

Analyst and Investor Meet

Mumbai | 12.12.2025

Siemens Limited | Q4 & 12M FY2025

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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



Advanced Infrastructure & Make in India

1

IT relief & GST rate cuts boost consumption; GDP ~ +1.0%

2

Optimism in private capex investment due to higher demand

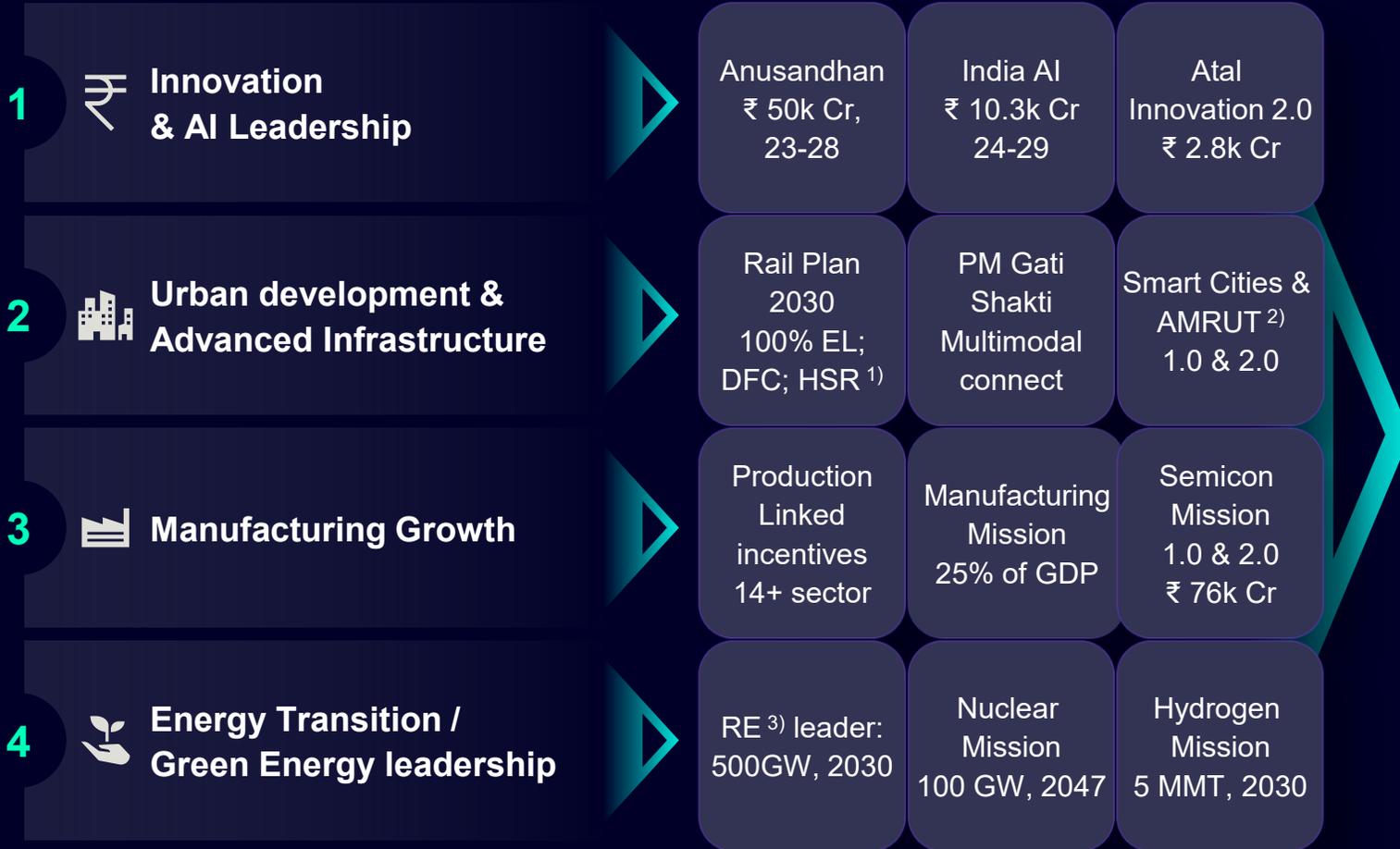
3

Headwinds from trade tariffs & geopolitical situations

4

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



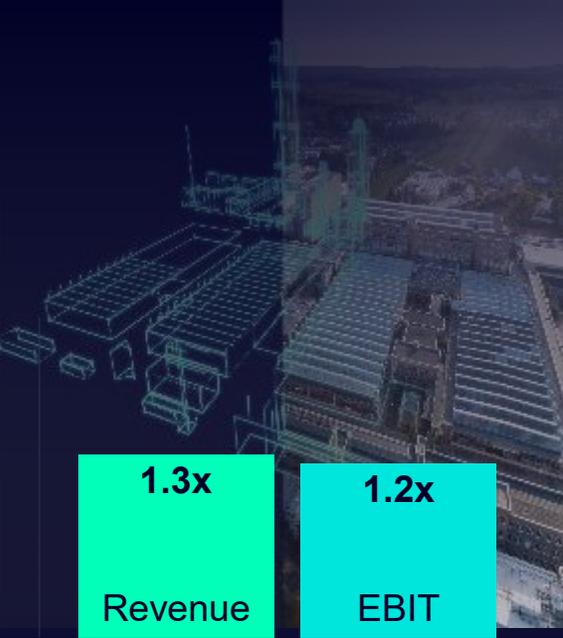
- 1 Industry Metaverse & Digitalization → **1 of 3 controllers** installed from Siemens ✓
- 2 Upgradation in Power Utilities → **>75% of distribution utilities** powered by Siemens Switchgear ✓
- 3 Development of Railway Infra → **>50% of Metros** electrified by Siemens ✓

