Analyst and Investor Meet | FY2025

Siemens Energy India Limited

Guilherme Mendonca, MD & CEO
Harish Shekar, ED & CFO

Mumbai | 10.12.2025

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Agenda

SIEMENS energy

1 Introduction

2 About the company

3 Financial Performance

4 Looking Ahead

Digitalization

Make In India

Net Zero by 2070

Demographic Dividend

Urbanization

Viksit Bharat

Energy Security

Aspiration to be a Developed Nation by 2047

Climate commitment

Technology Sovereignty

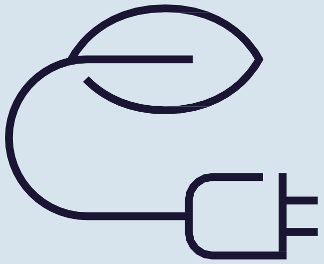
is drastically changing INDIA

While currently…

India's per capita electricity consumption is only one-third of global average

There will be…

~100% increase in India's electricity infrastructure over the next decade



How can we meet the growing demand for electricity while protecting our climate?

This is where
WE
come in

150+ years
in Business

100+ years
in India

1st year
in Stock Exchange

SIEMENS energy

With a Purpose and Mission …

by supporting our customers in transitioning to a more sustainable world, based on our innovative technologies and our ability to turn ideas into reality.

Agenda

1 Introduction

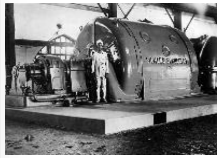
2 About the company

3 Financial Performance

4 Looking Ahead

2

We are serving **India's Energy Sector** for **100+ years**



1910
Turbogenerator[1] at the Tata Iron & Steel power plant

1922
Siemens (India) Limited founded in Calcutta

1950 onwards
Equipment for multiple power plants (hydro and steam)

1957
Switchgear plant near Worli

1987
Steam Turbine Factory at Vadodara

1999
AIS Switchgear factory at Aurangabad

2003
India's longest HVDC line (East – West, >1400km)

2006
Transformer factory at Kalwa,

2009
GIS Switchgear factory at Aurangabad

2011
World's first 1200 kV SF6 circuit breaker

2021
India's first HVDC VSC (TN to Kerala)

2023
1500+ Turbines delivered from Vadodara factory

2025
Demerged and listed on NSE & BSE

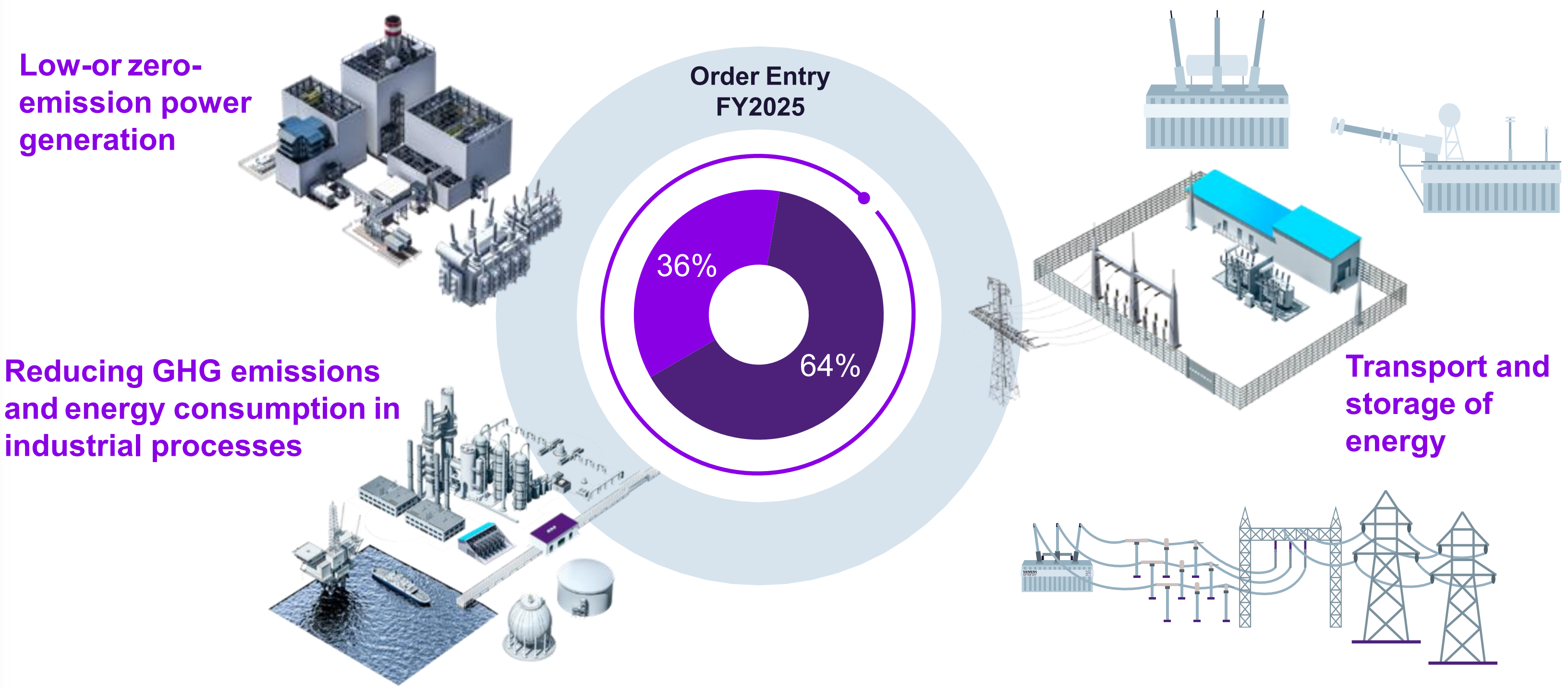
1 | From Siemens-Schuckertwerke (SSW)

