

Key figures as of September 30, 2021

October 21, 2021

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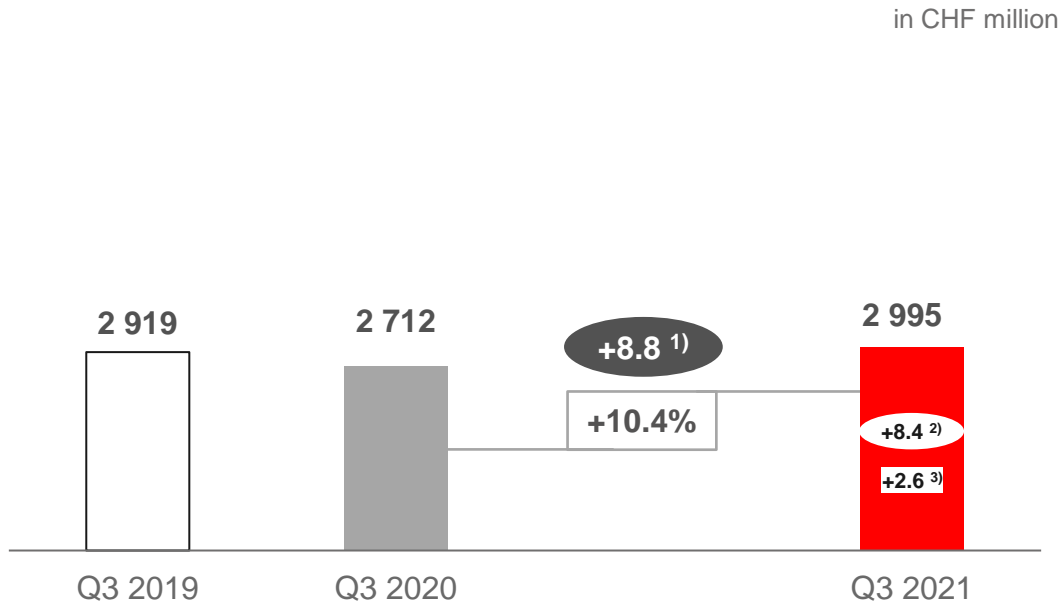
Fast-changing environment

- Markets recovering at various speed
- COVID-19 related restrictions affected recovery in Asia-Pacific and Latin America
- Tougher prior-year comparison in the third quarter
- Revenue development and operating results impacted by global supply chain issues and material and freight cost inflation
- Year-to-date results back to 2019 pre-pandemic levels

