

Key figures as of June 30, 2021

July 23, 2021

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Schindler

Encouraging growth for the first half of 2021

- Markets recovering at varying speeds
- COVID-relaxing measures challenged by new variants
- Foreign currency headwinds persisted; accelerating cost inflation
- Solid performance supported by continued weak prior-year comparison
- Revenue and operating results broadly reached pre-pandemic levels of 2019
- Top Speed 23 program ramping up; expenses starting to arise in the second half of the year
- Corporate Responsibility Report 2020 launched, stepping up climate action, and introducing additional sustainability goals

Corporate Responsibility



Corporate Responsibility Report 2020 – highlights

Eco-friendly modernization

Our latest modernization solution, **Schindler InTruss**, enables the upgrading of escalators and moving walks without the need to change the supporting structure (the truss). This means existing escalators and moving walks can be fitted with the latest energy-efficient technology, providing lower energy consumption and better passenger comfort and safety.

→ See page 23

We are disclosing sector-specific SASB metrics for the first time.

→ See page 48

Safe installations

Our robotic system **Schindler R.I.S.E** – the world's first self-climbing, autonomous robotic system able to conduct installation work in an elevator shaft – is now operational, making elevator installations in tall buildings faster, more accurate, and safer for our employees.

→ See website



Simplifying building traffic planning

Schindler played a decisive role within ISO in setting the first modern global standard for the planning and selecting of elevators in buildings. Our simulation-based methodology has been recognized by the global norm ISO 8100-32:2020, confirming our leading role in reliable traffic planning.

→ See website

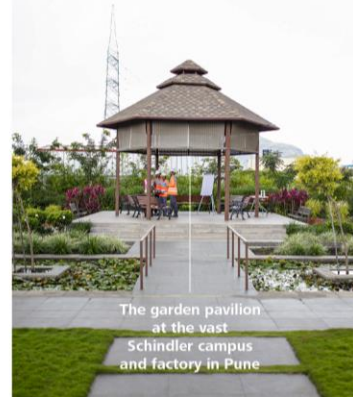


Boosting hygiene

We brought to market our **eight Schindler CleanMobility** solutions to support mobility in a post-crisis world marked by a heightened focus on hygiene. This new range includes touchless, sanitization, and physical distancing innovations that boost hygiene and safety in elevators, on escalators, and on moving walks.

→ See website

All our major Indian sites are certified by the **Indian Green Building Council**

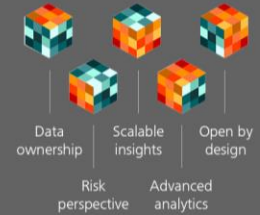


The garden pavilion at the vast Schindler campus and factory in Pune

A holistic data solution for green buildings

BuildingMinds, our Berlin-based start-up, launched its platform providing advanced analytics and easy-to-use dashboards to define net-zero strategies in the real estate sector.

→ See page 24



100%

of Schindler employees completed at least one Code of Conduct training.

→ See page 38



We joined the UN Global Compact and are committed to its 10 universal principles

→ See website



Carbon Disclosure Project Rating 2020

A-

We support



Schindler is among the top 4% in our industry (2019: Silver rating)

People moved each day on digitally connected units:


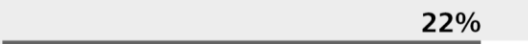

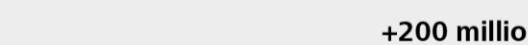
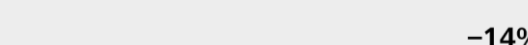
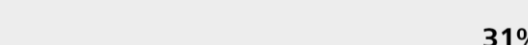
200 million

→ See page 23

Corporate Responsibility roadmap

Good progress, but still a way to go in some areas

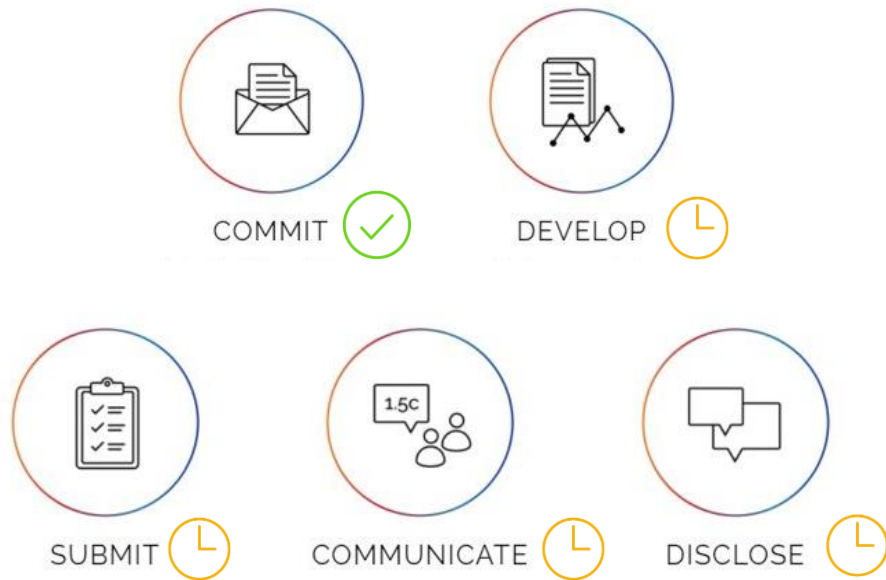
Priorities and goals 2018–2022

Priorities	Goals	Achievements by end of 2020
Enhance safety	Reduce the number of employee incidents and injuries expressed as Total Case Rate (TCR) by 20% compared to 2017.	 Goal: -20% Goal surpassed
Attract diverse talents	Increase the number of women in the succession planning for leadership roles to 25% and promote an inclusive work culture.	 Goal: 25% 88% of goal reached
Create value in communities	Develop our vocational education programs to support communities.	 4 000 students in over 40 countries
Pioneer smart urban mobility	Increase the number of passengers using Schindler's digitally connected elevators and escalators to over half a billion people per day.	 Goal: +500 million 40% of goal reached
Lower vehicle fleet emissions	Reduce CO ₂ intensity of our global vehicle fleet by 25% compared to 2017 (t CO ₂ e/CHF million).	 Goal: -25% 56% of goal reached
Increase sustainability in the supply chain	Perform independent sustainability assessments of suppliers representing 75% of our manufacturing purchases.	 Goal: 75% 41% of goal reached