2

As a **pureplay Energy company,** we serve customers across the **entire energy value chain**

Power Generation

Power Transmission



Key Verticals Served	Power Utilities	Metal & Cement	O&G Petrochem	Sugar & Ethanol	Pulp & Paper	Data Centres	Railways

2

With **strong fundamentals** we are shaping a more **reliable, affordable** and **sustainable** energy system

Leading Pureplay Energy Company across the energy value chain

Serving the core & growing pillars of the economy: Utilities, Industries, Infrastructure

Large footprint in India with continued investments in new facilities

Resilient business model - diversified customers, export, services

Access to Global Innovation ecosystem and Technology base

₹ 13,100 Cr FY25 Order Entry[1]

₹ 16,200 Cr FY25 Order backlog[2]

₹ 1.2 Lac Cr Market Cap[2]

~4,500 employees[2]

1 | FY 2025 2 | As on 30th Sep 2025

2

Our Generation portfolio

serves customers from Utilities, O&G, Industries and EPCs

Central Power Generation

- Large Gas Turbines (upto 600 MW)
- Services for Large Gas Turbines
- Services for Large Steam Turbines
- Services for Generators
- Control & Digitalization
- Modernization & Upgrades

Distributed Power Generation

- Industrial Gas Turbines (upto 100 MW)
- Industrial Steam Turbines (10 kW to 250 MW)
- Industrial Generators
- Services for Industrial STs and GTs
- Modernization & Upgrades

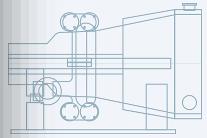
Transformation of Industry

- Electrification and Automation Solutions
- Industrial Heat solutions

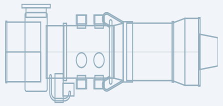
Sustainable Energy Solutions

- PEM Electrolyzers

Built with our technology



~55% of India's Large Steam Turbines[1]



~25% of India's Gas Turbines[2]

1 | Basis utility Coal plant installed base, CEA Sep'25 , includes Siemens designed steam turbines **2 |** Basis Gas plant installed base, CEA Sep'25 3| Distributed relates to Gas turbines <100 MW and Steam turbines <250 MW

2

Our Transmission portfolio

supports a reliable, sustainable and digital grid

Grid Solutions

- Substations- AIS, GIS
- Flexible AC transmission systems (FACTS)
  - SYNCONs
  - STATCOMs
- HVDC VSC

Transformers

- Power Transformers & Reactors (upto 765 kV)
- Traction Transformers (upto 33 kV)

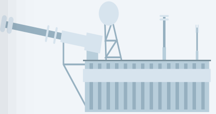
Switchgears

- Air Insulated Switchgears (upto 800 kV)
- Gas Insulated Switchgears (upto 420 kV)
- Bushings, Instrument Transformers and Coils

Grid Services

- Spares for HV and EHV substation
- Modernization & Upgrades
- Maintenance, Installation & Commissioning
- Asset consulting
- Repair, Monitoring & Diagnostics
- Digital Grid