Order intake development

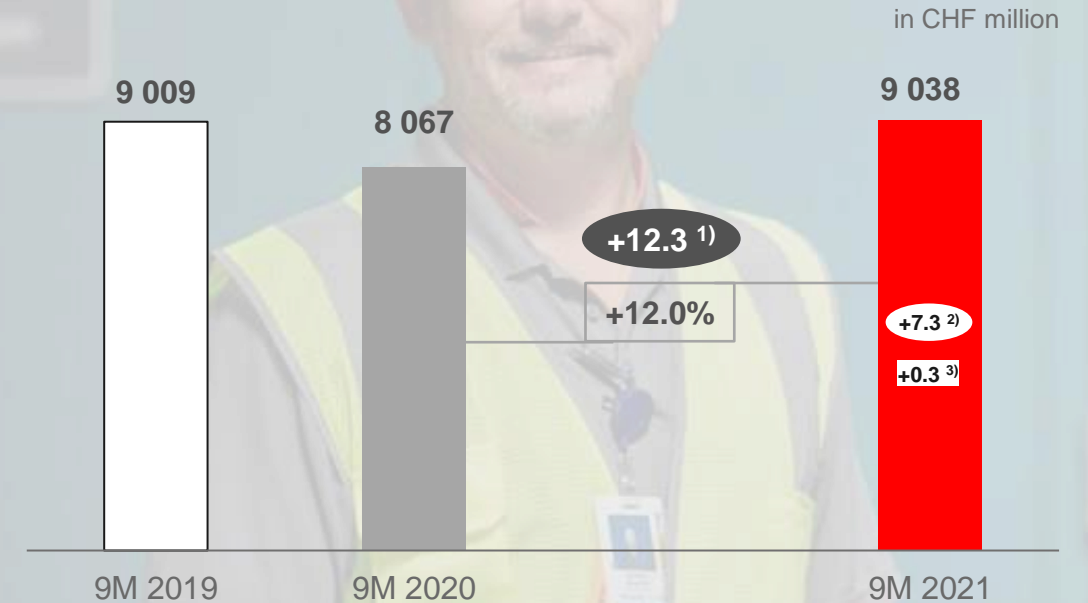
Back at 2019 level

Q3 2021



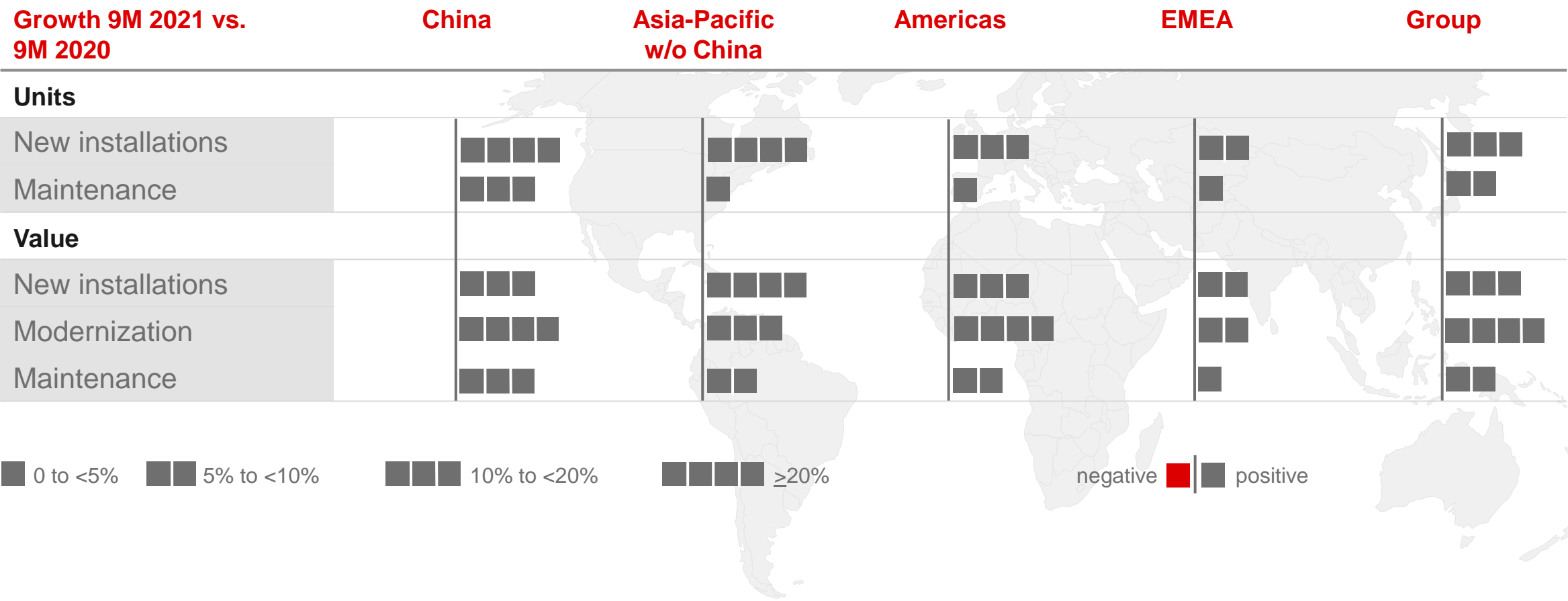
- 1) Growth in local currencies, in %
- 2) Growth in local currencies vs. 2019, in %
- 3) Growth vs. 2019, in %

