



27th November, 2020

National Stock Exchange of India Limited
BSE Limited

Scrip Code –

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

Intimation of Schedule of Analyst / Institutional Investor Meeting under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Dear Sir / Madam,

We refer to our letter dated 26th November, 2020 intimating about today's Analysts / Institutional Investors call.

With respect to the same, please find enclosed the presentation made in the said call.

The presentation is also being uploaded on the website of the Company at: www.siemens.co.in/investorcommunity in accordance with Regulation 46 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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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Siemens Ltd. Q4 FY 2020 | Analyst Call

Sunil Mathur, Managing Director and CEO

Daniel Spindler, Executive Director and CFO

27th November 2020

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Agenda

Business highlights

Financial highlights

Outlook

Maximizing the Potential through Electrification, Automation & Digitalization

Restart of business operations and a return to the 'new' normal

	Q3 Locked down	Q4 Unlocked
Factories	Shut 1-3 months	All 22 Open ~75% ¹⁾
Project sites	Shut 1-3 months	Mobilized ~85% ²⁾
Customers	Deferring decisions	Ordering restarts
Supply Chain	Logistics impacted	Deliveries up
Verticals	Most verticals ▼	Pharma, F&B, T&D ▲

1) Factory manpower deployed 2) Site personnel deployed

Strong performance in Q4 – improvement in all areas over previous quarter

Siemens performance in Q4

Health & Safety

Across value chain: employees, vendors, customers

Operations

Ramped up, accelerated deliveries, productivity high

Digitalization

Increased interest in Automation, Remote services

Competitiveness

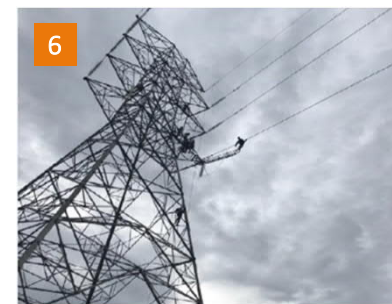
Cost out: materials, redesign, discretionary, incentives ...

Cash

High cashflows, robust balance sheet cash position

Staying close to customers - and ensuring their business continuity

- 1 **Tunnel Automation**, remote monitoring, power distribution, ventilation and fire safety for one of the world's longest / highest altitude tunnel
- 2 **Smart Campus** with 'Demand Flow' and 'Navigator' energy efficiency solutions for a pharma giant at their manufacturing plant in Uttar Pradesh
- 3 **Footprint replacement** of OEM machine for fertilizer giant which saves 48 tons of steam per hour and reduces 550,000 tons of CO₂ emission per annum
- 4 **Automatic Train Supervision** for Metro Rail - replacement of existing system installed by Siemens 15+ years ago with state-of-the-art ATS
- 5 **Reliability of power grids** with Static Var Compensators (SVC) for the leading Transmission utility in Australia
- 6 **Export** of 33/11kV AIS substation for an Electricity Board in Sri Lanka
- 7 **Upgrade** of Small Gas Turbines for an Indian Oil & Gas major



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Siemens in figures

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Q4 FY 20 *(Continuing Operations without Mechanical Drives business)*
Strong finish in challenging environment

New Orders

(y-o-y)

+8.7%



Revenue

(y-o-y)

