STATCOM)

Grid stability for RE integration

1) Tariff based competitive bidding

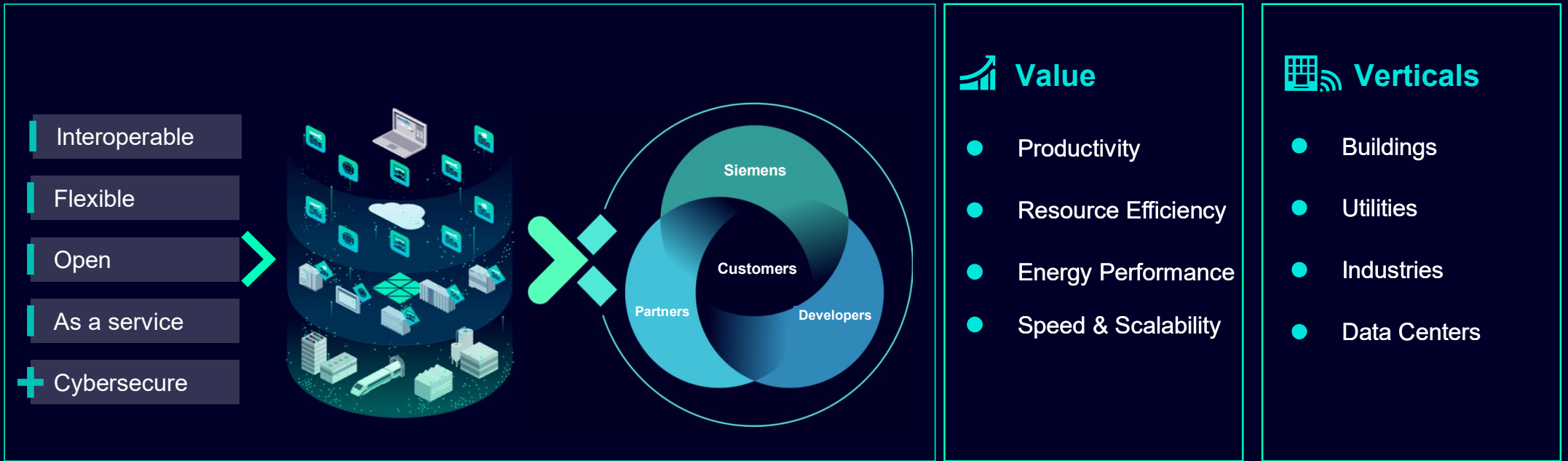


### Major TBCB<sup>1</sup> player

13x500 MVA, 765 KV Transformer

Energy transmission

# Siemens Xcelerator: Central to winning as ONE Tech Company



## Sustainability focus among customer driving Technology adoption & Digitalisation

Scorecard  
since 2022



**125+** use cases



**200+** references



**11** ecosystem partners



## Siemens Xcelerator and vertical know-how drive customer value



### Leading Metal company

Cybersecurity in heterogenous OT environment  
Threat assessment & counter measures



### Leading Hospitality Chain

Annual Energy savings > 13%  
Annual emission savings: 370 t CO<sub>2</sub>e



### Leading FMCG company

Spray dryer digital twin  
Annual energy savings: 10%

## Demerger of Siemens Energy | In Progress



**Expect to complete the demerger & listing in CY 2025**

Business Highlights

**Financial Highlights**

Summary

## FY 24: Successful performance across all KPI's

### New Orders

(y-o-y)

+13.8%<sup>1)</sup>



1) Comparable, excluding 9K HP Loco

### Revenue

(y-o-y)

+14.4%



### EBITDA

(% of revenue)

+13.7%



### Profit before Tax

(% of revenue)

+17.4%



### Profit after Tax

(% of revenue)

+13.2%



### Cash from Operations

(in billion INR)

₹21.6



## Q4 FY 24: Strong fourth quarter completes successful FY 2024

### New Orders

(y-o-y)

+20.9%<sub>1)</sub>



1) Comparable, excluding 9K HP Loco

### Revenue

(y-o-y)