Built with our technology

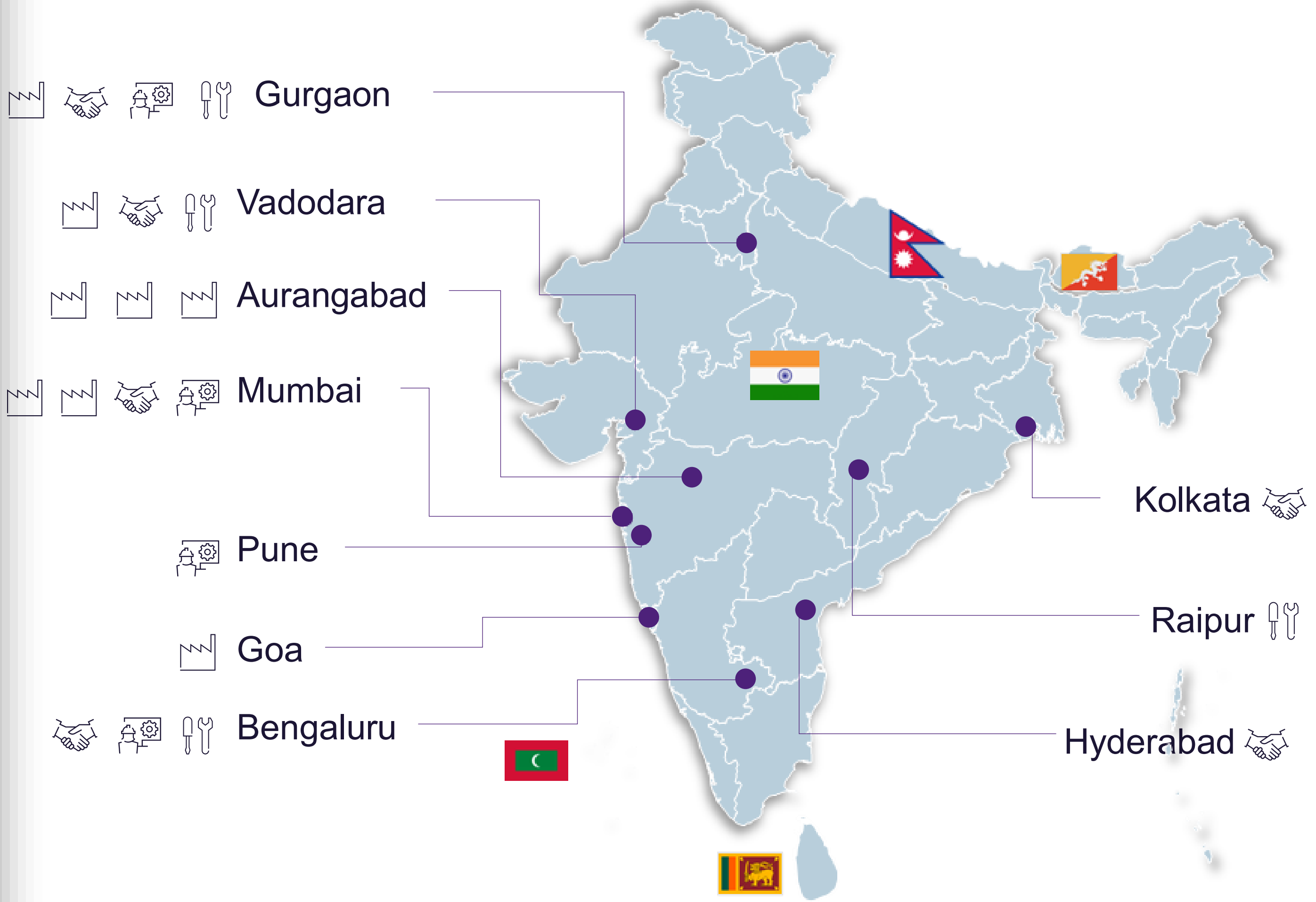


~30% of India's HVDC Capacity[1]

Leader in Grid Stabilization Solutions[2]

1 | including cross-border, commissioned by Siemens **2** | STATCOMs

With a
large footprint
in India,
we are always
close to our customers…



08 Factories	**04** Engineering/R&D Centres
06 Sales Offices	**04** Service Centres

Sales Rights in India, Bhutan, Nepal, Maldives & Sri Lanka

2

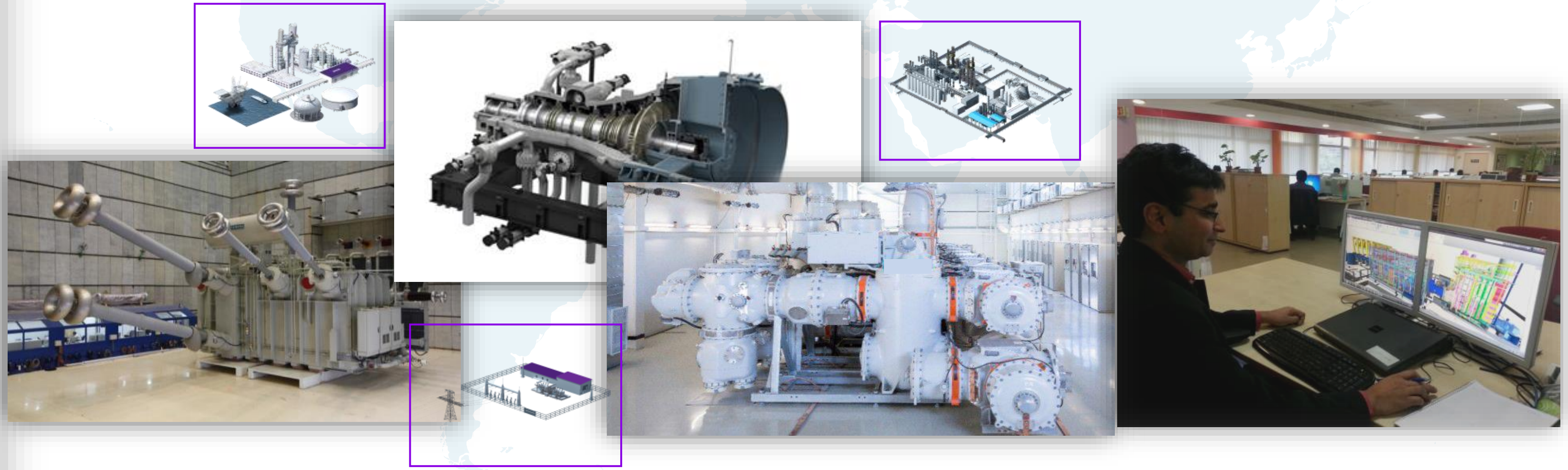
… also,
we have been
Making in India
for the
World

Product Sourcing

- Generation and transmission equipment

Competence Centre

- Engineering
- Research and Development



2

We have **professional** and **experienced** minds steering the company…

Board of Directors

Sunil Dass Mathur
Chairman

Ketan Arvind Dalal
Independent Director

Subodh Kumar Jaiswal
Independent Director

Swati Shivanand Salgaocar
Independent Director

Karl-Heinz Andreas Seibert; Director

Juergen Michael Wagner; Director

Tim Oliver Holt
Director

Guilherme Mendonca
Managing Director & CEO

Harish Shekar
Executive Director & CFO

300+ years of rich industry experience

2

... and a

strong team

delivering

marquee projects

on the ground

Resilient Power Generation

Restoration of a critical power plant for a large metropolitan in record time

Efficient Energy Transmission

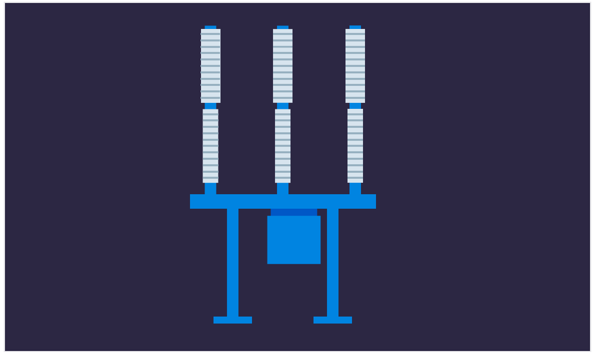
Large order – STATCOM's for grid resilience and stability