-9.2%



Profit from Operations

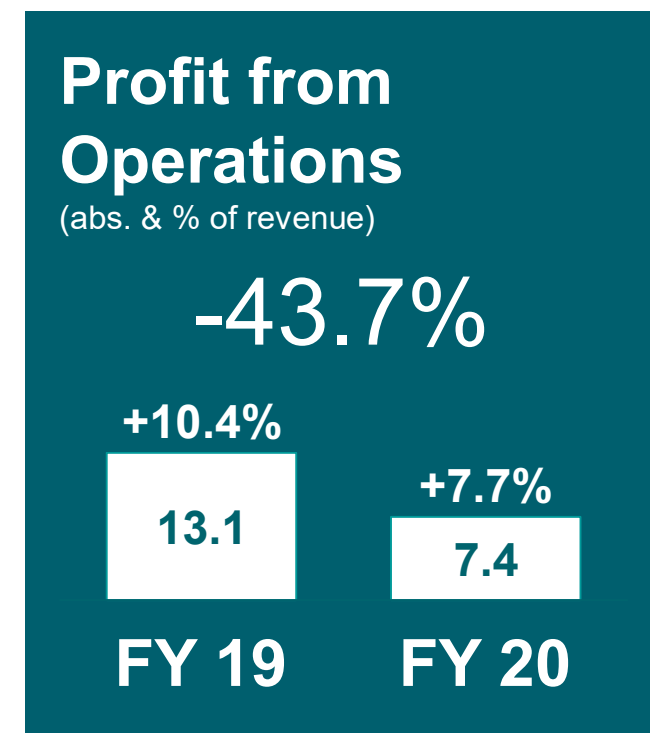
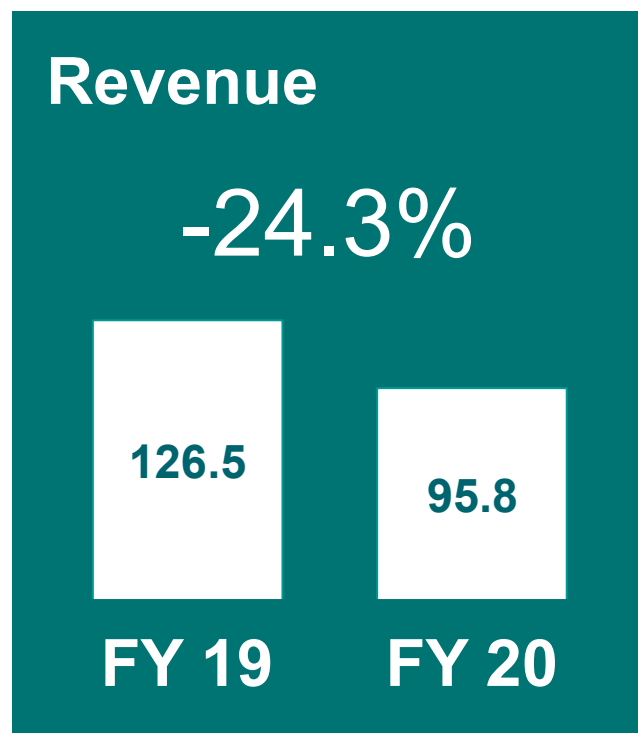
(% of revenue)

+11.4%



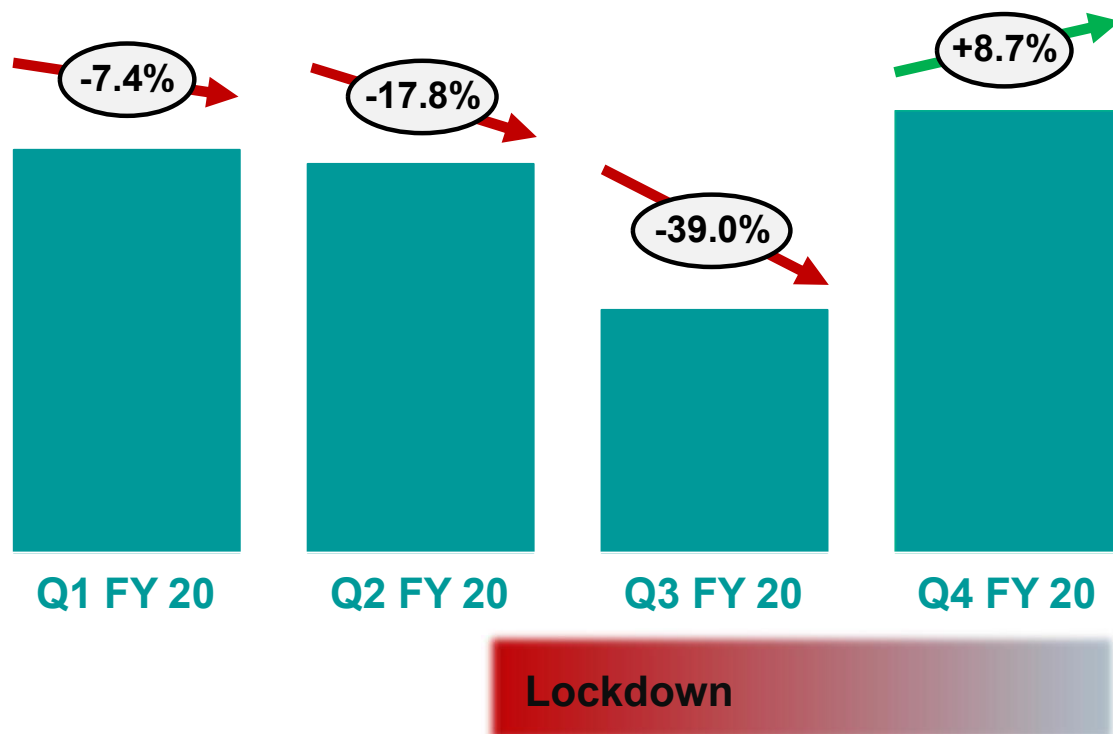
FY 20 (Continuing Operations without Mechanical Drives business)
**Economic slowdown and COVID-19 impact visible;
order reach remains well above 1 year**