+11.3%



### EBITDA

(% of revenue)

+14.6%



### Profit before Tax

(% of revenue)

+17.6%



### Profit after Tax

(% of revenue)

+13.1%



### Earnings per Share

(in INR)

₹ 21.8



## New Orders: Strong y-o-y growth continued on account of robust base business

figures in billion INR  
% y-o-y development

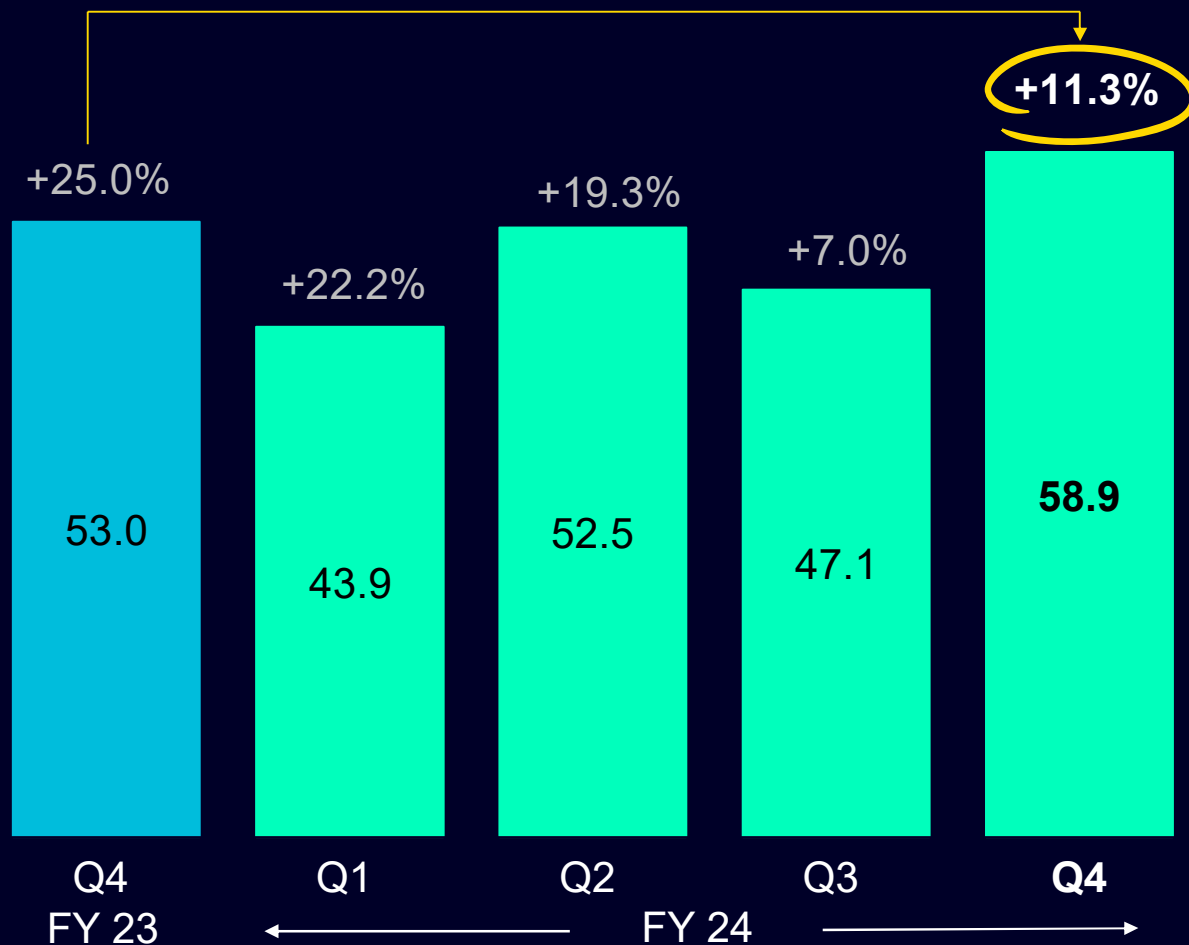


- Order backlog (482.6)
- Strong growth momentum in base business
- Multiple large Orders in SE and MO
- Advance ordering normalization in DI, LVM