Decarbonizing the Industry

1 x 4.35 MW WHR project - first of kind in Ferro Alloy segment

Electrification of Inland waterways

Electrical and automation package for electric propulsion ferries



Sustainable Power Transmission

First SF6 Free Switch-Gear in India - 145 kV circuit breaker from an Indian state power utility

Large Export

Supply of 4x150 MVA, 345 kV Transformer to largest semiconductor facility in USA

With a
deep foundation,
we drive Innovation
as a
key lever for
growth

Access to a **strong global** Innovation ecosystem and IP portfolio

30+ years of local R&D / Engineering capabilities

1500+ heads contributing to global Engineering and R&D

140+ Technology experts deeply connected with Global Expert Community

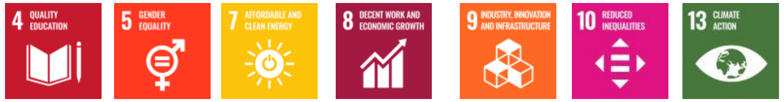
Collaboration with **top universities**

2

We execute our **ESG agenda** driven by our ambition to become a **sustainability leader** in the industry

Committed to…

A Sustainable World	Climate neutral in own operation by 2030, 100% Green electricity for own power consumption, Zero waste to landfill
A thriving work environment	15% Gender diversity, 37 Learning Hours[1], All women production line[2]
Zero harm	Leading safety performance in the industry
Social Responsibility	Energy4Good: focus on access to education, environmental sustainability and sustaining communities



2025:

4.5 $ktCO_2e$[3] Reduction in Scope 1

9 $ktCO_2e$[3] Reduction in Scope 2

15 $MtCO_2e$[3] Customer Avoided Emissions

Zero Waste to Landfill[4]

1 | Per employee per annum **2 |** At Switchgear factory, Aurangabad **3 |** Unaudited Data for FY25 **4 |** in Manufacturing