Siemens has delivered profitable growth in FY21-25

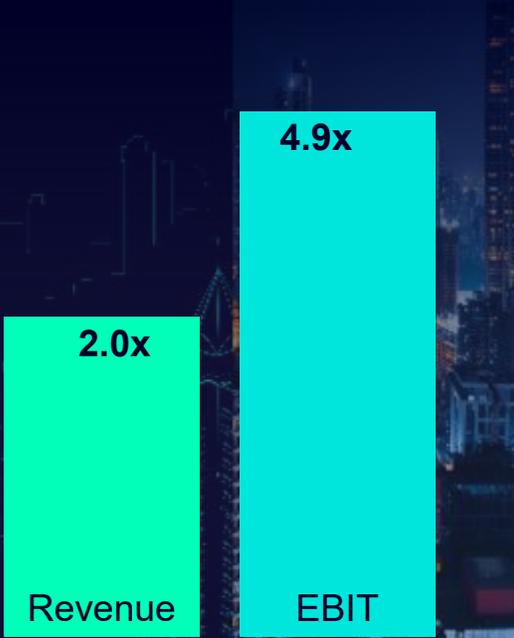
Siemens Limited



Digital Industries



Smart Infrastructure



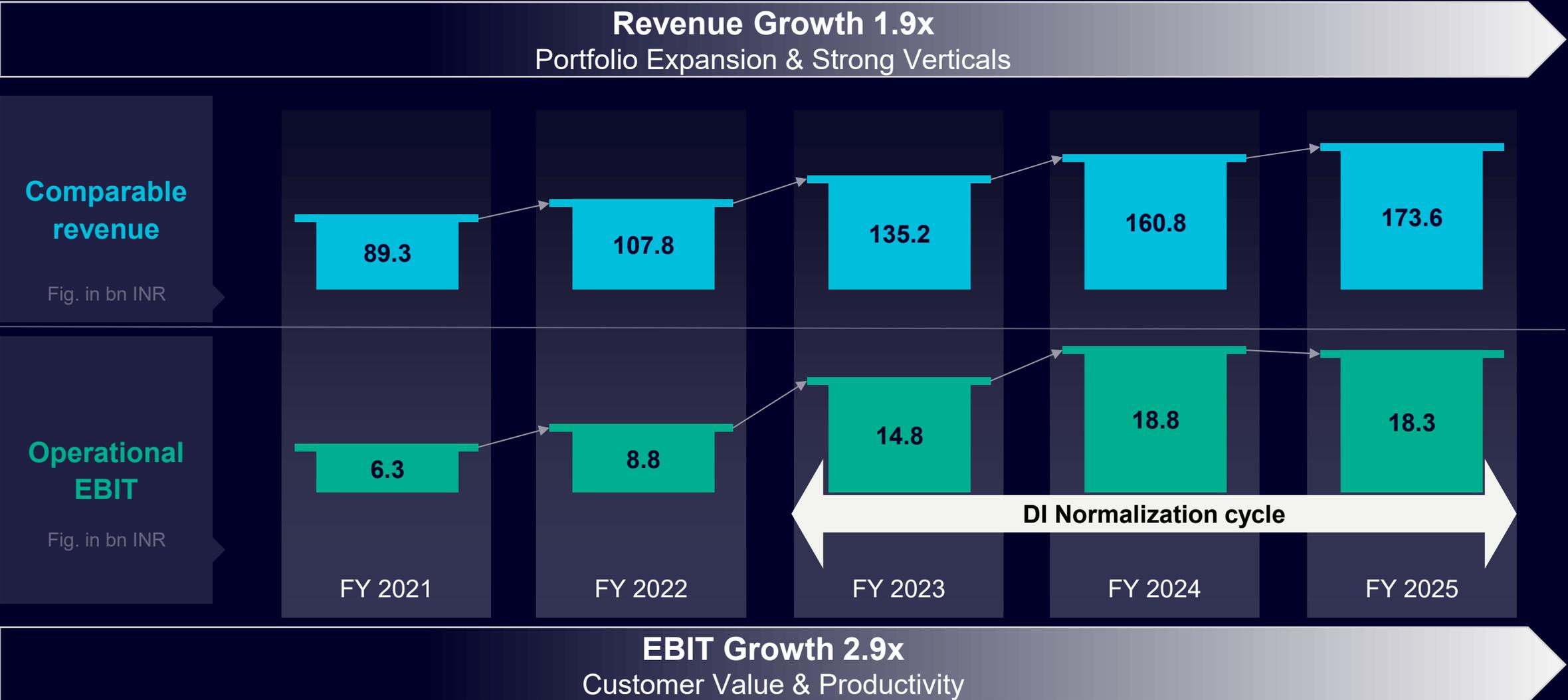
Mobility



Revenue growth, FY21-25

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)

— Siemens — Peer Index¹⁾ — NIFTY 100



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

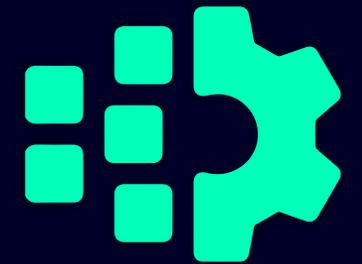


'MNC of the Year 2025' award
All India Management Association



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

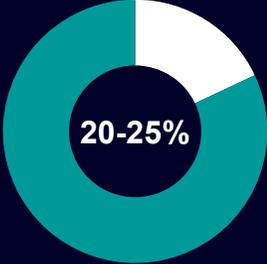
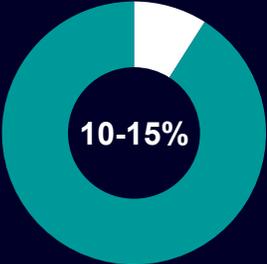
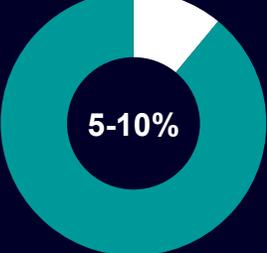
Digital Industries