1) Comparable, excluding 9K Loco

## Revenue: Consistent double-digit growth in FY 24

figures in billion INR  
% y-o-y development

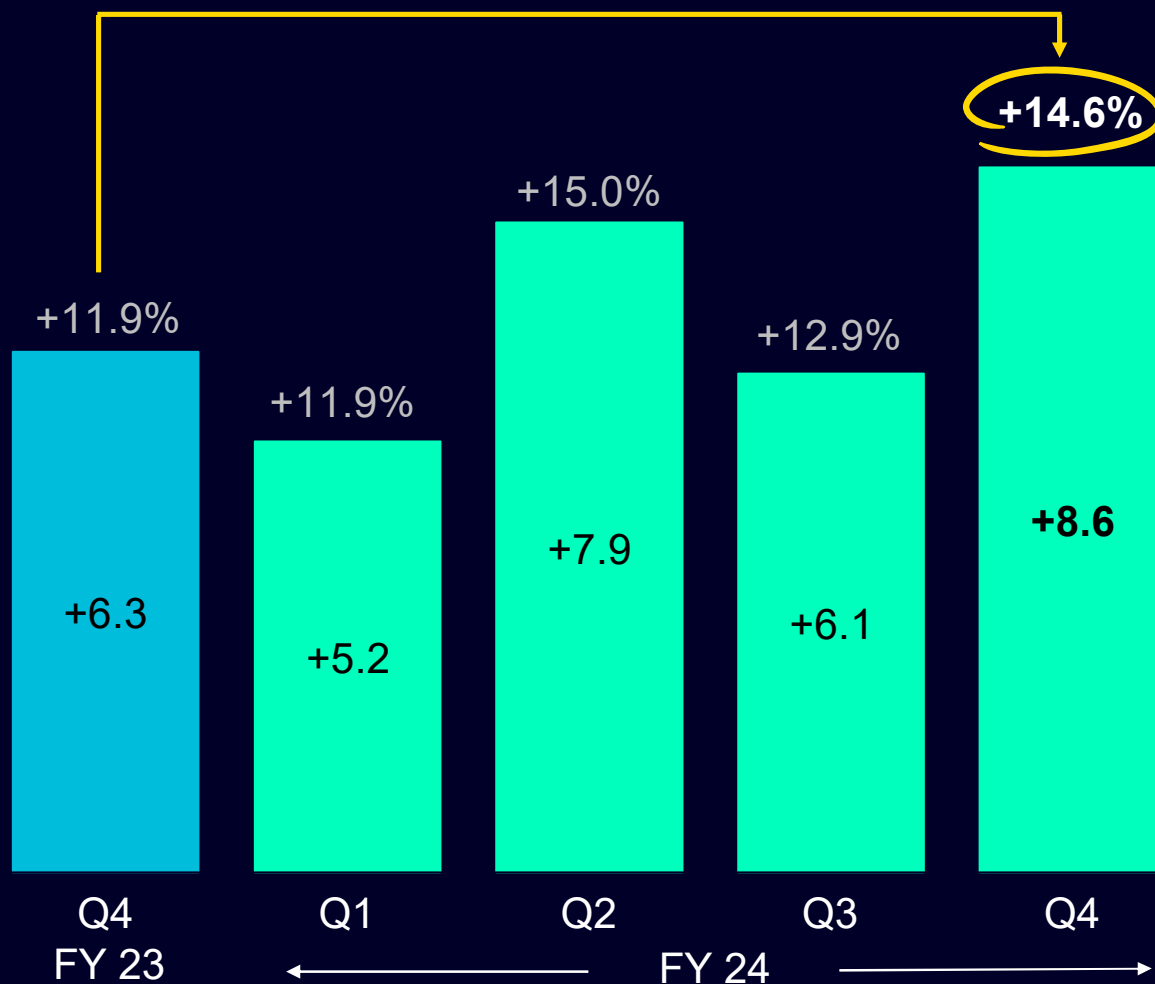


- Book-to-bill of 1.13<sup>1)</sup> trends towards strong growth
- FY 24 Revenue growth in:
  - Product<sup>2)</sup> business : +15.0%
  - Project business : +13.2%