and,
the
recognitions
for our work,
further strengthens
our
commitment

Gold Award – Quality circle at BALCO

Platinum Award in 7th ICC National OHS Award

Low-Cost Automation - Platinum

Passion for Energy Awards - Project Pratibandh

FGI Industrial Safety & Compliance

Agenda

SIEMENS energy

1
Introduction

2
About the company

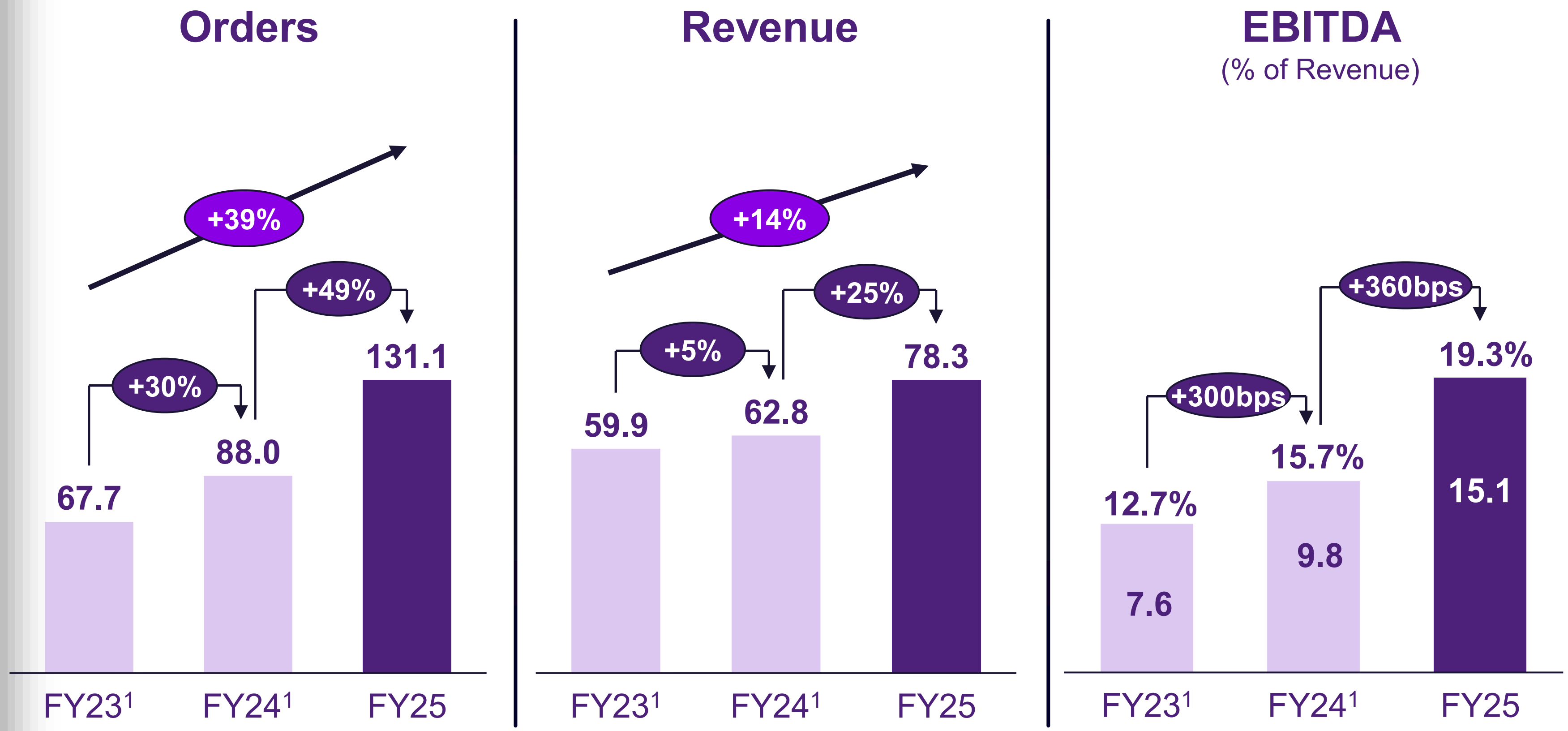
3
Financial Performance

4
Looking Ahead

figures in INR 0.0 Billion

3

We have **consistently delivered strong metrics** over the last 3 years



Order back log

FY23[1] : 77.2 FY24 : 110.5 **FY25 : 162.1**

Book-to-Bill

FY23 : 1.1 FY24 : 1.4 **FY25 : 1.7**

1 | FY23 and FY24 Orders, Revenue, EBITDA, Order back log sourced from Siemens Limited's Analyst meet presentation to make the data comparable

CAGR 2 years

3

SIEMENS energy

Ended the last quarter of FY25, with **strong** Revenue and **sustained** EBITDA margin

Q4 FY2025

Orders[1]
(y-o-y)
+1%

Advancement of orders into Q3 FY2025

Revenue
(y-o-y)
+27%

Healthy order backlog and diligent project execution

EBITDA
(% of Revenue)
-40bps

Higher mix of project business; 150bps one-time impact in Q4 FY24

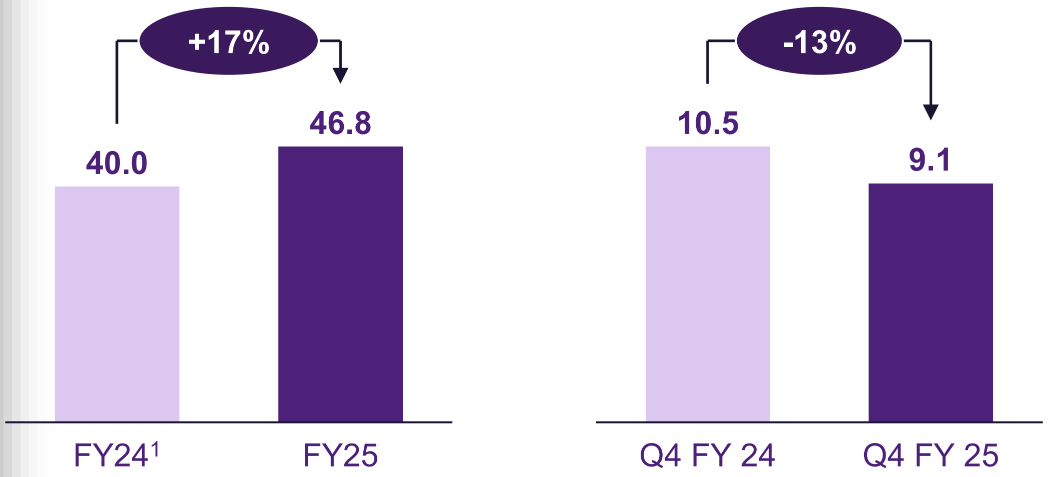
1 | FY24 Orders sourced from Siemens Limited's Analyst meet presentation to make the data comparable

3

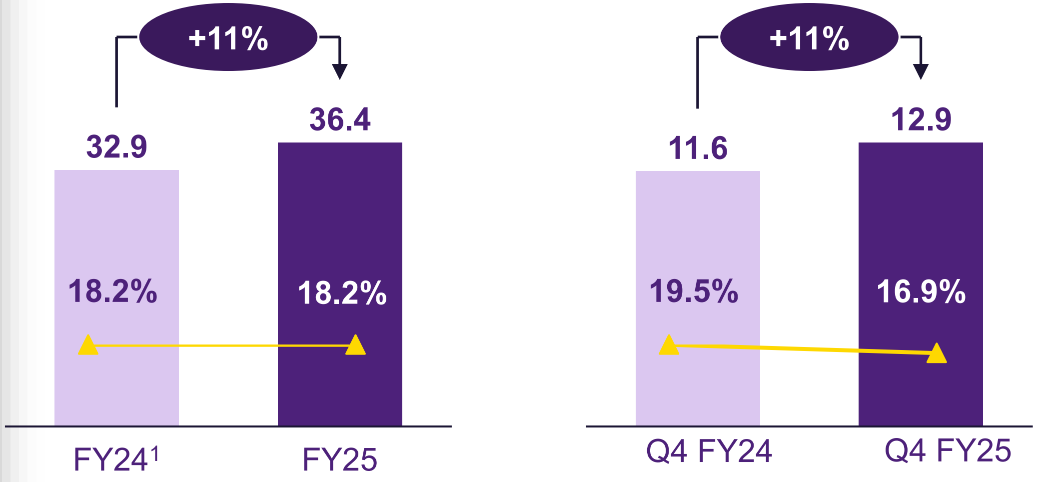
In FY25 for **Power Generation,** we had a **double-digit topline growth** with sustained profitability

figures in INR 0.0 Billion

New Orders



Revenue



Q4 FY2025

- Advancement of a large Gas service order in Q3 FY25
- Revenue growth supported by order backlog execution
- Higher profitability in Q4 FY24 (280bps) on account of one-time impact