Accelerating digital transformation

Digital Industries

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

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

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

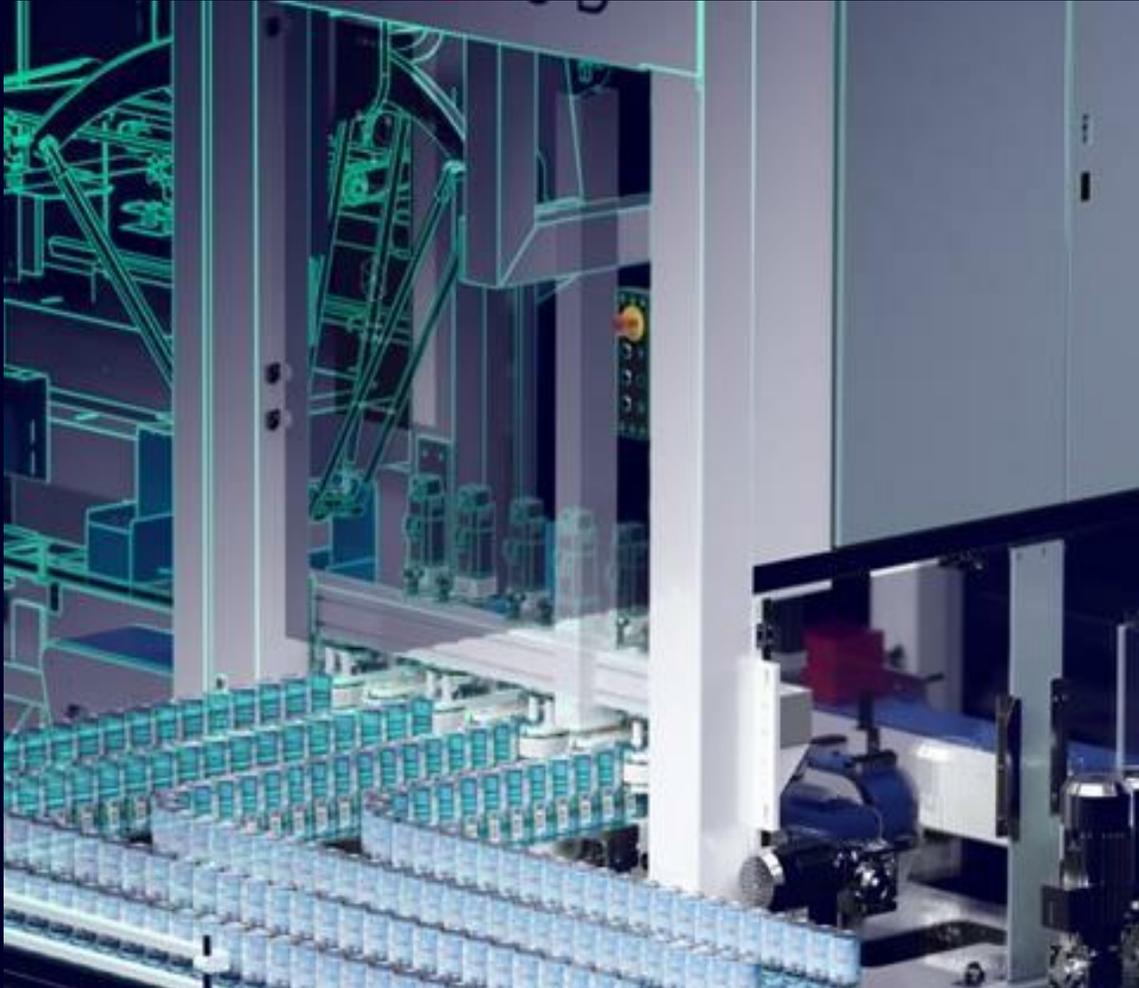
Key Verticals



Products / Solutions basket



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

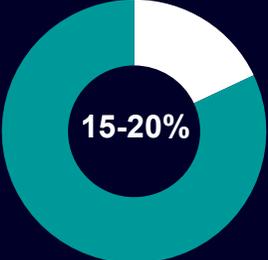
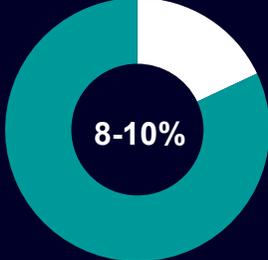
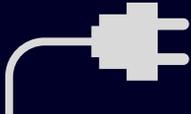
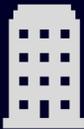
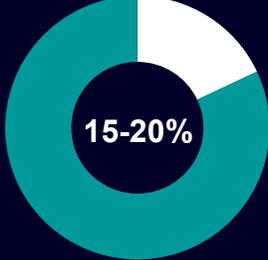
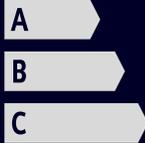
Smart Infrastructure