figures in billion INR



New Orders *(Continuing Operations without Mechanical Drives business)*
**Orders in FY 20 deteriorating during period of lockdown;
initial signs of uptick in Q4 FY 20**

figures in billion INR
% y-o-y development

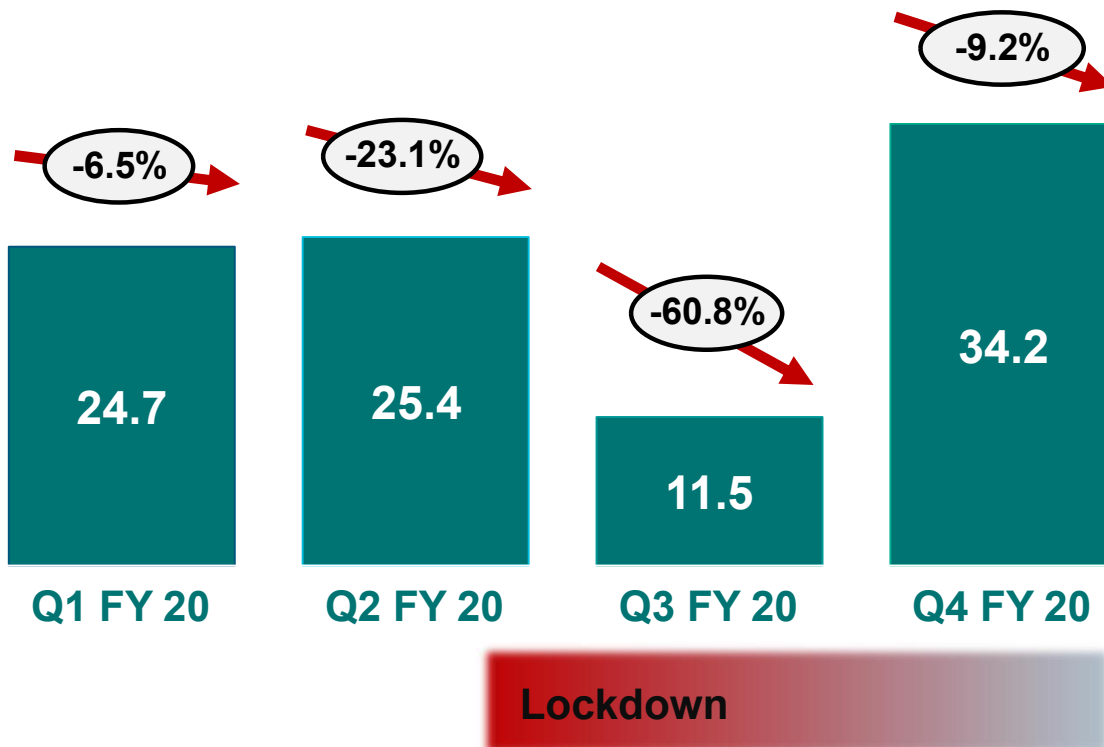





- Positive growth in Q4 FY 20 
- Order Backlog: 123.6 
- Major orders booked 

Revenue *(Continuing Operations without Mechanical Drives business)*

COVID-19 related shutdowns and supply chain disruptions impacting revenue; solid signs of recovery in Q4 FY 20 on high comps