9M 2021



Order intake growth by region and product line

Growth across all regions and product lines

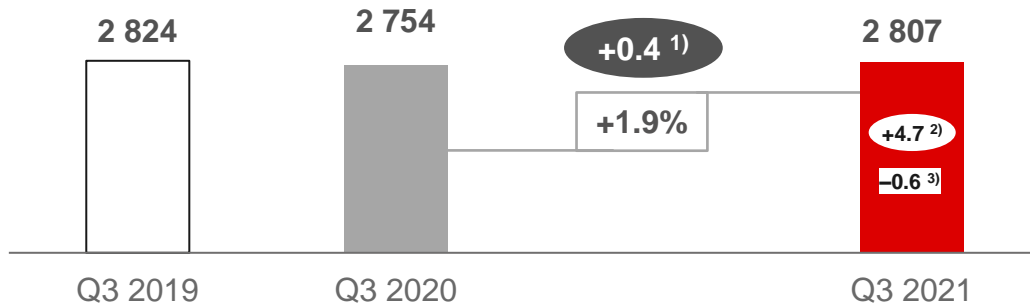


Revenue development

Slowing new installations business growth in Q3

Q3 2021

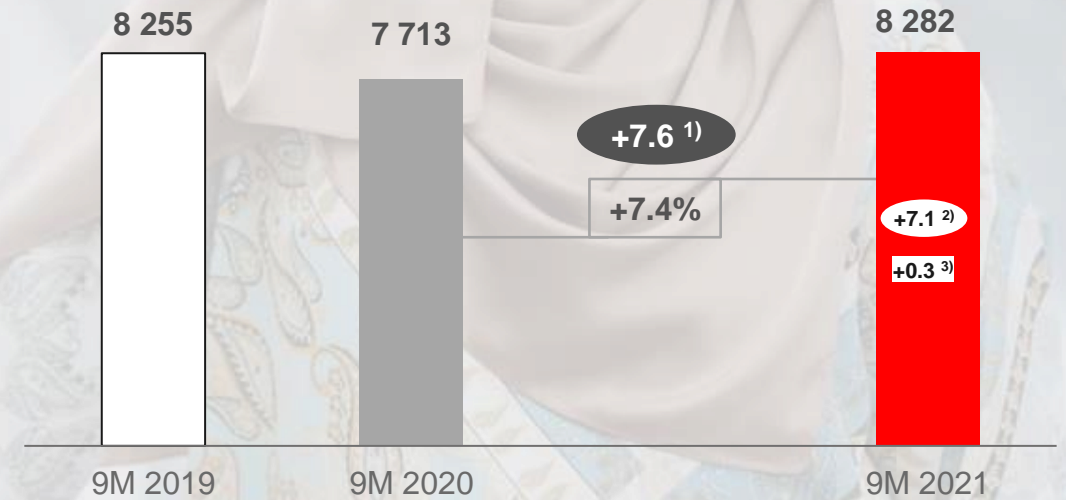
in CHF million



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

9M 2021

in CHF million

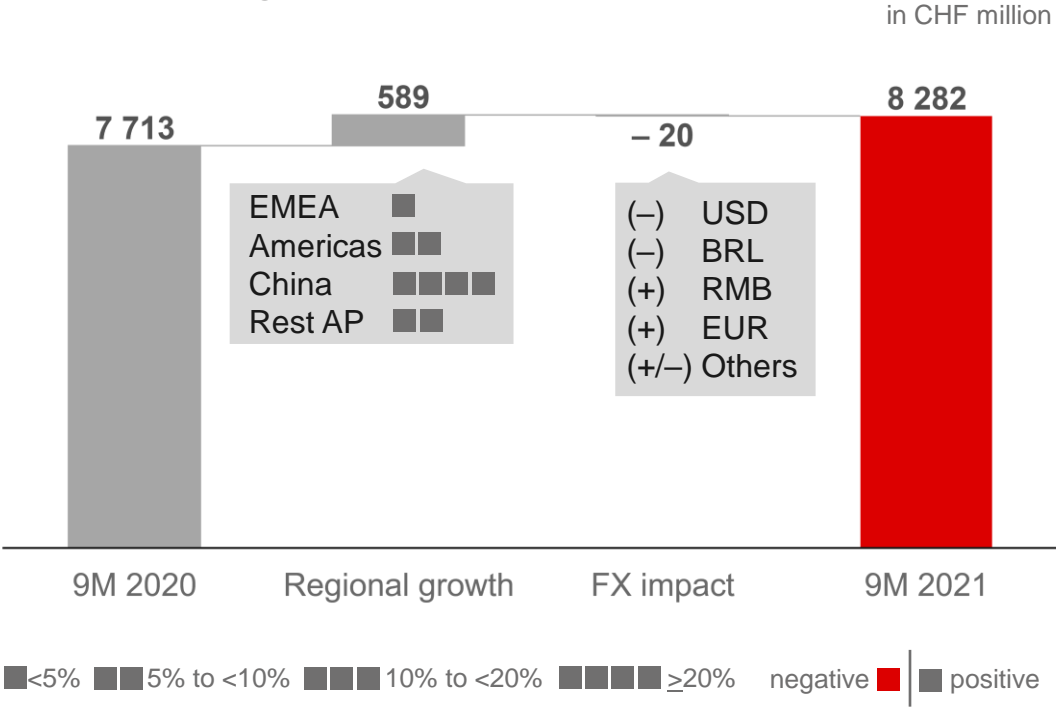


Revenue development

Supply chain disruptions and project delays

9M 2021

Revenue bridge



9M 2021

Revenue by region



| | 2021 | 2020 |
|----------------|------|------|
| ■ Asia-Pacific | 30% | 27% |
| ■ Americas | 26% | 28% |
| ■ EMEA | 44% | 45% |

