Financial Statements 2024

Enhancing the quality of urban living

Schindler

The Group Review is available separately

Consolidated Financial Statements

Consolidated income statement

In CHF million	Note	**2024**	**%**	2023	%
Revenue	4	**11 236**	**100.0**	11 494	100.0
Cost of materials		**2 951**	**26.3**	3 320	28.9
Personnel expenses	6	**4 392**	**39.1**	4 300	37.4
Other operating expenses	7	**2 297**	**20.4**	2 337	20.4
Depreciation, amortization, and impairment	17, 18, 19	**330**	**2.9**	349	3.0
Total operating expenses		**9 970**	**88.7**	10 306	89.7
Operating profit		**1 266**	**11.3**	1 188	10.3
Financial result	8	**12**	**0.1**	–13	–0.1
Result from associates		**–6**	**–0.1**	–	–
Profit before taxes		**1 272**	**11.3**	1 175	10.2
Income taxes	21	**262**	**2.3**	240	2.1
Net profit		**1 010**	**9.0**	935	8.1
Net profit attributable to					
Shareholders of Schindler Holding Ltd.		**950**	**8.5**	866	7.5
Non-controlling interests		**60**	**0.5**	69	0.6
Earnings per share in CHF					
Basic	22	**8.83**		8.05	
Diluted	22	**8.82**		8.04	

Consolidated statement of comprehensive income

In CHF million	Note	**2024**	2023
Net profit		**1 010**	935
Other comprehensive income – may be reclassified to the income statement in future			
Exchange differences		**56**	–173
Cash flow hedges		**17**	–3
Debt instruments at fair value through other comprehensive income (FVOCI)		**–**	–
Income taxes	21	**–5**	2
Total – may be reclassified to the income statement in future		**68**	–174
Other comprehensive income – not to be reclassified to the income statement in future			
Equity instruments at fair value through other comprehensive income (FVOCI)		**20**	49
Remeasurements of employee benefits	6	**–7**	–35
Income taxes	21	**–1**	4
Total – not to be reclassified to the income statement in future		**12**	18
Total other comprehensive income (OCI)		**80**	–156
Comprehensive income		**1 090**	779
Comprehensive income attributable to			
Shareholders of Schindler Holding Ltd.		**1 024**	720
Non-controlling interests		**66**	59

Consolidated balance sheet

In CHF million	Note	**31.12.2024**	**%**	31.12.2023[1]	%
Current assets					
Cash and cash equivalents		**2 599**	**21.7**	2 336	20.6
Financial assets	11	**1 481**	**12.3**	1 255	11.1
Accounts receivable	10	**2 013**	**16.8**	1 976	17.5
Income tax receivable		**150**	**1.3**	67	0.6
Contract assets	15	**785**	**6.5**	841	7.4
Inventories	16	**1 157**	**9.6**	1 251	11.1
Prepaid expenses		**103**	**0.9**	98	0.9
Total current assets		**8 288**	**69.1**	7 824	69.2
Non-current assets					
Property, plant, and equipment	17	**861**	**7.2**	867	7.7
Right-of-use assets	18	**507**	**4.2**	460	4.1
Intangible assets	19	**1 416**	**11.8**	1 395	12.3
Financial assets and other assets	11	**564**	**4.7**	427	3.7
Associates		**19**	**0.2**	22	0.2
Deferred taxes	21	**317**	**2.6**	291	2.6
Employee benefits	6	**25**	**0.2**	22	0.2
Total non-current assets		**3 709**	**30.9**	3 484	30.8
Total assets		**11 997**	**100.0**	11 308	100.0

