



Siemens Ltd. Q4 FY 2020 | Analyst Call

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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

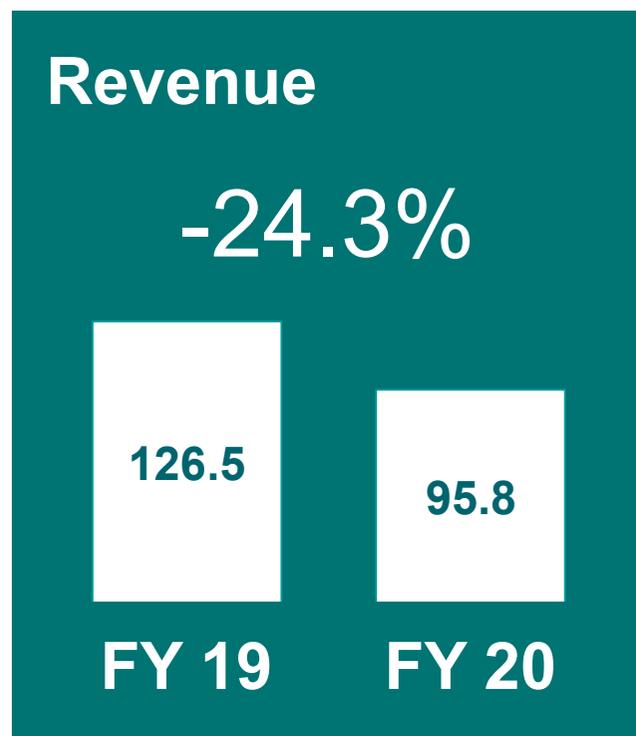
(% of revenue)