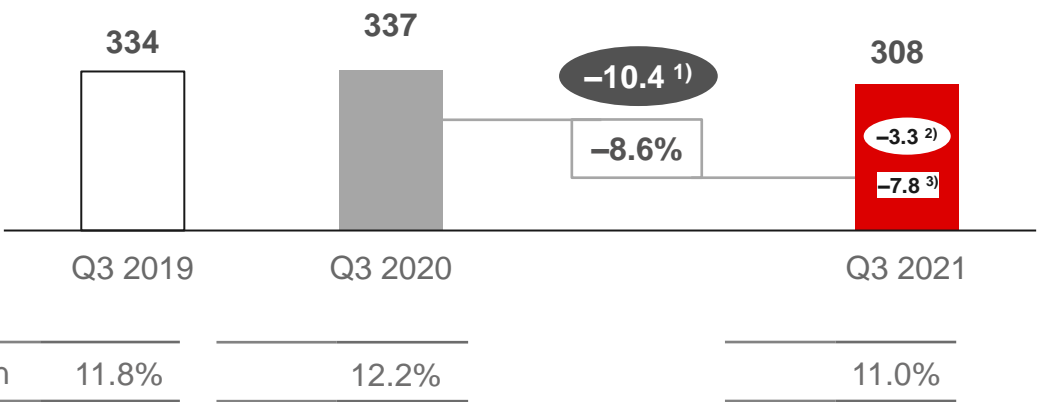
Operating profit development

Increased material and freight cost weigh on performance

Q3 2021

EBIT adjusted

in CHF million

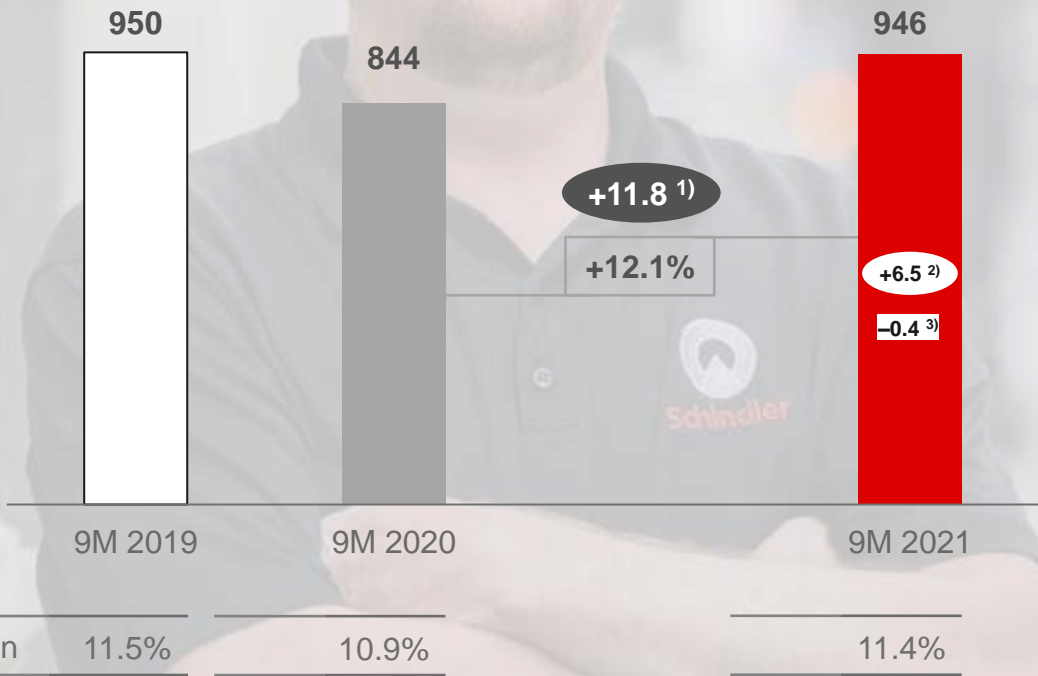


1) Growth in local currencies, in %
2) Growth in local currencies vs. 2019, in %
3) Growth vs. 2019, in %