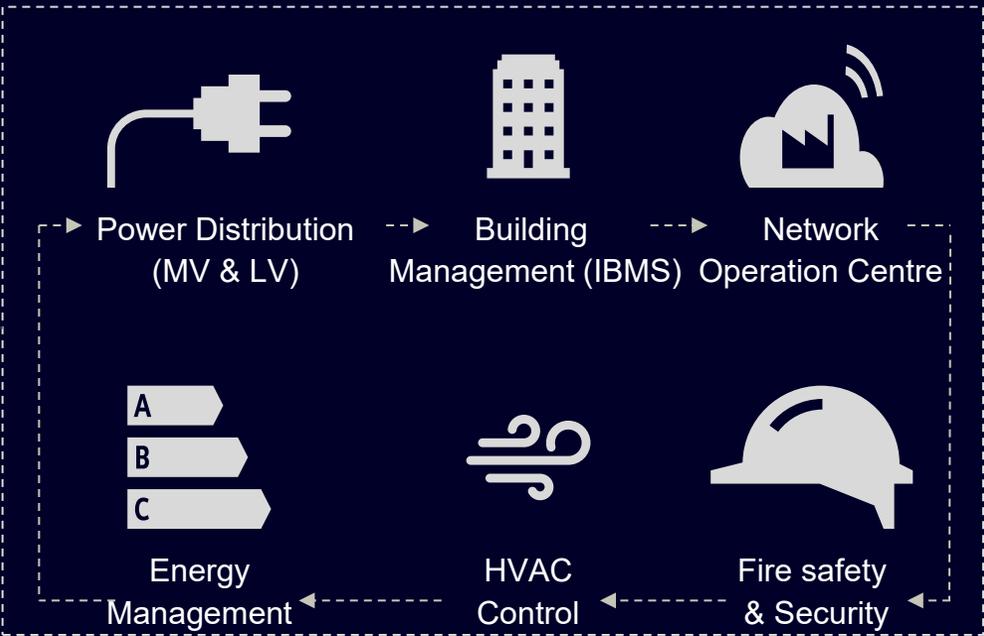


Creating environments that care

Smart Infrastructure

Penetrating every major application of key verticals

Key Verticals	% Orders share ¹⁾	Market CAGR ¹⁾ (FY21-25)	Market CAGR ¹⁾ (FY25-30)	Applications Served
 <p>Power T&D</p>	 <p>15-20%</p>	 <p>>10%</p>	 <p>>10%</p>	 <p>Power Distribution (MV & LV)</p>  <p>Substation Automation & Control (T&D)</p>  <p>Smart Grids (Distribution)</p>
 <p>Data Centre</p>	 <p>8-10%</p>	 <p>>10%</p>	 <p>>10%</p>	 <p>Power Distribution (MV & LV)</p>  <p>Building Management (IBMS)</p>  <p>Network Operation Centre</p>
 <p>Commercial Buildings</p>	 <p>15-20%</p>	 <p>>8%</p>	 <p>>8%</p>	 <p>Energy Management</p>  <p>HVAC Control</p>  <p>Fire safety & Security</p>



Smart Infrastructure

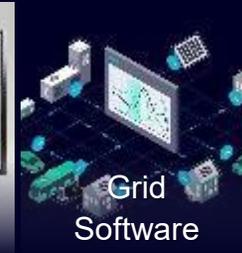
Wide portfolio basket at the center of key verticals



Key Verticals



Products / Solutions Basket



We create technology ...

- ✓ to transform buildings

Building X

- ✓ to transform electrification

Electrification X

- ✓ to transform grids

Grid Scale X



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% ¹⁾

Portfolio until 2021



Electrification



Propulsion



Signalling
(Mainline, Metro)

Portfolio from 2022



Electrification



Propulsion



Signalling
(Mainline, Metro)



Rolling Stock
(Loco, Bogies)



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

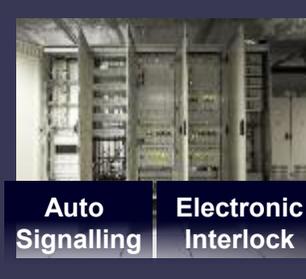
Mobility

Well positioned portfolio; Potential to be volume growth engine



Market CAGR ¹⁾
(FY25-30)

>10%

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

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 3rd 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

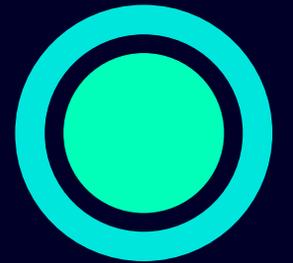
Buyer: Innomotics India Pvt. Ltd.
(Not a related party)

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 8th 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%, 4Litres / wash