Driving the Corporate Responsibility agenda

To be continued in 2021 and beyond

Committed to science-based targets



Committed to continuously improve reporting



- Alignment with upcoming regulations and best practices
- SASB
- Adaption of TCFD recommendations

New targets added to current roadmap



No waste to landfill
by 2023



100%
renewable electricity
by 2025

Top Speed 23 program and half year results



Macro-environment impacting our industry

Our response: accelerating future readiness

Challenges

Contracting segments
in strategic markets

Pricing pressure

Changing competitor
landscape

Commodity price inflation

Adverse currency impacts

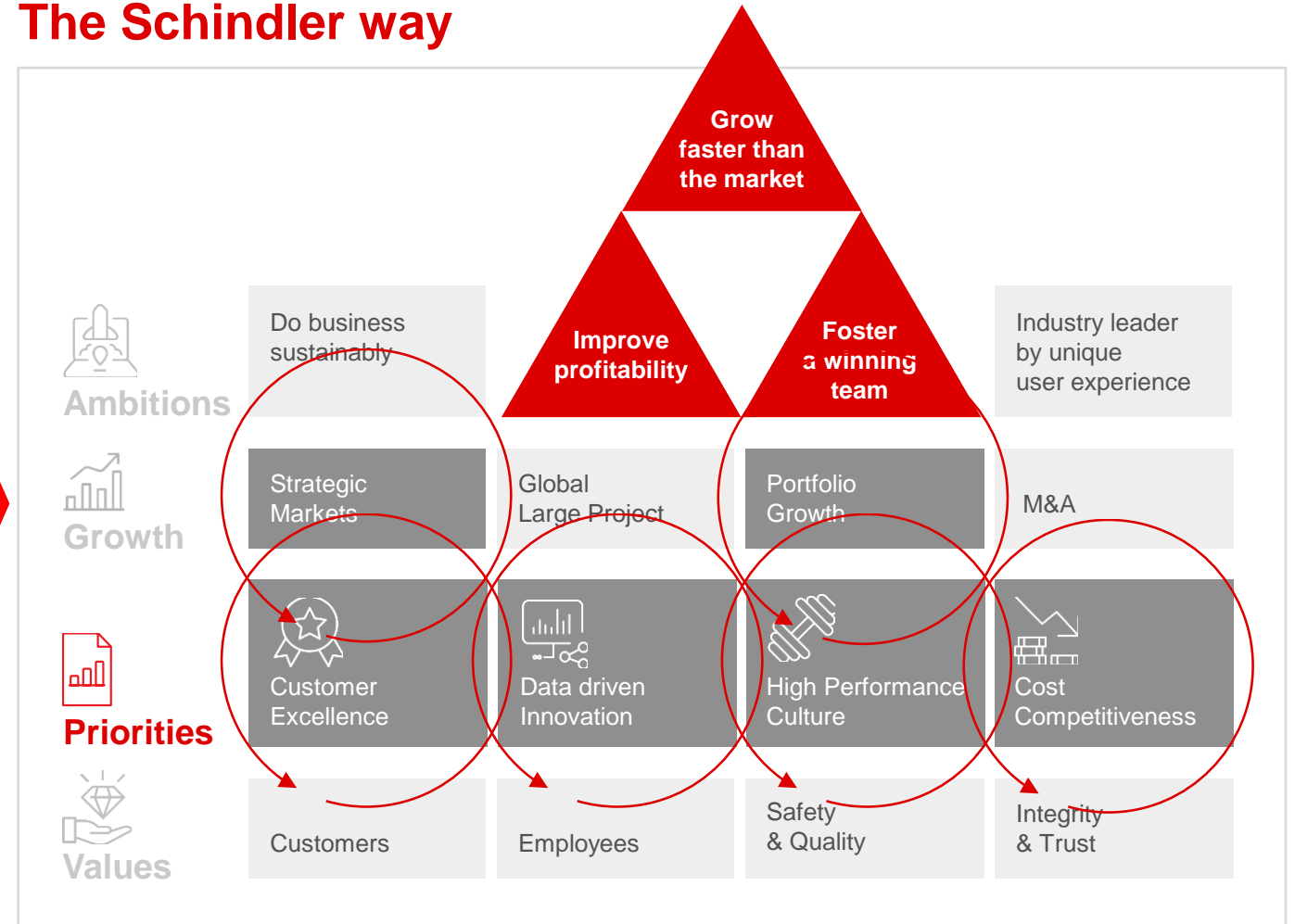
Profitability gaps

Speed and scope of
digitization

Top Speed 23 program

expenses of up to
CHF 270 million
by the end of 2023













The Schindler way



Top Speed 23 program structure

Focus on key competitiveness levers

Key initiative

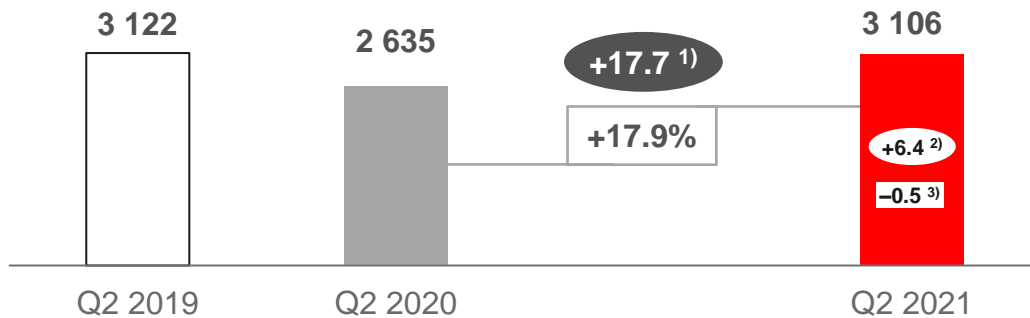
Key initiative		% of expenses	Impact as of (year)
New installations growth	Accelerate penetration in selected strategic markets	 5 – 10%	
Portfolio growth/investments in mass connectivity	Upgrade units across global maintenance portfolio with digital service platform	 40 – 50%	
Sustainable modernization solutions	Enhance competitiveness in growing MOD markets	 10 – 20%	
Digital Twin (elevators and escalators)	Digitize the full value chain	 10 – 20%	
Product innovation for selected markets/segments	Optimize coverage in strategic markets	 10 – 20%	
Procurement excellence	Optimize economies of scale with enhanced procurement	 < 5%	