9M 2021

EBIT adjusted

in CHF million

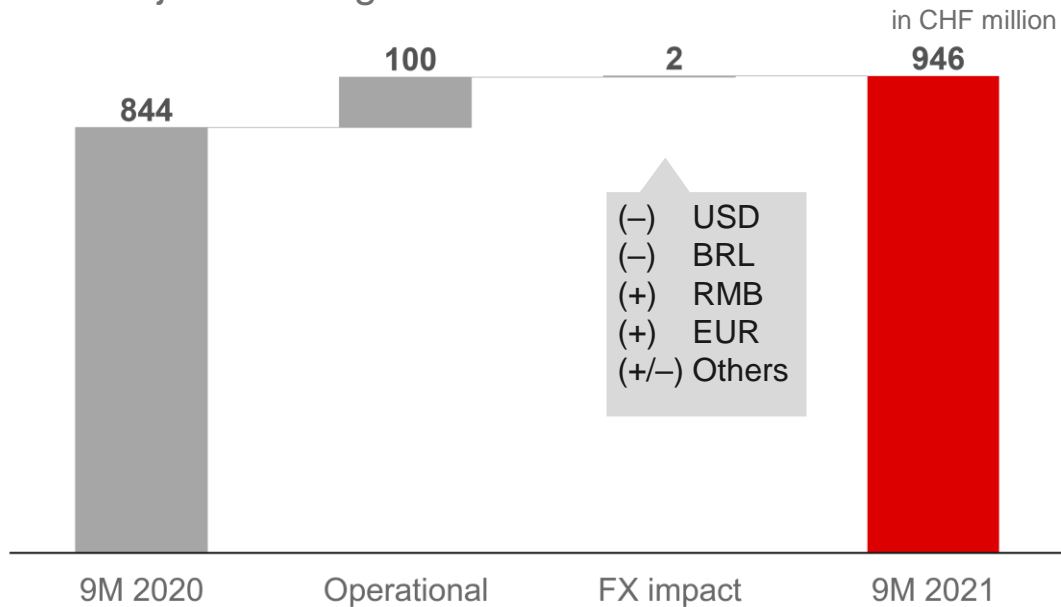


Operating profit development

YTD supported by strong H1,
slowing down in Q3

9M 2021

EBIT adjusted bridge



9M 2021

Operational result drivers

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

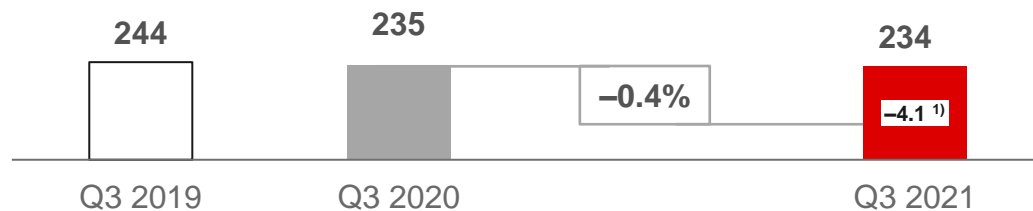
*) Cost Optimization Program

Net profit development

YTD at pre-pandemic level

Q3 2021

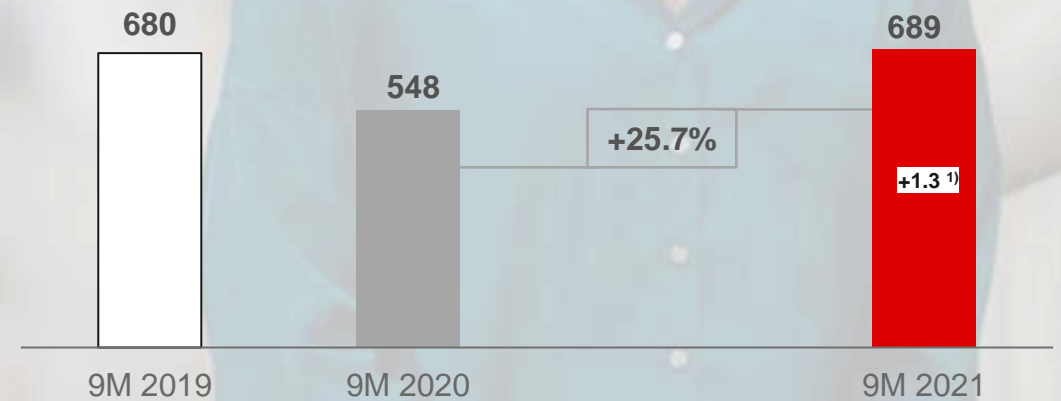
in CHF million



1) Growth vs. 2019, in %

9M 2021

in CHF million

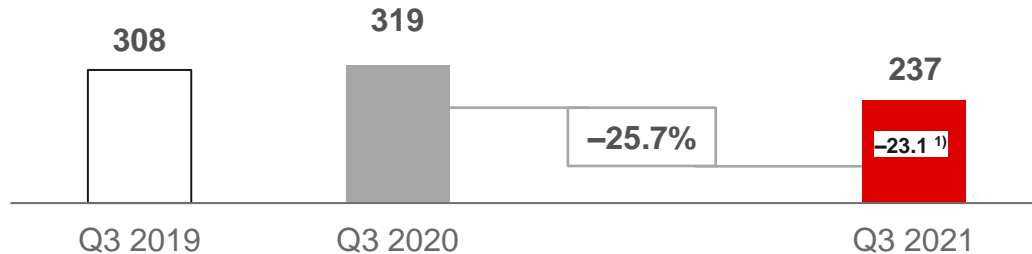


Cash flow development

Above pre-pandemic level YTD driven by NWC improvement

Q3 2021

in CHF million

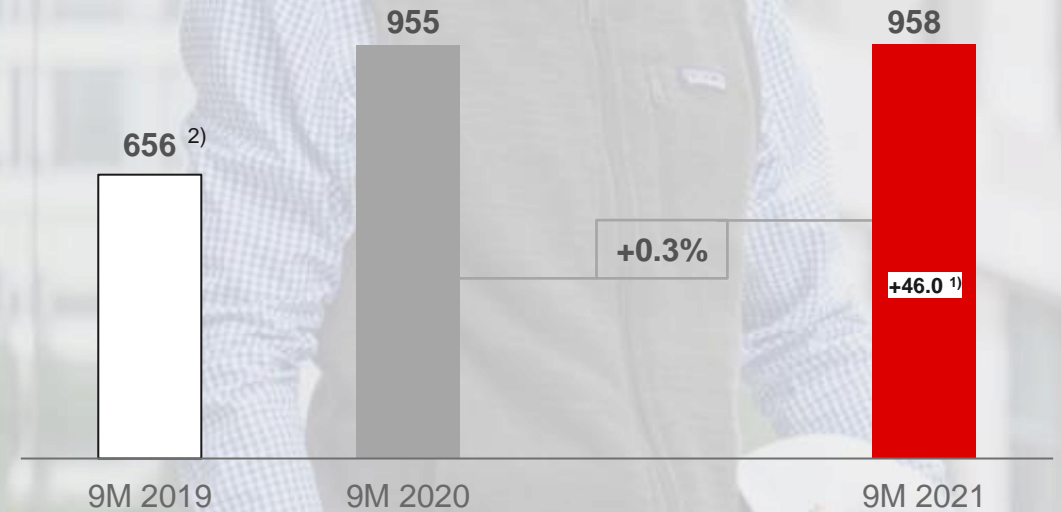


Cash flow from operating activities

1) Growth vs. 2019, in %

9M 2021

in CHF million



2) Before settlement of pension obligations (CHF –157 million) CHF 813 million

Outlook



Outlook 2021

As of October 21, 2021

Business environment

- Markets recovering at varying speed
- Persisting fierce competition
- Commodity and freight cost inflation → Schindler increased prices across all product lines and geographies
- Global shortage of electronic components and delays on construction sites
- Latest developments in China property market closely monitored
- 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 2022

| | |
|--|-------------|
| Annual results 2021 | February 16 |
| Ordinary General Meeting Schindler Holding Ltd | March 22 |
| 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 |