+11.4%



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

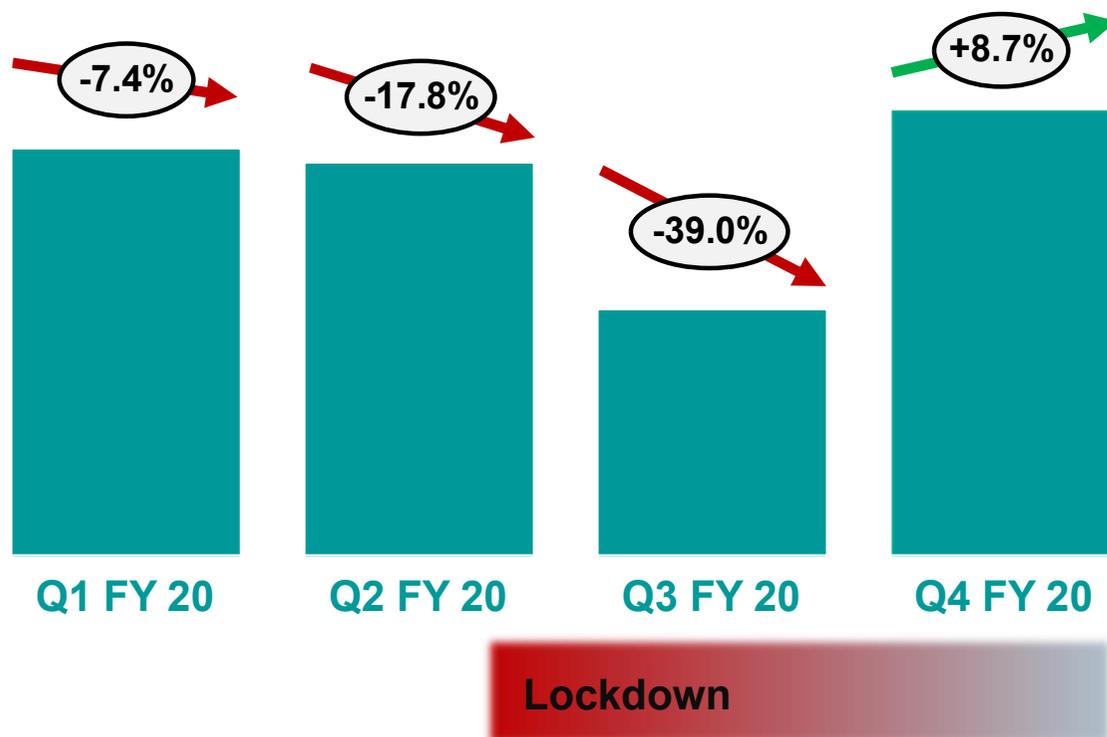
figures in billion INR



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



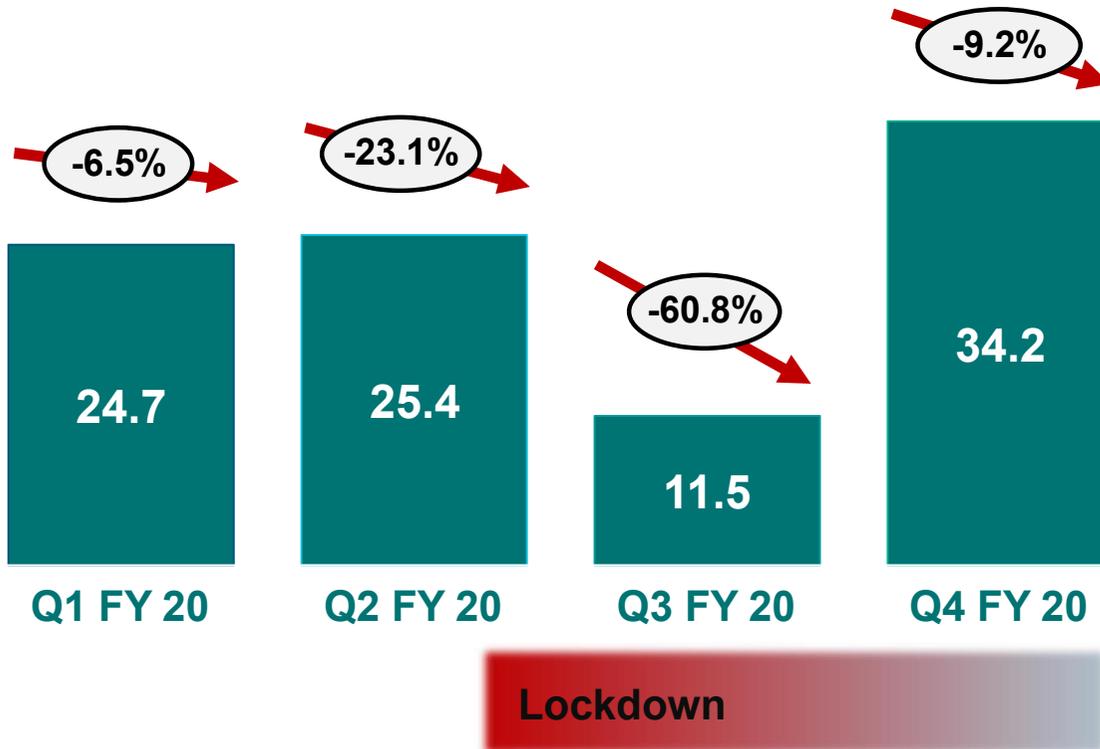
- Positive growth in Q4 FY 20
- Order Backlog: 123.6
- Major orders booked