Order intake development

Still slightly below 2019 levels

Second quarter

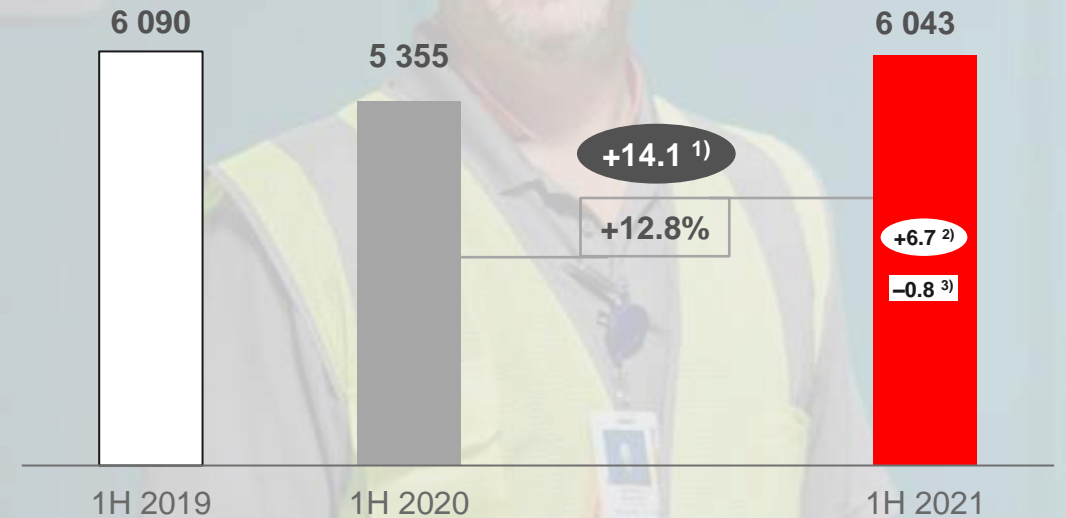
in CHF million



- 1) Growth in local currencies, in %
- 2) Growth in local currencies vs. 2019, in %
- 3) Growth vs. 2019, in %