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Additional charts



Key figures as of September 30, 2021

July to September 2021/2020

| In CHF million | Q3 2021 | Q3 2020 | △ % | △% in LC |
|---|-------------------|-------------------|-------|----------|
| Order intake | 2 995 | 2 712 | 10.4 | 8.8 |
| Revenue | 2 807 | 2 754 | 1.9 | 0.4 |
| Operating profit (EBIT) | 306 | 313 | −2.2 | −4.2 |
| in % | 10.9 | 11.4 | | |
| Operating profit (EBIT), adjusted | 308 ¹⁾ | 337 ²⁾ | −8.6 | −10.4 |
| in % | 11.0 | 12.2 | | |
| Financing and investing activities | −7 | −7 | | |
| Profit before taxes | 299 | 306 | −2.3 | |
| Income taxes | 65 | 71 | | |
| Net profit | 234 | 235 | −0.4 | |
| | | | | |
| Earnings per share and participation certificate in CHF | 2.06 | 2.03 | 1.5 | |
| Cash flow from operating activities | 237 | 319 | −25.7 | |

¹⁾ Adjusted for Top Speed 23 costs (CHF 12 million), restructuring costs (CHF 5 million), real estate gains (CHF −21 million), and expenses for BuildingMinds (CHF 6 million)

²⁾ Adjusted for restructuring costs (CHF 19 million) and expenses for BuildingMinds (CHF 5 million)

Key figures as of September 30, 2021

July to September 2021/2019

| In CHF million | Q3 2021 | Q3 2019 | △ % | △% in LC |
|---|-------------------|-------------------|-------|----------|
| Order intake | 2 995 | 2 919 | 2.6 | 8.4 |
| Revenue | 2 807 | 2 824 | −0.6 | 4.7 |
| Operating profit (EBIT) | 306 | 327 | −6.4 | −2.1 |
| in % | 10.9 | 11.6 | | |
| Operating profit (EBIT), adjusted | 308 ¹⁾ | 334 ²⁾ | −7.8 | −3.3 |
| in % | 11.0 | 11.8 | | |
| Financing and investing activities | −7 | −7 | | |
| Profit before taxes | 299 | 320 | −6.6 | |
| Income taxes | 65 | 76 | | |
| Net profit | 234 | 244 | −4.1 | |
| | | | | |
| Earnings per share and participation certificate in CHF | 2.06 | 2.13 | −3.3 | |
| Cash flow from operating activities | 237 | 308 | −23.1 | |

¹⁾ Adjusted for Top Speed 23 costs (CHF 12 million), restructuring costs (CHF 5 million), real estate gains (CHF −21 million), and expenses for BuildingMinds (CHF 6 million)

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

Key figures as of September 30, 2021

January to September 2021/2020

| In CHF million | 9M 2021 | 9M 2020 | △ % | △% in LC |
|---|-------------------|-------------------|------|----------|
| Order intake | 9 038 | 8 067 | 12.0 | 12.3 |
| Revenue | 8 282 | 7 713 | 7.4 | 7.6 |
| Operating profit (EBIT) | 913 | 734 | 24.4 | 24.1 |
| in % | 11.0 | 9.5 | | |
| Operating profit (EBIT), adjusted | 946 ¹⁾ | 844 ²⁾ | 12.1 | 11.8 |
| in % | 11.4 | 10.9 | | |
| Financing and investing activities | –31 | –18 | | |
| Profit before taxes | 882 | 716 | 23.2 | |
| Income taxes | 193 | 168 | | |
| Net profit | 689 | 548 | 25.7 | |
| | | | | |
| Earnings per share and participation certificate in CHF | 6.06 | 4.76 | 27.3 | |
| Cash flow from operating activities | 958 | 955 | 0.3 | |

¹⁾ Adjusted for Top Speed 23 costs (CHF 16 million), restructuring costs (CHF 20 million), real estate gains (CHF –21 million), and expenses for BuildingMinds (CHF 18 million)

²⁾ Adjusted for restructuring costs (CHF 96 million) and expenses for BuildingMinds (CHF 14 million)

Key figures as of September 30, 2021

January to September 2021/2019

| In CHF million | 9M 2021 | 9M 2019 | △ % | △% in LC |
|---|-------------------|-------------------|------|----------|
| Order intake | 9 038 | 9 009 | 0.3 | 7.3 |
| Revenue | 8 282 | 8 255 | 0.3 | 7.1 |
| Operating profit (EBIT) | 913 | 923 | −1.1 | 6.0 |
| in % | 11.0 | 11.2 | | |
| Operating profit (EBIT), adjusted | 946 ¹⁾ | 950 ²⁾ | −0.4 | 6.5 |
| in % | 11.4 | 11.5 | | |
| Financing and investing activities | −31 | −39 | | |
| Profit before taxes | 882 | 884 | −0.2 | |
| Income taxes | 193 | 204 | | |
| Net profit | 689 | 680 | 1.3 | |
| | | | | |
| Earnings per share and participation certificate in CHF | 6.06 | 5.92 | 2.4 | |
| Cash flow from operating activities | 958 | 656 ³⁾ | 46.0 | |

¹⁾ Adjusted for Top Speed 23 costs (CHF 16 million), restructuring costs (CHF 20 million), real estate gains (CHF −21 million), and expenses for BuildingMinds (CHF 18 million)

²⁾ Adjusted for restructuring costs (CHF 13 million) and expenses for BuildingMinds (CHF 14 million)