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

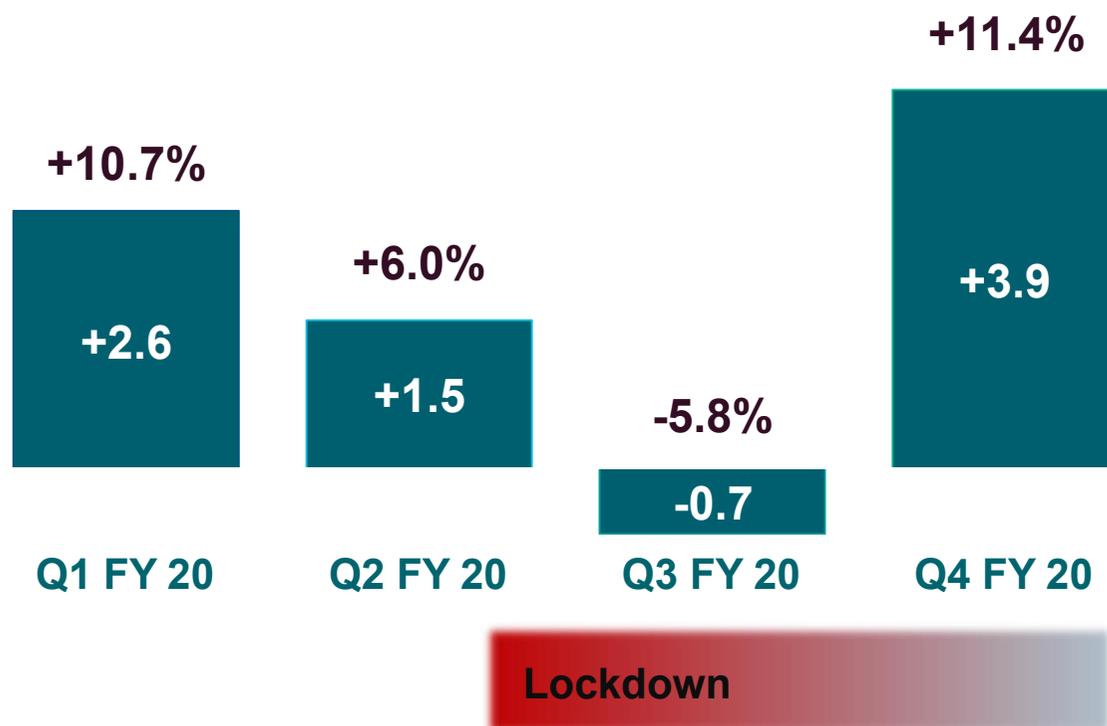
figures in billion INR
% y-o-y development



- 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



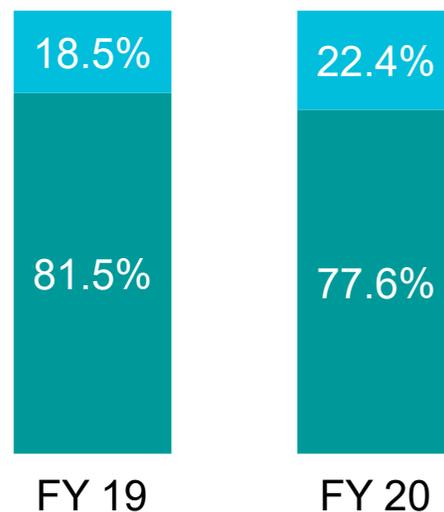
- Recovery driven by favorable mix and sound execution 
- Cost efficient setup across businesses 
- Less impact from shutdowns 

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

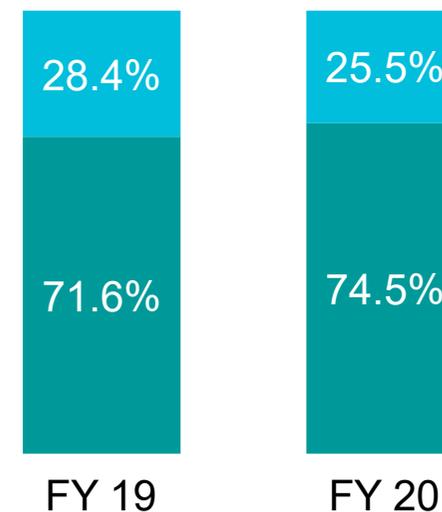
Sales Mix ¹



Export & Domestic ¹



Government & Private ¹



¹ % of Income from operations

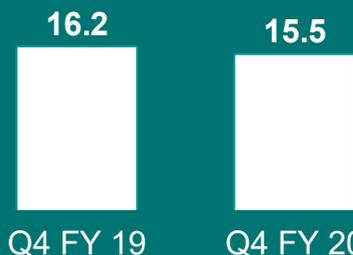
Q4 FY 20 Segmental Performance

figures in billion INR

Energy (SE)

Revenue

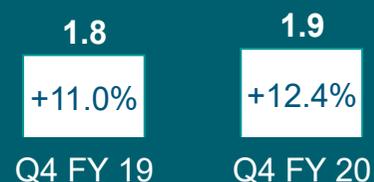
-4.7%



Profit from Operations

(abs. & % of revenue)

+7.6%

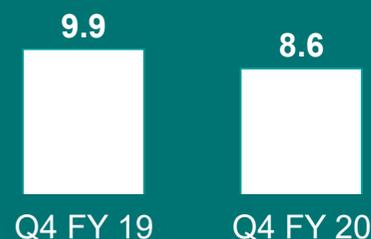


- Strong recovery in September
- Cost-out initiatives
- Sound operational execution