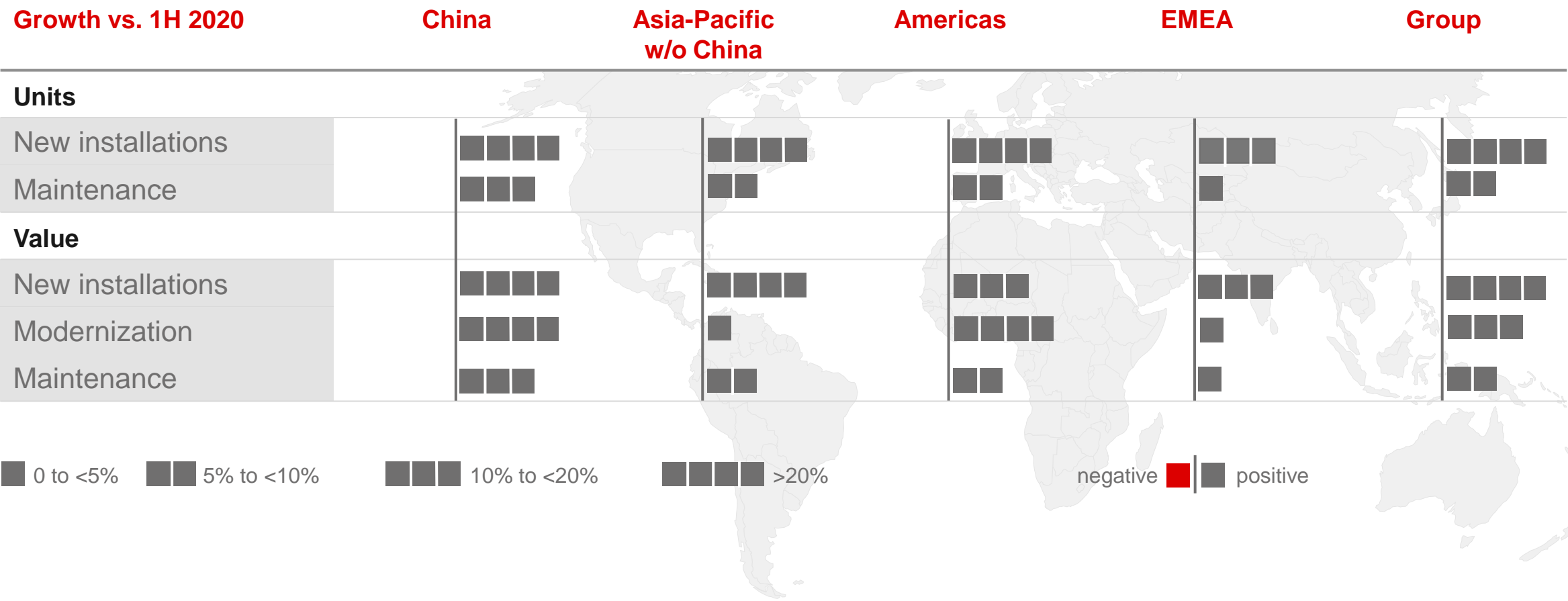
Half-year

in CHF million



Order intake growth by region and product line

Growth across the board, MOD recovered in second quarter

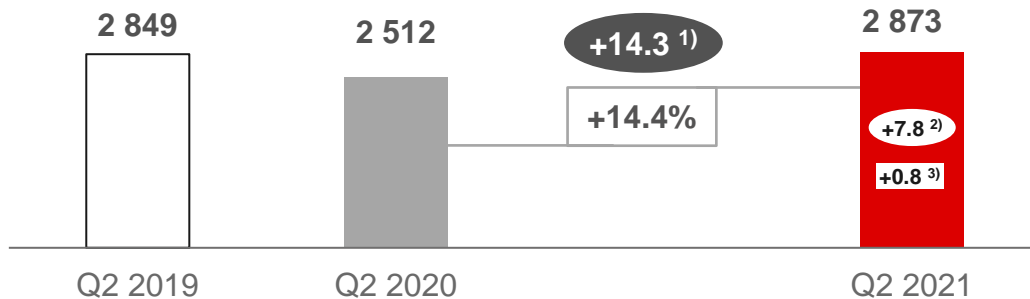


Revenue development

Supported by weak
prior-year comparison

Second quarter

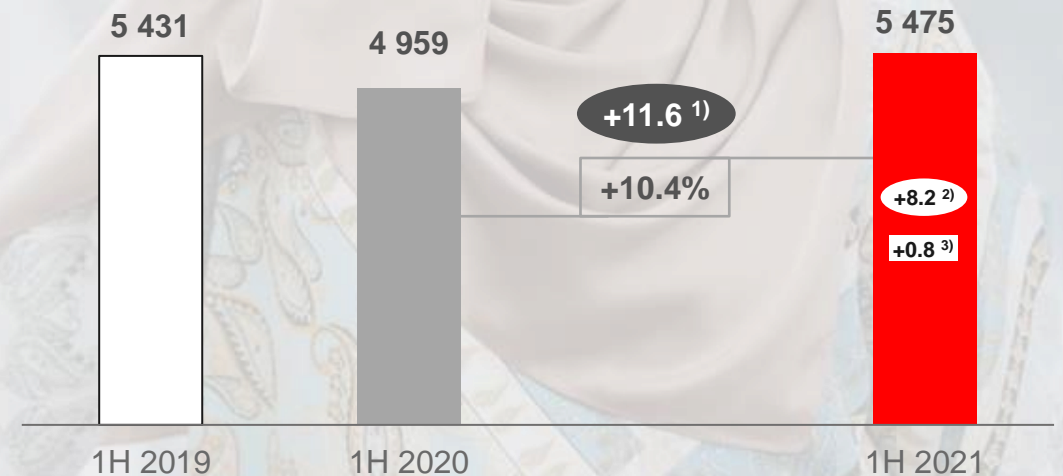
in CHF million



- 1) Growth in local currencies, in %
- 2) Growth in local currencies vs. 2019, in %
- 3) Growth vs. 2019, in %