³⁾ Before settlement of pension obligations (CHF −157 million) CHF 813 million

Quarterly overview

Key figures

| In CHF million | | | 2021 | | | | 2020 | |
|-------------------------------------|--------------|-------|-------|-------|-------|-------|-------|--|
| | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 | |
| Order intake | 2 995 | 3 106 | 2 937 | 2 951 | 2 712 | 2 635 | 2 720 | |
| Revenue | 2 807 | 2 873 | 2 602 | 2 927 | 2 754 | 2 512 | 2 447 | |
| Operating profit (EBIT) | 306 | 319 | 288 | 298 | 313 | 255 | 166 | |
| in % | 10.9 | 11.1 | 11.1 | 10.2 | 11.4 | 10.2 | 6.8 | |
| Operating profit (EBIT), adjusted | 308 | 337 | 301 | 341 | 337 | 286 | 221 | |
| in % | 11.0 | 11.7 | 11.6 | 11.7 | 12.2 | 11.4 | 9.0 | |
| Financing and investing activities | -7 | -11 | -13 | -21 | -7 | -9 | -2 | |
| Profit before taxes | 299 | 308 | 275 | 277 | 306 | 246 | 164 | |
| Income taxes | 65 | 66 | 62 | 51 | 71 | 58 | 39 | |
| Net profit | 234 | 242 | 213 | 226 | 235 | 188 | 125 | |
| | | | | | | | | |
| Cash flow from operating activities | 237 | 264 | 457 | 626 | 319 | 313 | 323 | |

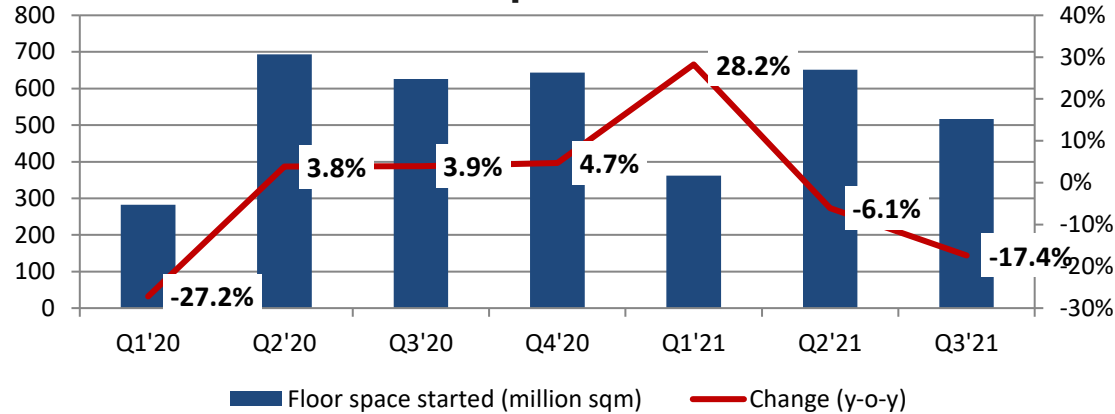
Balance sheet

| In CHF million | 30.9.2021 | in % | 31.12.2020 | in % | 30.9.2020 | in % |
|-------------------------------------|---------------|--------------|---------------|--------------|---------------|--------------|
| Cash and cash equivalents | 2 674 | 22.9 | 2 483 | 22.8 | 2 208 | 20.7 |
| Other current assets | 5 226 | 44.8 | 4 892 | 45.0 | 4 929 | 46.1 |
| Total current assets | 7 900 | 67.7 | 7 375 | 67.8 | 7 137 | 66.8 |
| Non-current assets | 3 767 | 32.3 | 3 502 | 32.2 | 3 541 | 33.2 |
| Total assets | 11 667 | 100.0 | 10 877 | 100.0 | 10 678 | 100.0 |
| | | | | | | |
| Current liabilities | 5 733 | 49.2 | 5 365 | 49.3 | 5 302 | 49.7 |
| Non-current liabilities | 1 437 | 12.3 | 1 506 | 13.9 | 1 592 | 14.9 |
| Total liabilities | 7 170 | 61.5 | 6 871 | 63.2 | 6 894 | 64.6 |
| Equity | 4 497 | 38.5 | 4 006 | 36.8 | 3 784 | 35.4 |
| Total liabilities and equity | 11 667 | 100.0 | 10 877 | 100.0 | 10 678 | 100.0 |
| Net working capital | -982 | | -967 | | -697 | |
| Net liquidity | 2 883 | | 2 669 | | 2 164 | |

China property data

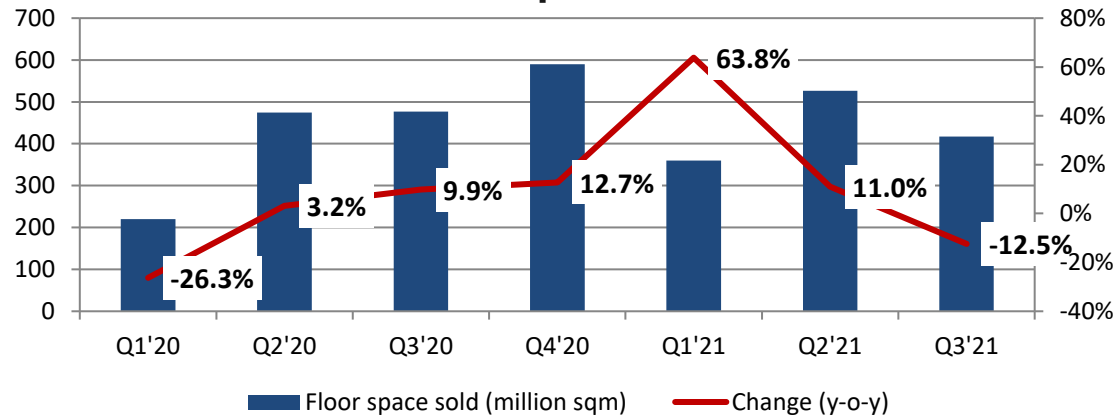
Affected by cumulative effects of tightening measures