1 | Comparable numbers based on management accounts

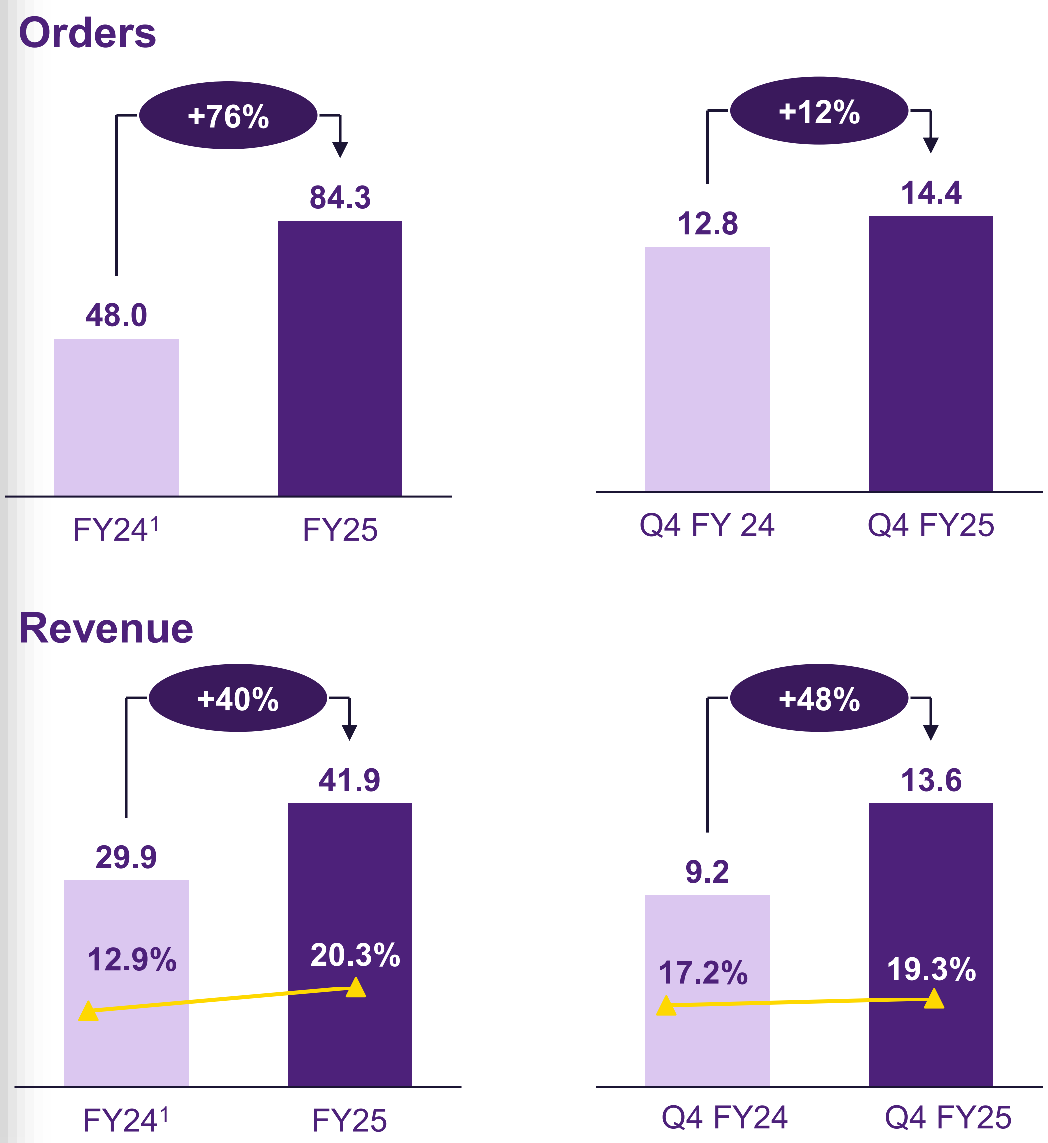
xx.x% EBITDA % of Revenue

3

In FY25 for **Power Transmission** New orders **favorably impacted** by sector tailwind and revenue driven by healthy order execution

SIEMENS energy

figures in INR 0.0 Billion



Q4 FY2025

- Order growth in Switchgears and Transformers
- Solid Revenue growth driven by robust and efficient project execution
- EBITDA growth driven by increased volume, favorable export mix, partly offset by higher project business mix