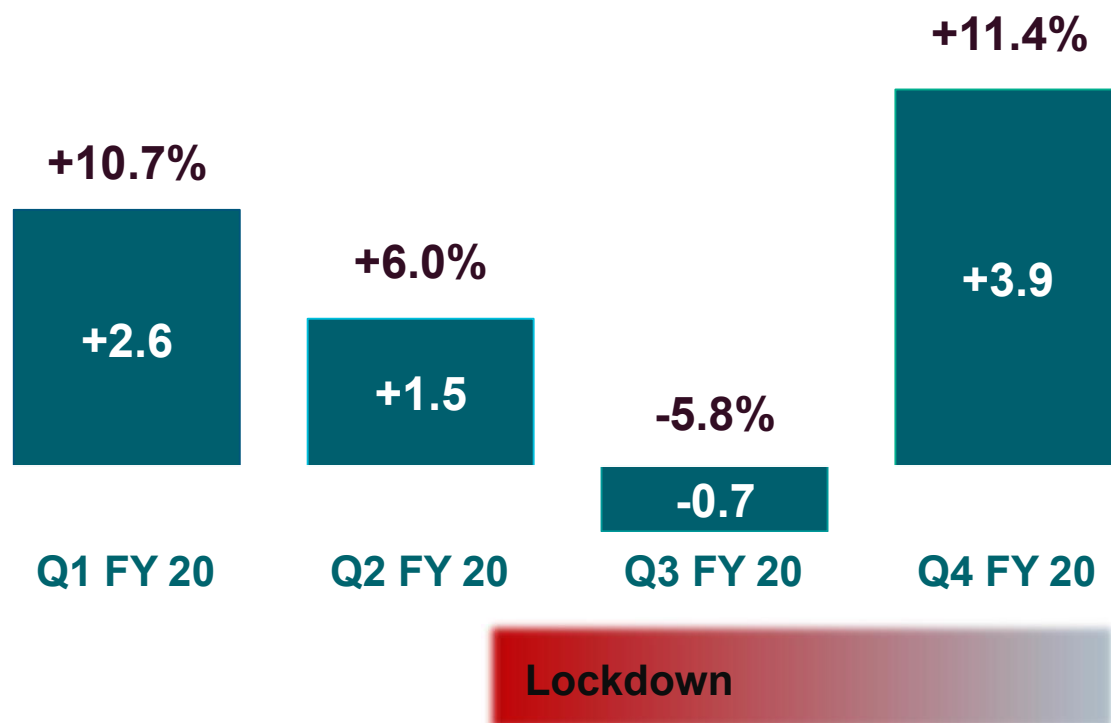
figures in billion INR
% y-o-y development






- Strong order backlog execution 
- Book-to-bill: 1.12 
- Q4 highest revenue in FY 20 

Profit from Operations *(Continuing Operations without Mechanical Drives business)* FY 20 heavily impacted by COVID-19 with strong rebound in Q4

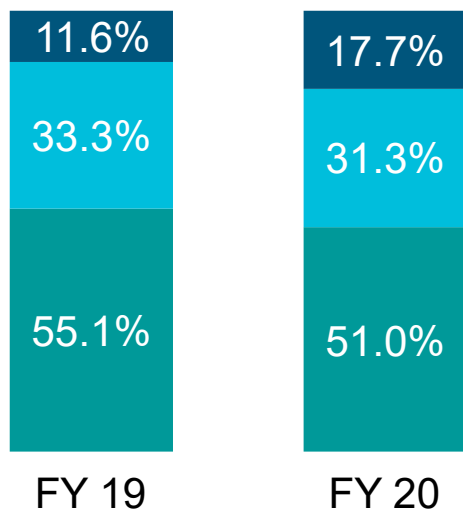
figures in billion INR
 % of revenue



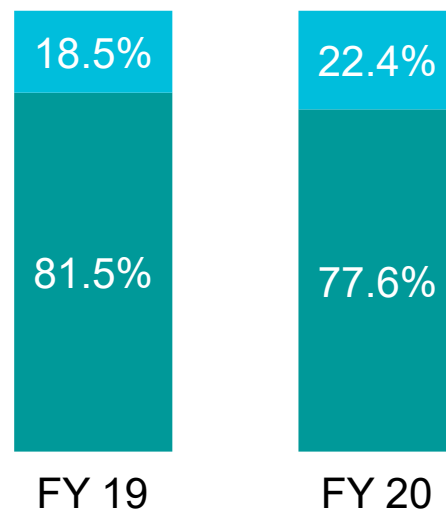
- Recovery driven by favorable mix and sound execution 
- Cost efficient setup across businesses 
- Less impact from shutdowns 

Business portfolio mix *(Continuing Operations without Mechanical Drives business)*