Floor space started

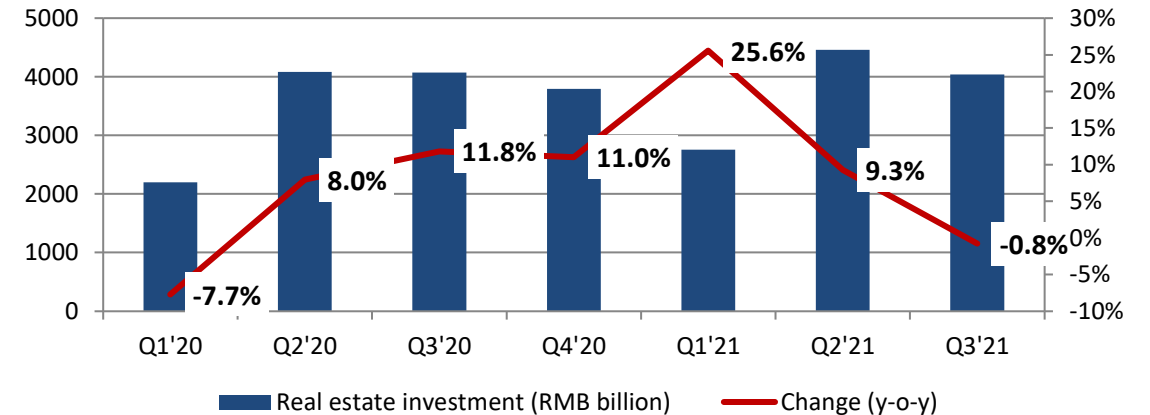


- Floor space started continued to decline in Q3 2021
- Floor space sold and real estate investment turned negative
- The average new home price in 70 major Chinese cities was unchanged in September month-on-month

Floor space sold



Real estate investment



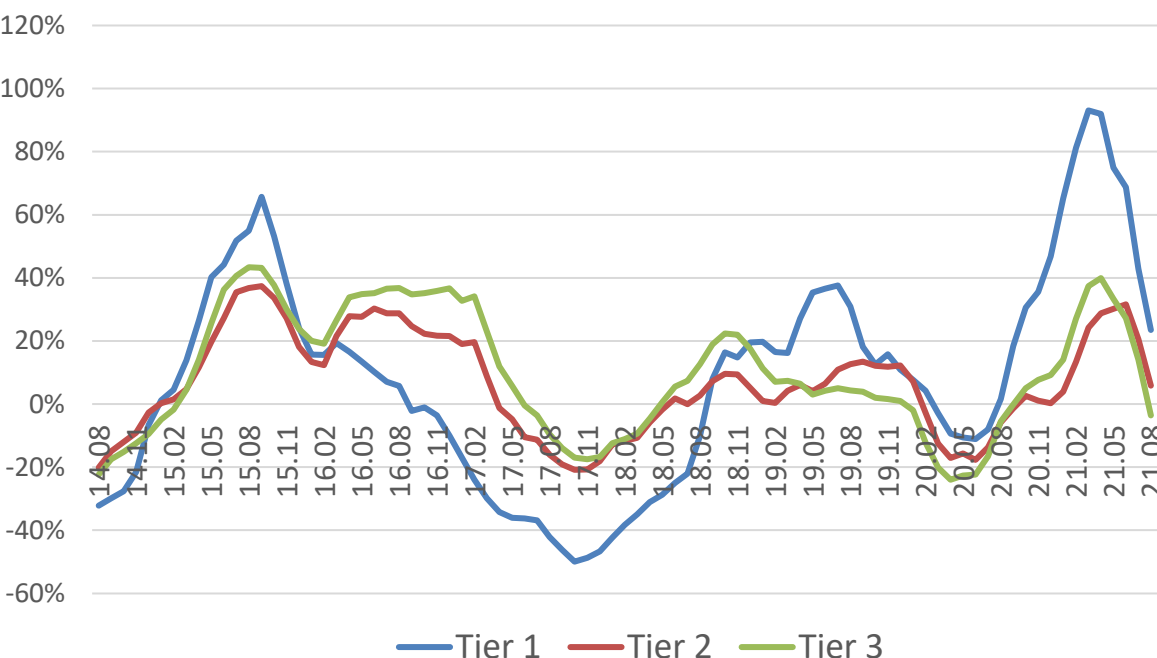
Source: China Bureau of Statistics

China property data

Affected by cumulative effects of tightening measures

Floor space started (FSS) slowing; housing inventory is increasing in tier 3/4 cities

FSS growth (6 months moving average) by city tiers



Housing inventory by city tiers (2010 = 100)