Smart Infrastructure (SI)

Revenue

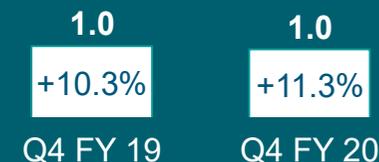
-13.3%



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

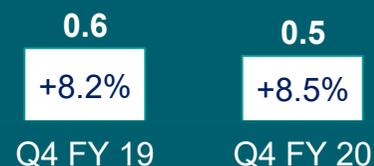
-13.6%



Profit from Operations (abs. & % of revenue)

(abs. & % of revenue)

-11.1%



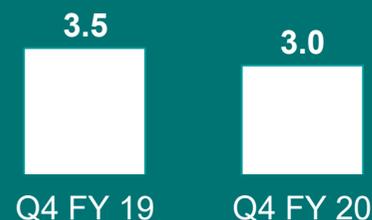
- Challenges in transportation and resource constraints due to partial lockdown

- 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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Business highlights

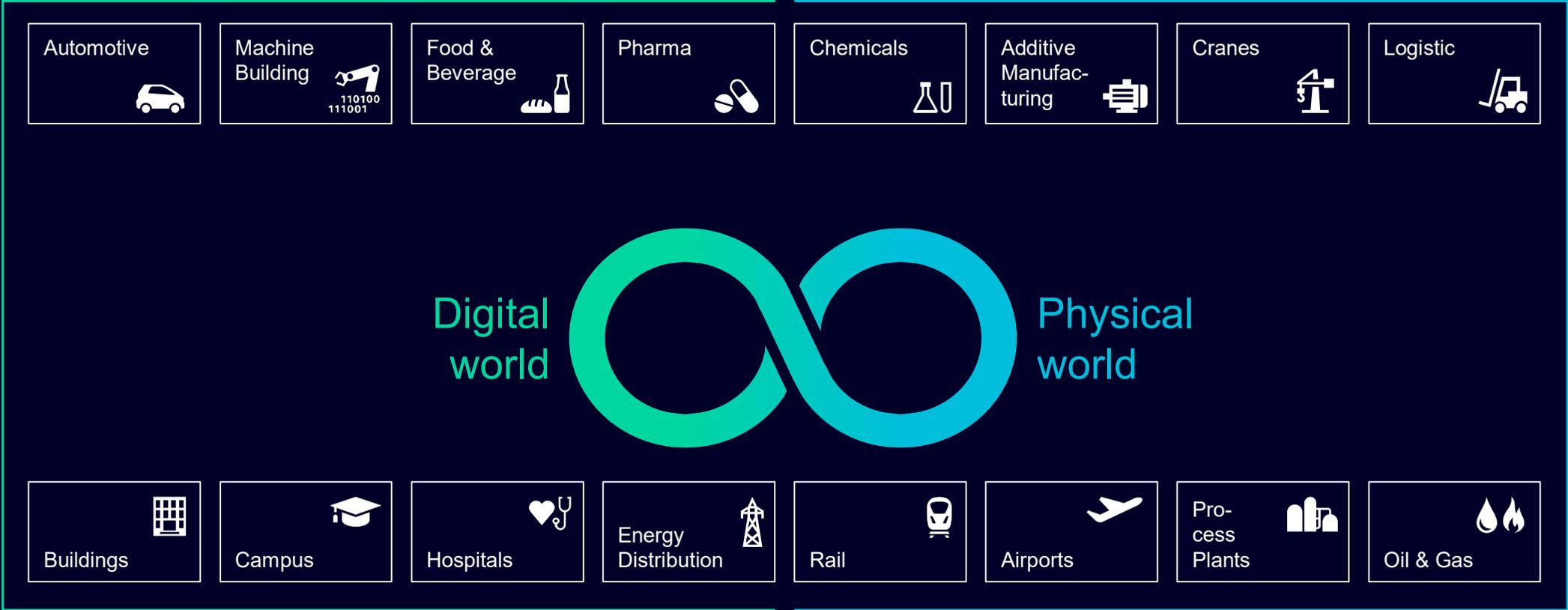
Financial highlights

Outlook

**Siemens
is shaping
the future**

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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