People Centricity & Societal Impact



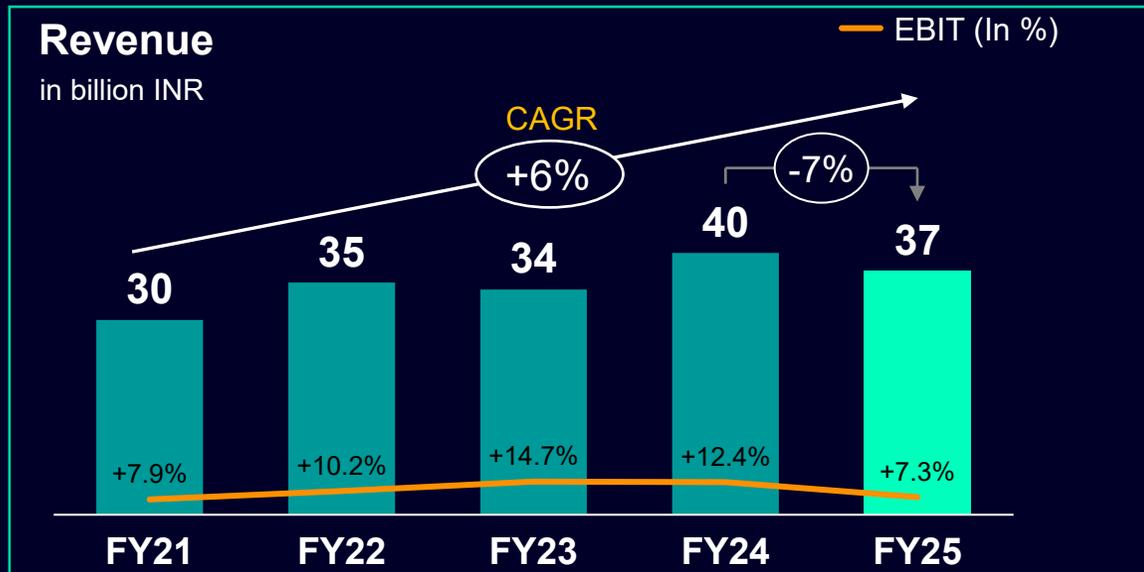
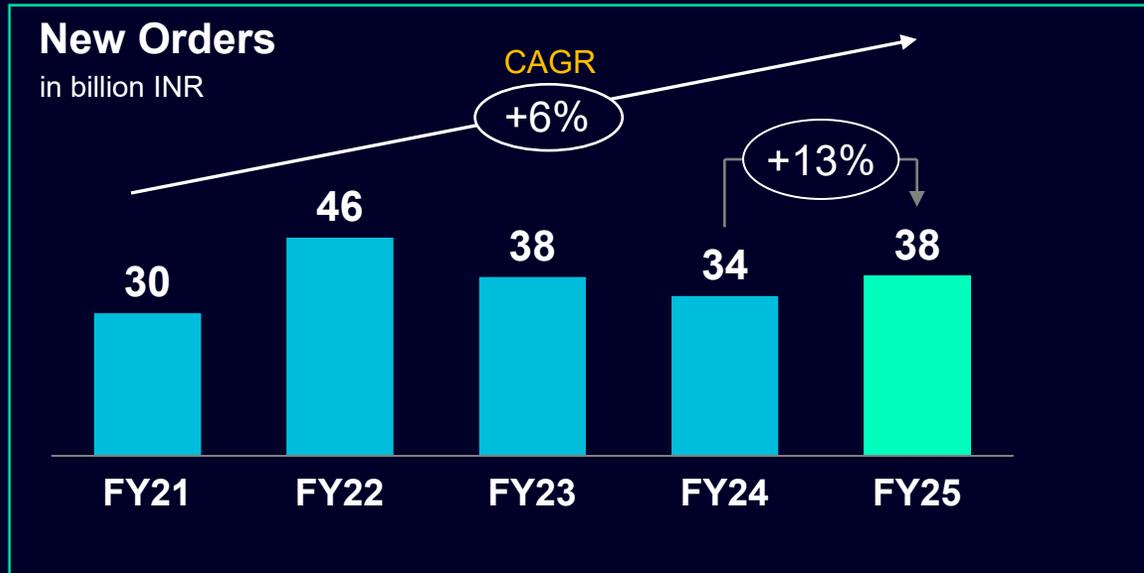
Sivok Rangpo Rail Line