Half-year

in CHF million

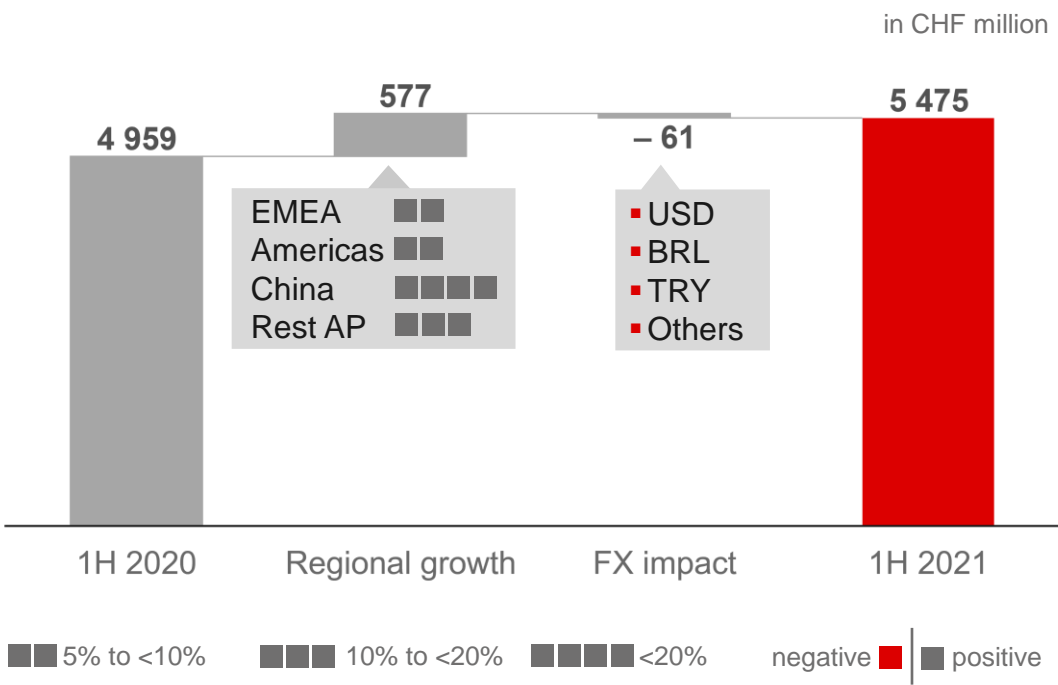


Revenue development

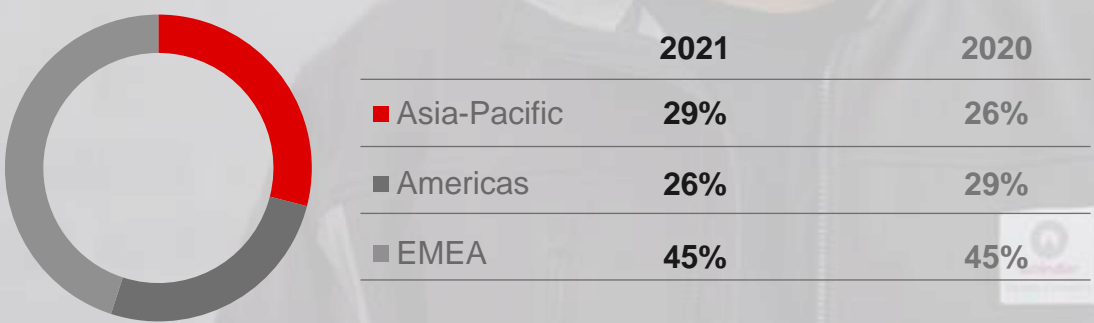
All regions and product lines up

Half-year

Revenue bridge



Revenue by region



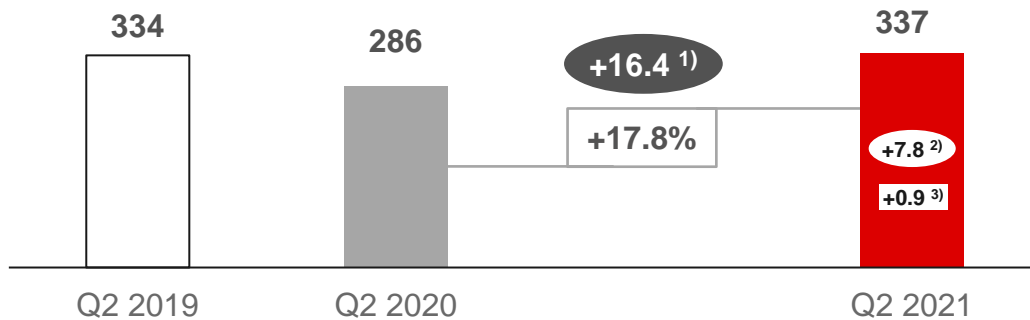
Operating profit development

Supported by topline growth,
and operational measures

Second quarter

EBIT adjusted

in CHF million



Margin	11.7%	11.4%	11.7%
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1) Growth in local currencies, in %

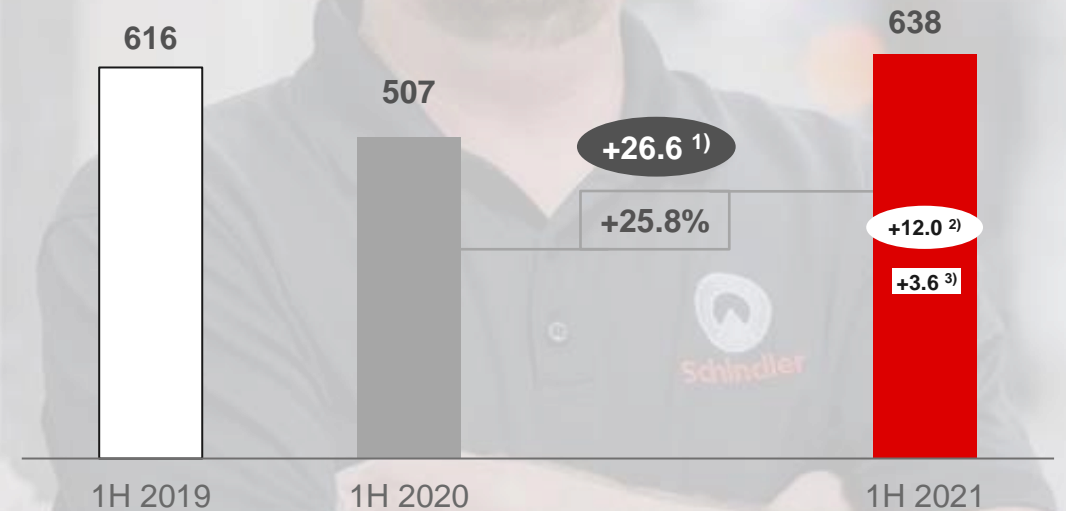
2) Growth in local currencies vs. 2019, in %

3) Growth vs. 2019, in %

Half-year

EBIT adjusted

in CHF million



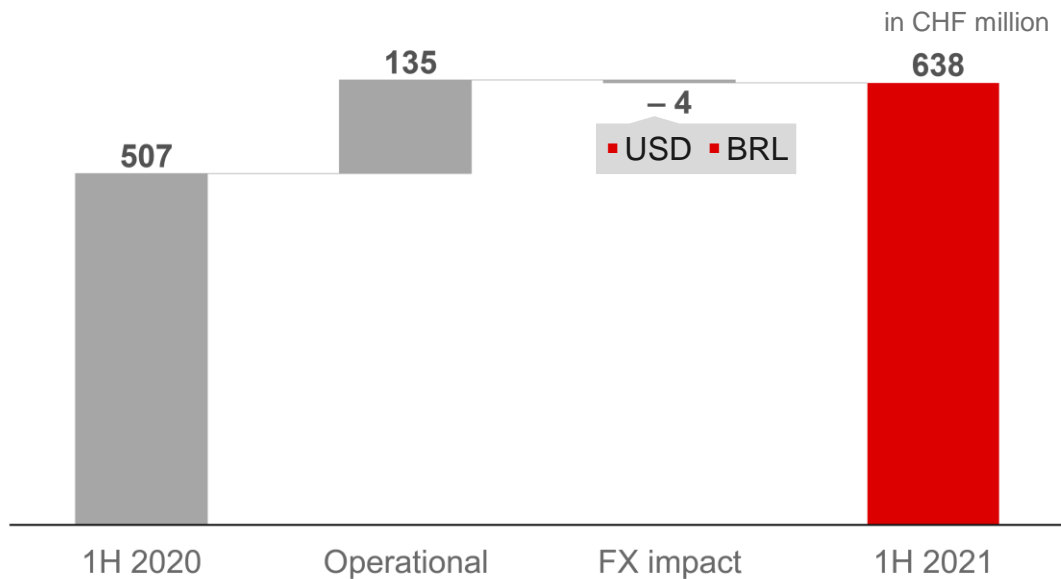
Margin	11.3%	10.2%	11.7%
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Operating profit development