1) Comparable, excluding 9K Loco  
2) Product includes service business

## EBITDA: Strong profitability maintained in FY 24

% of revenue  
figures in billion INR



- Profit w/o FX / Commodity:  
(in % of Revenue)

FY 23: +12.4%

FY 24: +13.6%

- Improved operational margin on account of revenue mix
- Better price extraction from margin-healthy order backlog



# Digital Industries (DI): Destocking impacting growth

figures in billion INR

## New Orders



## Revenue



- Book-to-bill at 0.85
- Orders continued to be impacted by normalization in demand

-- xx.x% EBITDA % of revenue

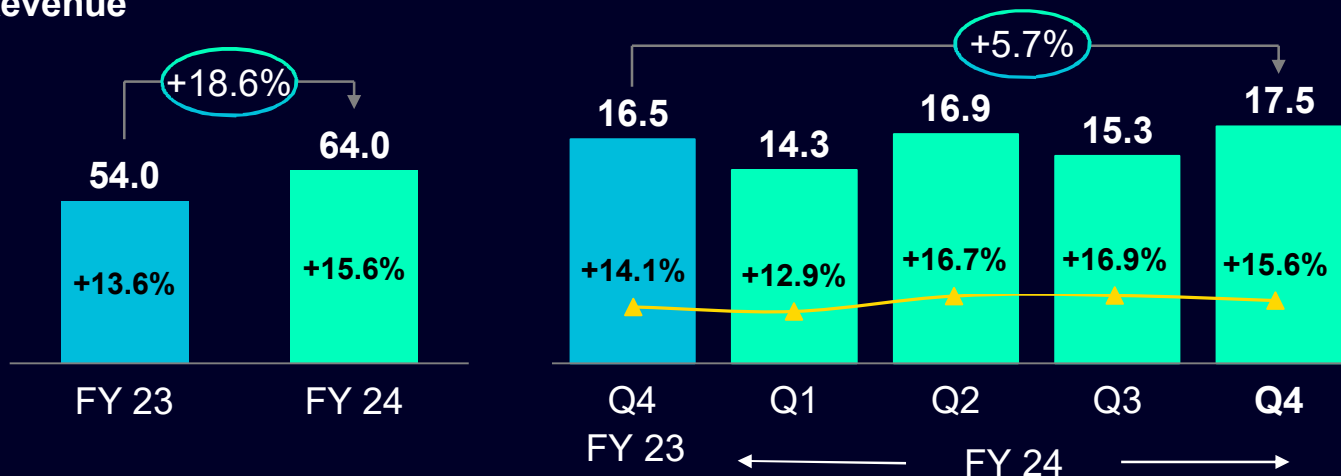
# Smart Infrastructure (SI): Profitable Growth across all verticals

figures in billion INR

## New Orders



## Revenue



- Book-to-bill at 1.15
- Double-digit Orders and Revenue growth driven primarily by Electrification, Building products
- Better product mix, price realisation and increased Revenue supported profitability