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

Financial performance

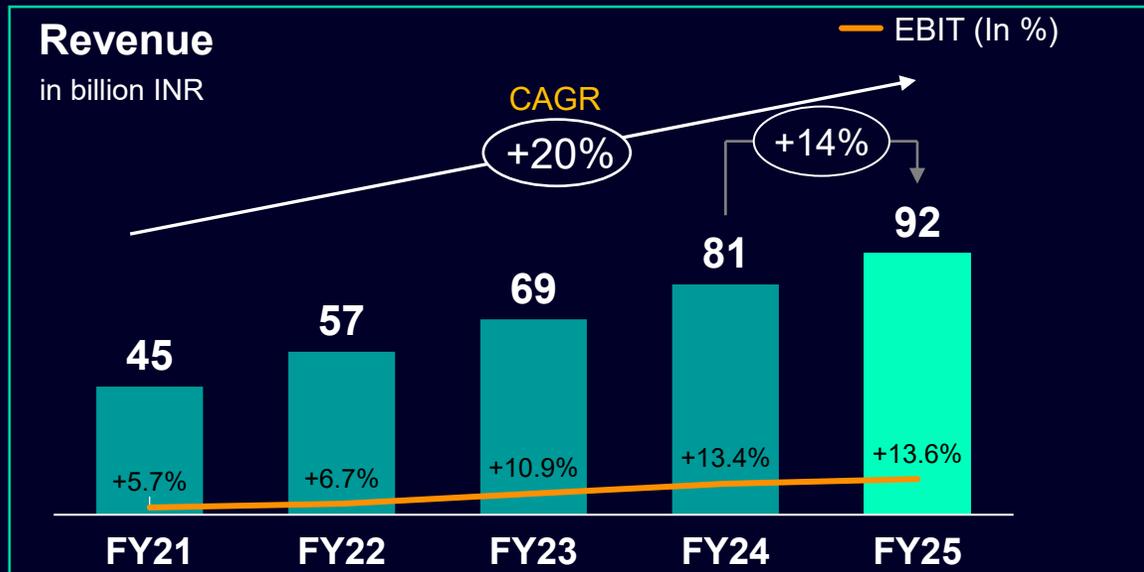
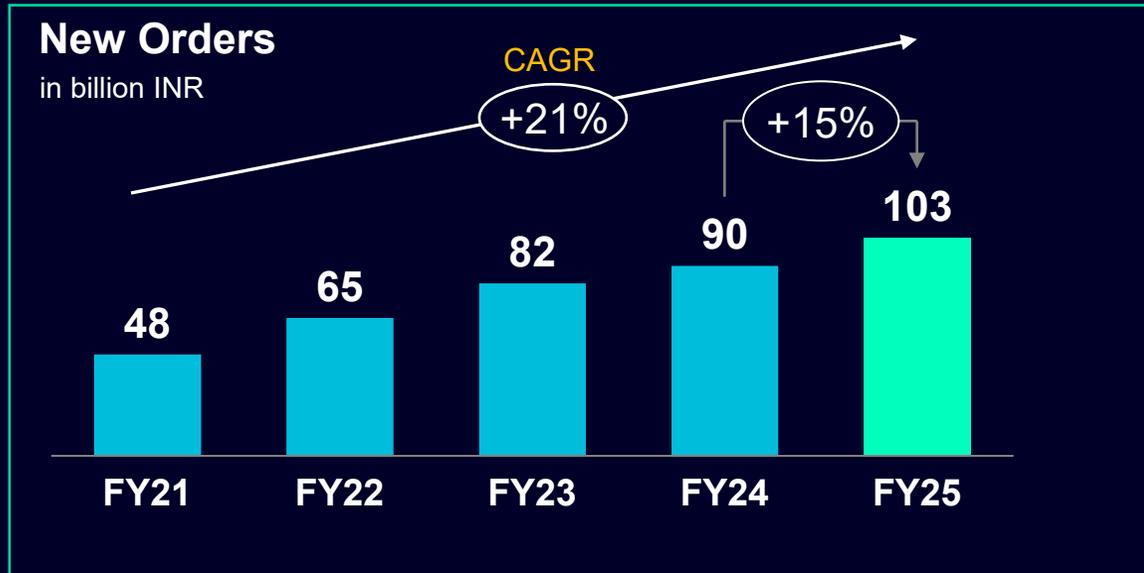