Operational measures yielding results

Half-year

EBIT adjusted bridge



Operational result drivers

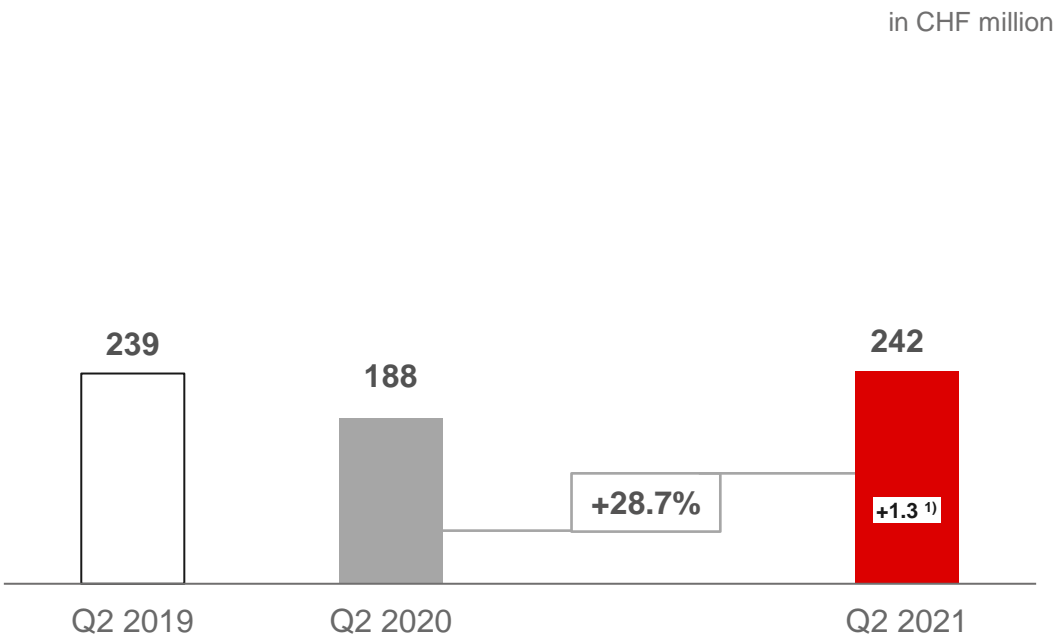
- (+) Operating leverage
- (+) Modularity and COP *)
- (+) Lower OPEX due to COVID/operational measures
- (-) Pricing/backlog margin pressure
- (-) Cost inflation and strategic investments