1 | Comparable numbers based on management accounts

xx.x% EBITDA % of Revenue

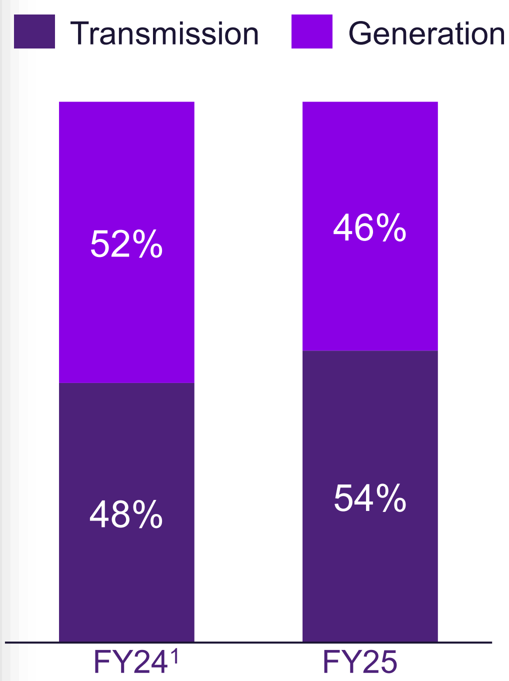
3

% of revenue

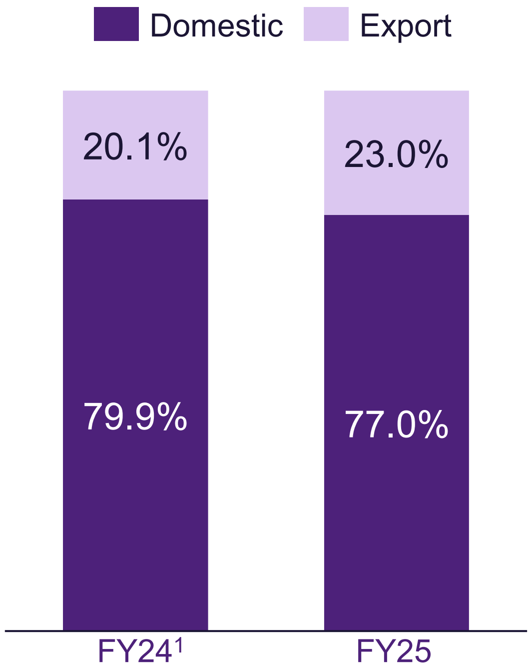
In FY25
Revenue mix is well
diversified

Y-o-Y comparison

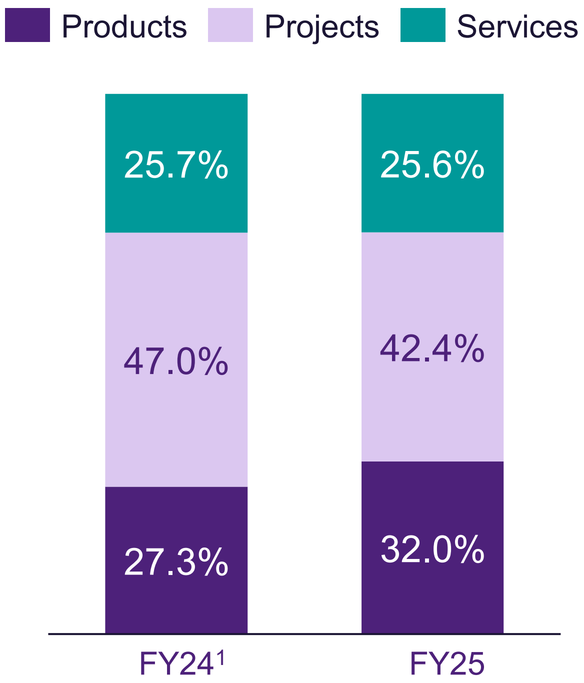
Segment Mix



Geographic Mix



Business Mix



1 | Comparable numbers based on management accounts

Agenda

1 Introduction

2 About the company

3 Financial Performance

4 Looking Ahead

India's growth, is fueling a major long-lasting electrification cycle

4

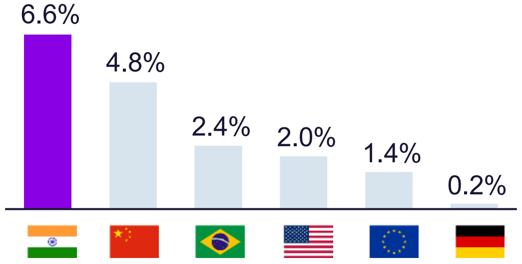
SIEMENS energy

India Aspirations

- Developed Nation by 2047
- Self-reliant, energy independent
- Global manufacturing hub
- Technology sovereignty
- Net zero by 2070

Fastest growing large economy

% GDP growth (2025)[1]



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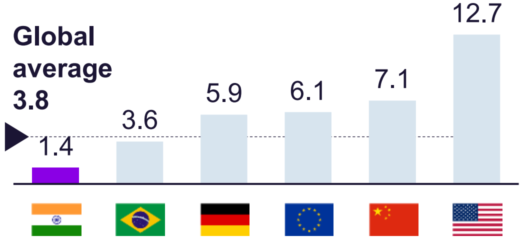
India Advantages

- Political stability
- Stable macroeconomics
- Structural reforms and policies
- Demographic bonus
- Competitive energy cost

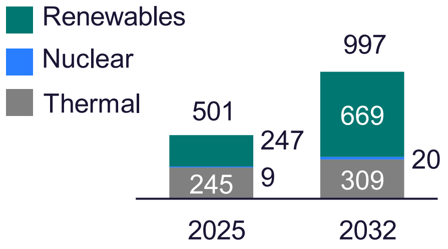
Large headroom for electrification growth

Per capita demand, 2024 (MWh p.a.)[2]