Digital Industries (DI): Normalized business, growth in orders



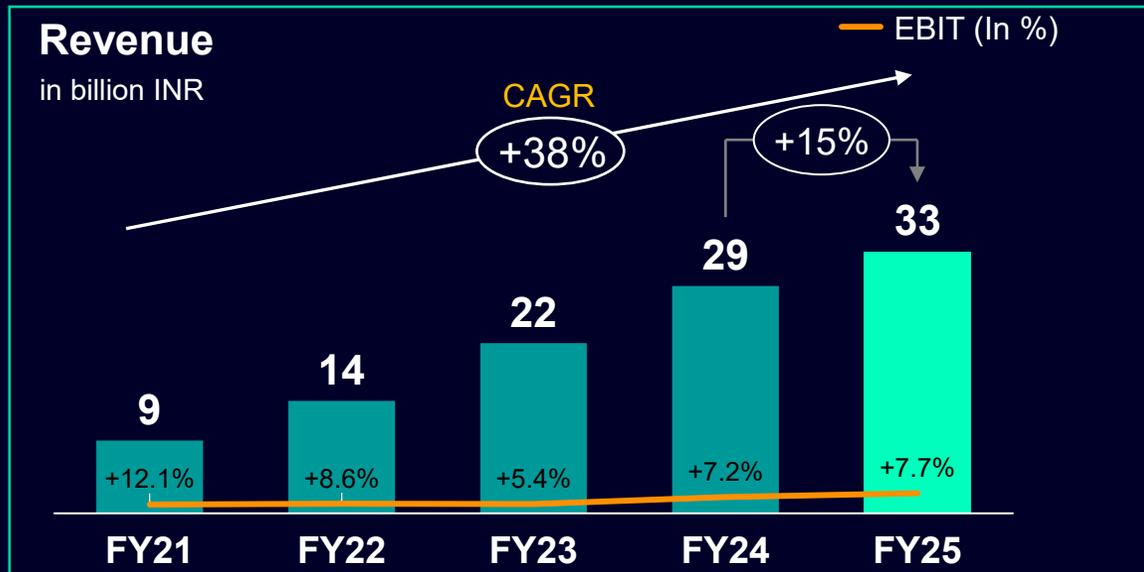
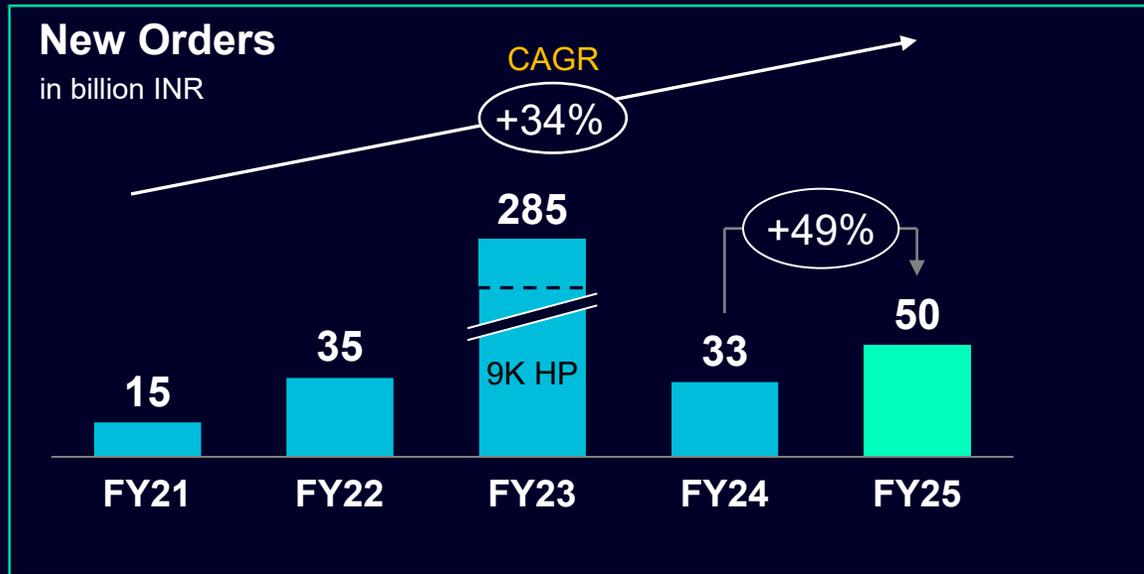
- FY 25 – Book to bill at 1.02
- FY25 began with muted orders, followed by a strong 34% growth in Q4
- FY25 Order growth driven by Chemical, Pharma and Metals
- Revenue impacted due to low order backlog and muted private sector capex
- Profit margin normalized in FY25; margins driven by transfer pricing

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 ¹	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 exceptional items

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