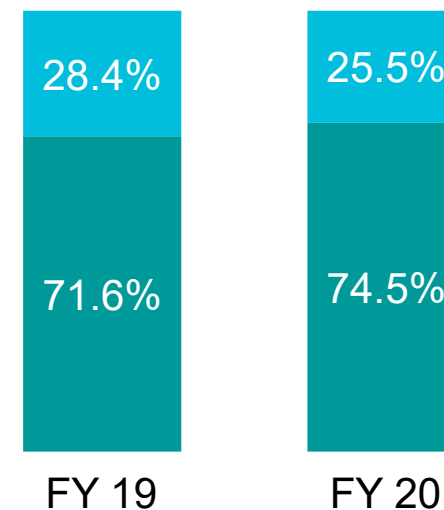
Sales Mix ¹



Export & Domestic ¹



Government & Private ¹



¹ % of Income from operations

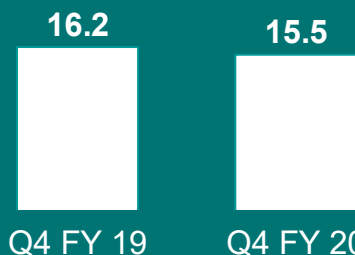
Q4 FY 20 Segmental Performance

figures in billion INR

Energy (SE)

Revenue

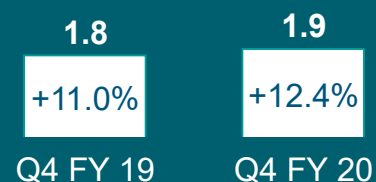
-4.7%



Profit from Operations

(abs. & % of revenue)

+7.6%

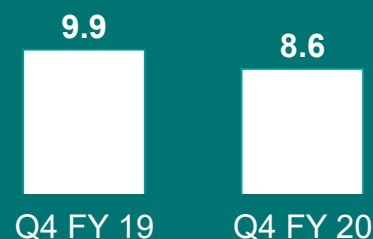


- Strong recovery in September
- Cost-out initiatives
- Sound operational execution

Smart Infrastructure (SI)

Revenue

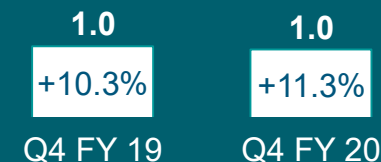
-13.3%



Profit from Operations

(abs. & % of revenue)

-4.7%



- Q4 best quarter for Revenue in FY 20
- Focused cost-out measures, maintained profitability

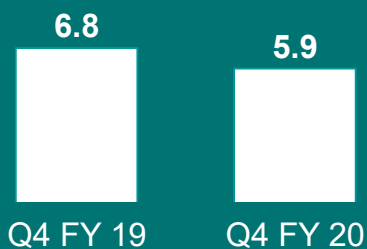
Q4 FY 20 Segmental Performance

figures in billion INR

Digital Industries (DI)

Revenue

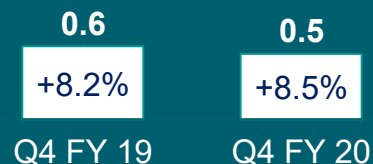
-13.6%



Profit from Operations (abs. & % of revenue)

(abs. & % of revenue)

-11.1%



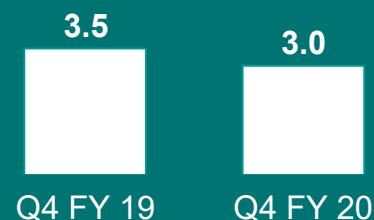
- Challenges in transportation and resource constraints due to partial lockdown

- Stringent cost saving measures (discretionary costs) to maintain profitability

Mobility (MO)

Revenue

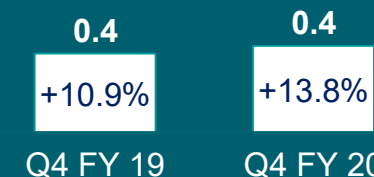
-13.5%



Profit from Operations (abs. & % of revenue)

(abs. & % of revenue)

+9.8%



- Partial lockdown at project sites
- Lower capacity utilization

- Execution of high margin orders
- Cost saving measures

With strong momentum and confidence into FY 21!

Focus areas

- **Drive profitable growth**
- **Operational efficiency**
- **Maintain strong cash conversion**
- **Closing of C&S transaction**



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Outlook

**Siemens
is shaping
the future**

SIEMENS

Technology with purpose



Our priorities for FY 2021

Growth mindset



Focus on strategic emerging growth segments of the economy

Technology with purpose



Expansion of Digitalization and Customer Value co-creation

Lean structure and governance



Execute on competitiveness and cost out programs

Financial strength



Maintain focus on profitable growth and cash conversion

Thank you