-- xx.x% EBITDA % of revenue

# Mobility (MO): Strong order backlog; Consistent performance

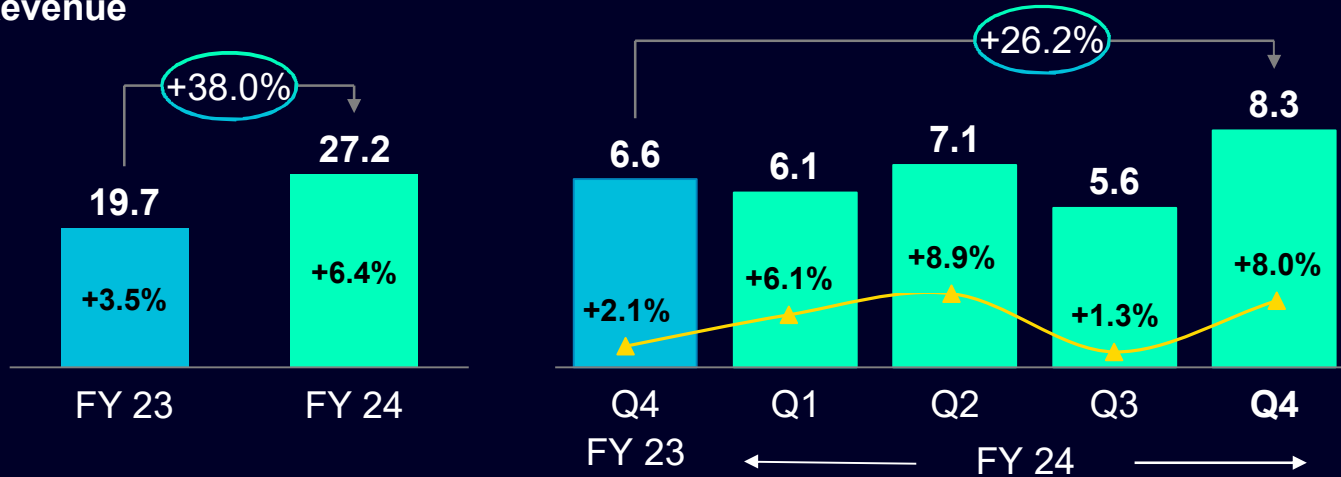
figures in billion INR

## New Orders



- Book-to-bill at 1.15
- Key new orders in FY 24 - Bangalore Metro Electrification, Propulsion system for 6k HP Loco
- Profitability improved on account of revenue mix and lower R&D spent