*) Cost Optimization Program

Net profit development

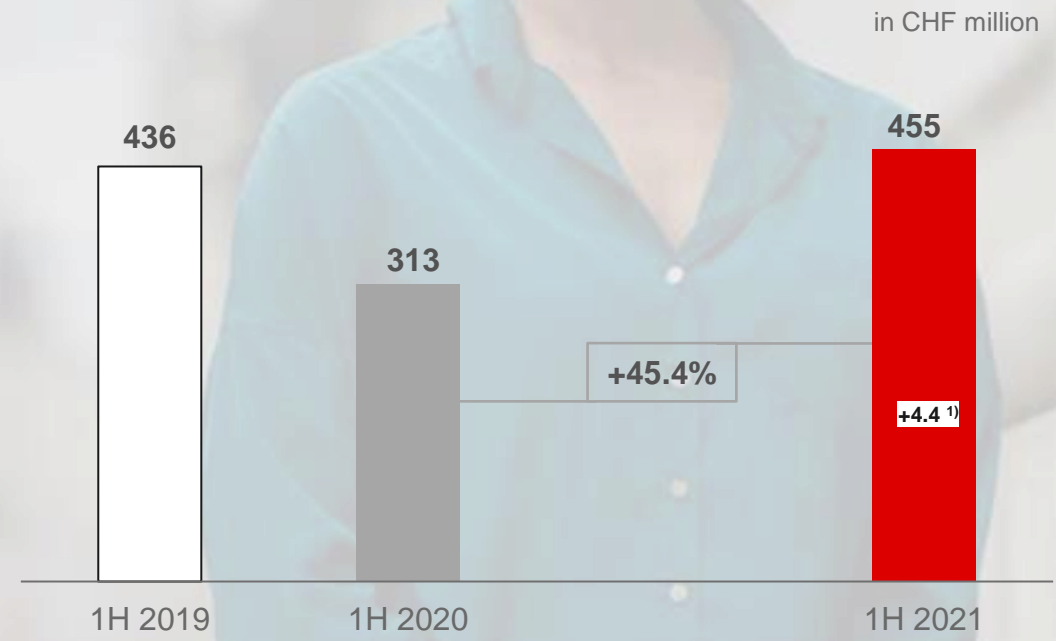
Back to pre-pandemic levels

Second quarter



1) Growth vs. 2019, in %

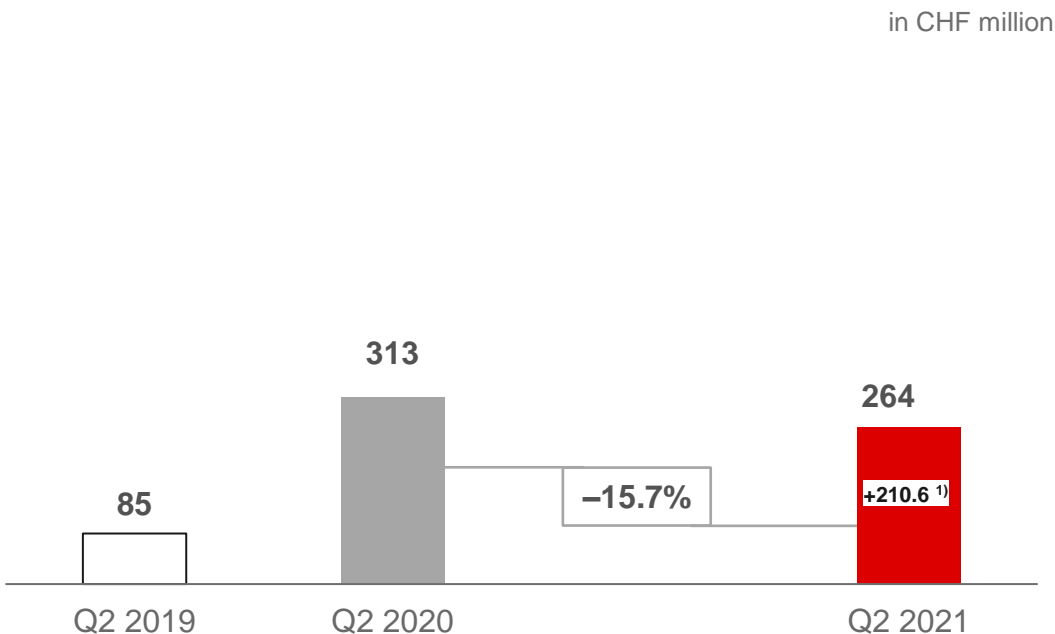
Half-year



Cash flow development

Driven by further improved net working capital

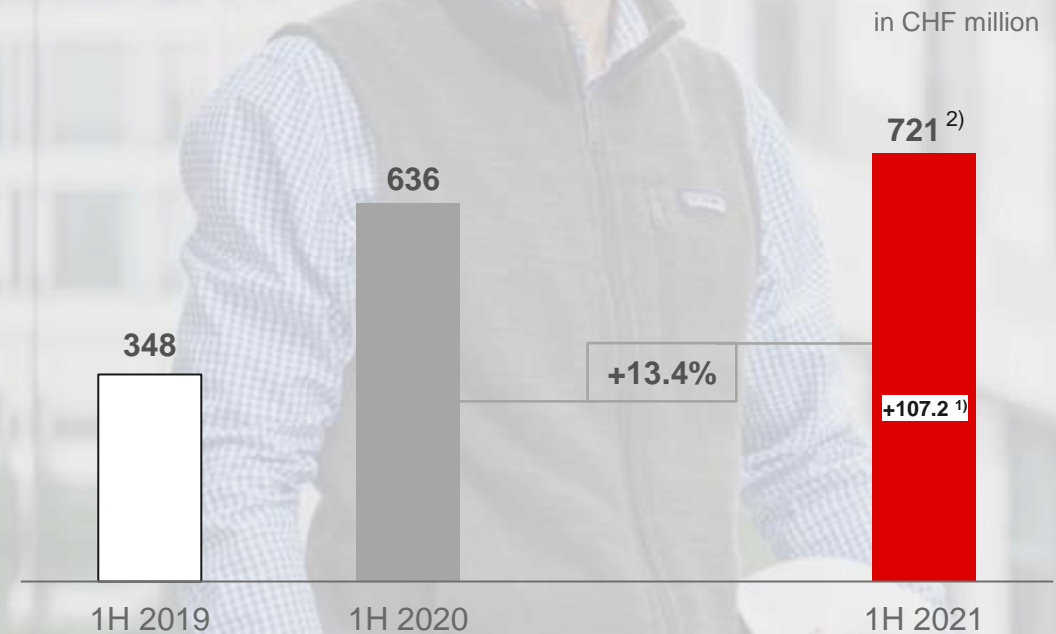
Second quarter



Cash flow from operating activities

1) Growth vs. 2019, in %

Half-year



2) 2019: before settlement of pension obligations (CHF –157 million) CHF 505 million

Outlook



Outlook 2021

As of July 23, 2021

Business environment

- Markets recovering at varying speeds
- Swiss franc remains strong
- Increasing commodity and freight cost inflation → Schindler is increasing prices across all product lines and geographies to compensate for higher cost base
- Global shortage of electronic components and delays on construction sites
- Long-term growth drivers remain intact

Schindler outlook for 2021

- Revenue growth between 4% to 7% in local currencies, excluding any other unforeseeable events
- Net profit expected to reach between CHF 840 million and CHF 900 million



Financial calendar

	2021	2022
Publication of key figures as of March 31		April
Publication of Interim Report as of June 30		July
Publication of key figures as of September 30	October 21	October
Annual results 2021		February
Ordinary General Meeting Schindler Holding Ltd		March 22

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Additional charts



Key figures as of June 30, 2021

April to June 2021/2020

In CHF million	Q2 2021	Q2 2020	△ %	△% in LC
Order intake	3 106	2 635	17.9	17.7
Revenue	2 873	2 512	14.4	14.3
Operating profit (EBIT)	319	255	25.1	23.5
in %	11.1	10.2		
Operating profit (EBIT), adjusted	337 ¹⁾	286 ²⁾	17.8	16.4
in %	11.7	11.4		
Financing and investing activities	−11	−9		
Profit before taxes	308	246	25.2	
Income taxes	66	58		
Net profit	242	188	28.7	
Earnings per share and participation certification in CHF	2.12	1.65	28.5	
Cash flow from operating activities	264	313	−15.7	

¹⁾ Adjusted for Top Speed 23 costs (CHF 4 million), restructuring costs (CHF 7 million) and expenses for BuildingMinds (CHF 7 million)

²⁾ Adjusted for restructuring costs (CHF 26 million) and expenses for BuildingMinds (CHF 5 million)

Key figures as of June 30, 2021

April to June 2021/2019

In CHF million	Q2 2021	Q2 2019	△ %	△% in LC
Order intake	3 106	3 122	−0.5	6.4
Revenue	2 873	2 849	0.8	7.8
Operating profit (EBIT)	319	322	−0.9	6.2
in %	11.1	11.3		
Operating profit (EBIT), adjusted	337 ¹⁾	334 ²⁾	0.9	7.8
in %	11.7	11.7		
Financing and investing activities	−11	−17		
Profit before taxes	308	305	1.0	
Income taxes	66	66		
Net profit	242	239	1.3	
Earnings per share and participation certification in CHF	2.12	2.08	1.9	
Cash flow from operating activities	264	85	210.6	

¹⁾ Adjusted for Top Speed 23 costs (CHF 4 million), restructuring costs (CHF 7 million) and expenses for BuildingMinds (CHF 7 million)

²⁾ Adjusted for restructuring costs (CHF 7 million) and expenses for BuildingMinds (CHF 5 million)