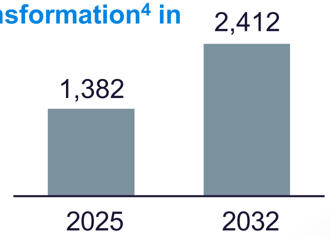


Growth in Indian Power Sector

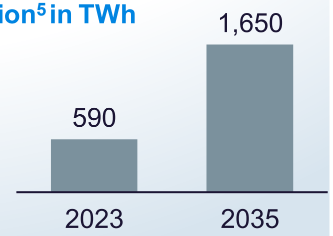
Power generation[3] in GW



Power transformation[4] in GVA



Industry electricity consumption[5] in TWh



1 | IMF WEO (Oct 2025) **2** | Ember Global Electricity Review (Apr 2025) **3** | CEA installed capacity data (Sep 2025); projection 2032 – National Electricity Plan (NEP) Vol. II (Oct 2024) **4** | CEA Transmission Capacity Growth Report (Sep 2025); projection 2032 NEP Vol. II (Oct 2024) **5** | Omniscience Capital Research (Jun 2025)

4

With Electrification, Industrialization & Digitalization in India,

we operate in a growing market

Key Drivers

Generation **2x** - 997 GW from 501 GW by 2032	**Transmission** **2x** - 2412 GVA from 1337 GVA by 2032	**Renewable** **>600 GW** by 2032 with 60% Solar
Oil & Gas Investments, New exploration (OALP)	**Green Hydrogen Mission** 5 MMTPA by 2032[1]	**Nuclear Energy Mission** 100 GW by 2047
National Manufacturing Mission 25% of GDP by 2035	**PLI Scheme** INR 1.97 Tn earmarked for sunrise sectors	**RDI Scheme** INR 10 Bn for Sunrise Sectors
Industry Expansion, Decarbonization	**Maritime** Growth, Green	**Data Centres** ~8 GW by 2030, $30 bn investment

Opportunities for Siemens Energy

Generation
- Upkeep of existing fleet
- Modernization & Upgrades
- Flexibilization
- Nuclear Power

Transmission
- Products, Substations
- HVDC VSC
- Grid Stabilization
- Grid Services & Digitalization

Industries
- Captive Power
- Energy Efficiency Solutions
- Electrification and Automation
- Power to X, Electrolysers for GH2

Data Centre
- Reliable Power
- O&M

Maritime
- Propulsion & Power
- Electrification
- Automation

1| Revised from 2030 2| Source: National Electricity Plan (NEP) 2024 | National Green Hydrogen Mission | Union Budget FY26 | Nuclear Energy Mission | Jefferies | GH2 – Green Hydrogen | RDI – Research, Development and Innovation

With this tailwind, we continue to **build the transforming energy World**

1

Partner for India's growth

2

Expand India as the Global Hub

3

Evolve portfolio for the sustainable future

4

We continue to **Invest Strategically** to cater to our **customer’s needs**

Kalwa (Navi Mumbai)

Expansion of Power Transformer factory

Aurangabad

Expansion of high voltage Switchgear factory

Raipur

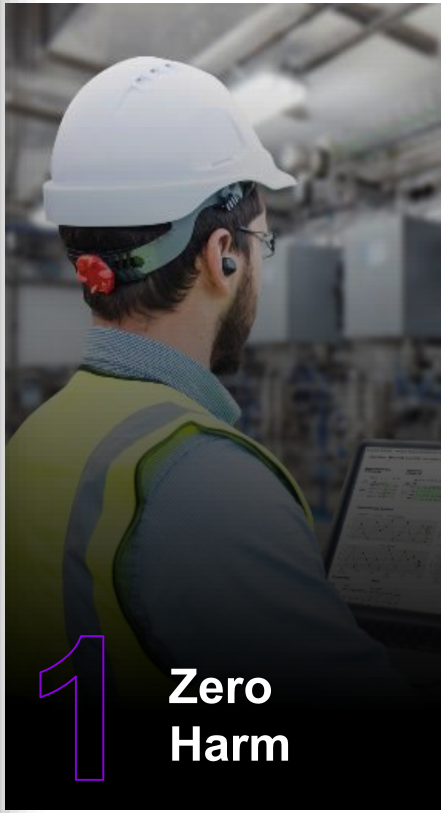
New Service Centre for Steam Turbines

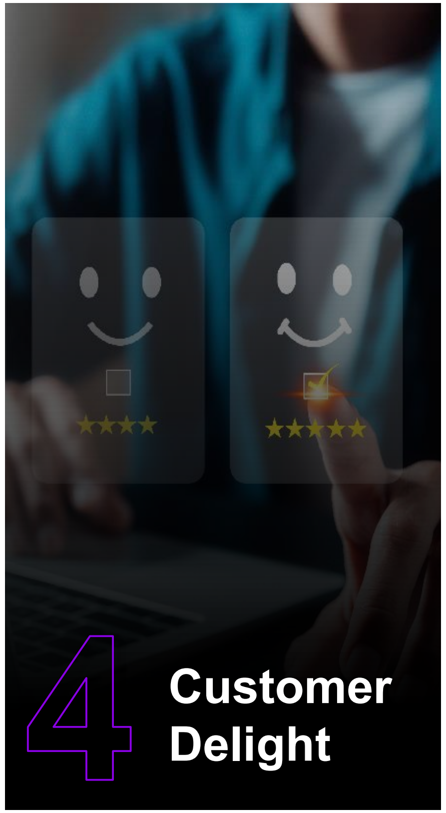
Bengaluru

New Global Engineering Centre

4

And,
we continue to
create
Value for You






We are #TeamPurple #WeEnergiseSociety


Q & A