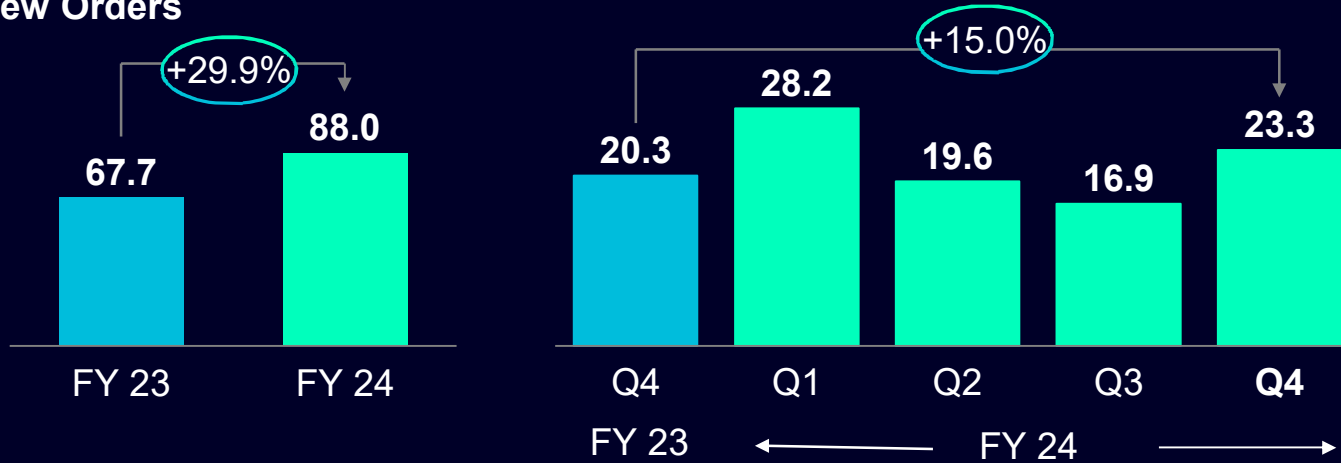
## Revenue



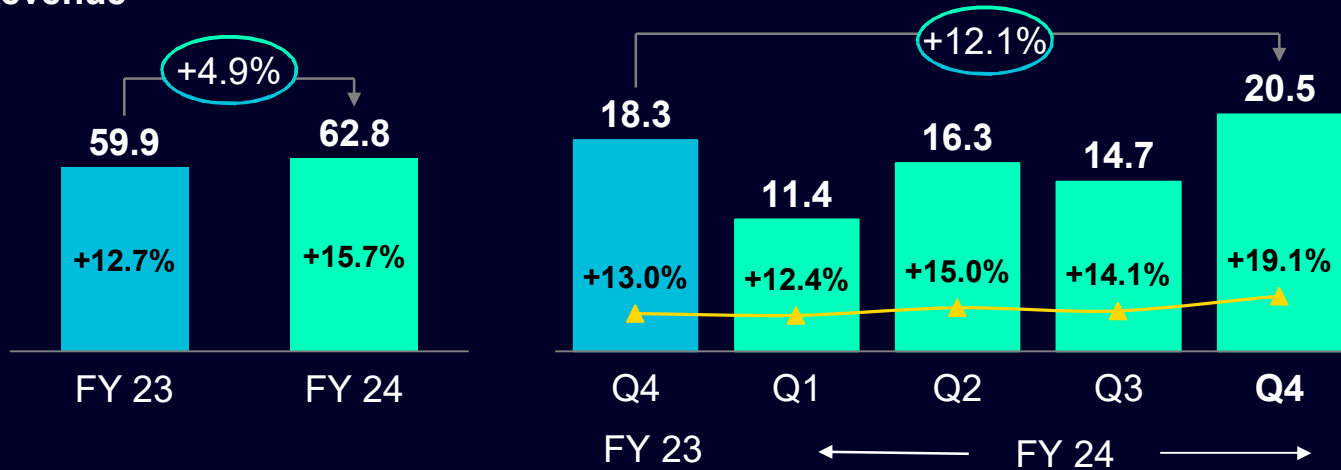
# Energy (SE): Strong demand for transmission solutions

figures in billion INR

## New Orders



## Revenue



- Book-to-bill at 1.40
- Significant order growth driven by Grid Technologies, Oil & Gas and Turbines segments
- Q4 FY 24 EBITDA +3% on account of one-time impacts

-- xx.x% EBITDA % of revenue

## Carve-Out Financials: SL (ex-Energy Business) and Energy Business for FY24

figures in billion INR

Particulars	Siemens Ltd. (Pre-Demerger)		Particulars	SEIL / Energy Business (Post-Demerger)		SL excl. Energy Business (Post-Demerger)	
	FY23	FY24		FY23	FY24	FY23	FY24
<b>Order Book</b>	455.2	482.6	<b>Order Book</b>	77.2	100.5	378.0	382.1
<b>New Orders</b>	463.8	235.6	<b>New Orders</b>	67.7	88.0	396.1	147.6
<b>Revenue</b>	177.0	202.5	<b>Revenue</b>	59.9	62.8	117.1	139.7
<b>EBITDA</b>	+22.4	+27.7	<b>EBITDA</b>	+7.6	+9.8	+14.8	+17.9
<b>EBITDA Margin %</b>	+12.7%	+13.7%	<b>EBITDA Margin %</b>	+12.7%	+15.7%	+12.6%	+12.8%
<b>PAT</b>	19.1	26.7	<b>PAT</b>	5.2	7.1	13.9	19.6

Note: Orderbook includes INR 263 billion of 9K HP Locomotive order in FY23

Order Book refers to Total Outstanding Orders as of the respective period

Business Highlights

Financial Highlights

**Summary**



## In summary

- 1) Continued confidence in **India's growth story**
- 2) Siemens: **Robust performance** in FY24
- 3) **ONE Tech Company: Siemens Xcelerator** to power growth
- 4) Announced **investments** on track
- 5) Siemens Energy demerger **on track**

**SIEMENS**