Key figures as of June 30, 2021

January to June 2021/2020

In CHF million	1H 2021	1H 2020	△ %	△% in LC
Order intake	6 043	5 355	12.8	14.1
Revenue	5 475	4 959	10.4	11.6
Operating profit (EBIT)	607	421	44.2	45.1
in %	11.1	8.5		
Operating profit (EBIT), adjusted	638 ¹⁾	507 ²⁾	25.8	26.6
in %	11.7	10.2		
Financing and investing activities	–24	–11		
Profit before taxes	583	410	42.2	
Income taxes	128	97		
Net profit	455	313	45.4	
Earnings per share and participation certification in CHF	4.00	2.73	46.5	
Cash flow from operating activities	721	636	13.4	

¹⁾ Adjusted for Top Speed 23 costs (CHF 4 million), restructuring costs (CHF 15 million) and expenses for BuildingMinds (CHF 12 million)

²⁾ Adjusted for restructuring costs (CHF 77 million) and expenses for BuildingMinds (CHF 9 million)

Key figures as of June 30, 2021

January to June 2021/2019

In CHF million	1H 2021	1H 2019	△ %	△% in LC
Order intake	6 043	6 090	−0.8	6.7
Revenue	5 475	5 431	0.8	8.2
Operating profit (EBIT)	607	596	1.8	10.4
in %	11.1	11.0		
Operating profit (EBIT), adjusted	638 ¹⁾	616 ²⁾	3.6	12.0
in %	11.7	11.3		
Financing and investing activities	−24	−32		
Profit before taxes	583	564	3.4	
Income taxes	128	128		
Net profit	455	436	4.4	
Earnings per share and participation certification in CHF	4.00	3.79	5.5	
Cash flow from operating activities	721	348 ³⁾	107.2	

¹⁾ Adjusted for Top Speed 23 costs (CHF 4 million), restructuring costs (CHF 15 million) and expenses for BuildingMinds (CHF 12 million)

²⁾ Adjusted for restructuring costs (CHF 11 million) and expenses for BuildingMinds (CHF 9 million)

³⁾ Before settlement of pension obligations (CHF −157 million) CHF 505 million

Quarterly overview

Key figures

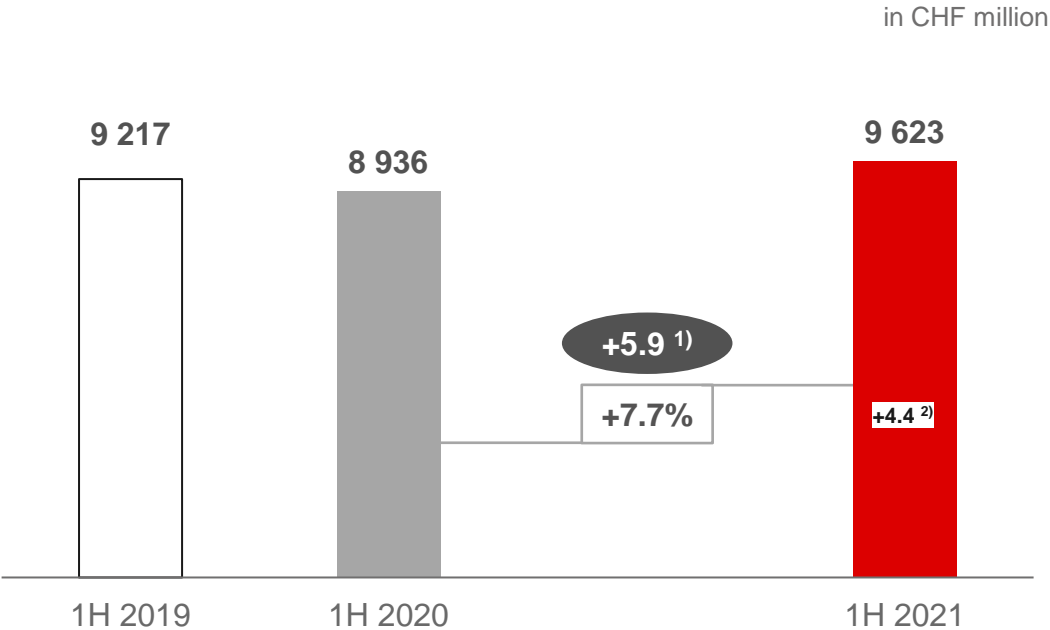
In CHF million		2021				2020
	Q2	Q1	Q4	Q3	Q2	Q1
Order intake	3 106	2 937	2 951	2 712	2 635	2 720
Revenue	2 873	2 602	2 927	2 754	2 512	2 447
Operating profit (EBIT)	319	288	298	313	255	166
in %	11.1	11.1	10.2	11.4	10.2	6.8
Operating profit (EBIT), adjusted	337	301	341	337	286	221
in %	11.7	11.6	11.7	12.2	11.4	9.0
Financing and investing activities	−11	−13	−21	−7	−9	−2
Profit before taxes	308	275	277	306	246	164
Income taxes	66	62	51	71	58	39
Net profit	242	213	226	235	188	125
Cash flow from operating activities	264	457	626	319	313	323

Balance sheet

In CHF million	30.6.2021	in %	31.12.2020	in %	30.6.2020	in %
Cash and cash equivalents	2 425	20.8	2 483	22.8	2 163	20.8
Other current assets	5 470	47.0	4 892	45.0	4 627	44.4
Total current assets	7 895	67.8	7 375	67.8	6 790	65.2
Non-current assets	3 741	32.2	3 502	32.2	3 627	34.8
Total assets	11 636	100.0	10 877	100.0	10 417	100.0
Current liabilities	5 892	50.6	5 365	49.3	5 229	50.2
Non-current liabilities	1 451	12.5	1 506	13.9	1 591	15.3
Total liabilities	7 343	63.1	6 871	63.2	6 820	65.5
Equity	4 293	36.9	4 006	36.8	3 597	34.5
Total liabilities and equity	11 636	100.0	10 877	100.0	10 417	100.0
Net working capital	-1 077		-967		-656	
Net liquidity	2 728		2 669		1 897	

Order backlog

Further improved, margin pressure persisted



1) Growth in local currencies, in %
2) Growth vs. 2019, in %