[1] See note 2.2 for information on the change in presentation

In CHF million	Note	31.12.2024	%	31.12.2023[1]	%
Liabilities					
Current liabilities					
Accounts payable	12	**1 392**	**11.6**	1 248	11.0
Financial debts	14	**227**	**1.9**	223	2.0
Lease liabilities	18	**134**	**1.1**	122	1.1
Income tax payable		**184**	**1.5**	155	1.4
Contract liabilities	15	**2 555**	**21.3**	2 548	22.5
Accrued expenses	13	**1 079**	**9.0**	1 076	9.5
Provisions	20	**253**	**2.1**	222	2.0
Total current liabilities		**5 824**	**48.5**	5 594	49.5
Non-current liabilities					
Financial debts	14	**92**	**0.8**	48	0.4
Lease liabilities	18	**359**	**3.0**	326	2.9
Provisions	20	**266**	**2.2**	262	2.3
Deferred taxes	21	**165**	**1.4**	141	1.3
Employee benefits	6	**242**	**2.0**	229	2.0
Total non-current liabilities		**1 124**	**9.4**	1 006	8.9
Total liabilities		**6 948**	**57.9**	6 600	58.4
Equity					
Share and participation capital	22	**11**	**0.1**	11	0.1
Share premium		**311**	**2.6**	311	2.8
Treasury shares	22	**–88**	**–0.7**	–39	–0.4
Exchange differences		**–1 232**	**–10.3**	–1 280	–11.3
Other reserves	22	**7**	**0.1**	–7	–0.1
Retained earnings		**5 945**	**49.5**	5 608	49.6
Shareholders of Schindler Holding Ltd.		**4 954**	**41.3**	4 604	40.7
Non-controlling interests		**95**	**0.8**	104	0.9
Total equity		**5 049**	**42.1**	4 708	41.6
Total liabilities and equity		**11 997**	**100.0**	11 308	100.0

[1] See note 2.2 for information on the change in presentation

Consolidated statement of changes in equity

In CHF million	Share and participation capital	Share premium	Treasury shares	Exchange differences	Other reserves	Retained earnings	Total	Non-controlling interests	Total Group
January 1, 2023	11	311	–54	–1 117	–3	5 183	4 331	114	4 445
Net profit						866	866	69	935
Other comprehensive income (OCI)				–163	–4	21	–146	–10	–156
Comprehensive income				–163	–4	887	720	59	779
Dividends						–430	–430	–69	–499
Change in treasury shares			15			–19	–4		–4
Share-based payments						18	18		18
Change in liabilities towards non-controlling interests						–31	–31	–	–31
December 31, 2023	11	311	–39	–1 280	–7	5 608	4 604	104	4 708
Net profit						950	950	60	1 010
Other comprehensive income (OCI)				48	14	12	74	6	80
Comprehensive income				48	14	962	1 024	66	1 090
Dividends						–538	–538	–67	–605
Change in treasury shares			–49			–17	–66		–66
Share-based payments						23	23		23
Change in non-controlling interests						–12	–12	–8	–20
Change in liabilities towards non-controlling interests						–81	–81	–	–81
December 31, 2024	**11**	**311**	**–88**	**–1 232**	**7**	**5 945**	**4 954**	**95**	**5 049**

Note 22 provides additional information on the Group’s equity and changes in equity. Refer to note 14 for information on liabilities towards non-controlling interests.

Consolidated cash flow statement

In CHF million	Note	**2024**	2023
Operating profit	25	**1 266**	1 188
Depreciation, amortization, and impairment	17, 18, 19	**330**	349
Other non-cash items	25	**253**	266
Other cash items	25	**–235**	–267
Dividends received		**25**	8
Interest received		**72**	51
Interest paid		**–29**	–25
Other financial result		**–15**	–30
Income taxes paid, net		**–318**	–226
Change in net working capital	25	**246**	–43
Cash flow from operating activities		**1 595**	1 271
Additions			
Property, plant, and equipment	17	**–107**	–96
Intangible assets	19	**–2**	–6
Associates		**–**	–5
Current and non-current financial assets		**–2 195**	–1 761
Disposals			
Property, plant, and equipment	17	**24**	39
Current and non-current financial assets		**1 863**	1 942
Business combinations	23	**–71**	–69
Disposal of subsidiary	24	**12**	–
Cash flow from investing activities		**–476**	44
Proceeds from increase in current and non-current financial debts	14	**3**	–
Repayments of current and non-current financial debts	14	**–10**	–408
Lease payments	18	**–152**	–142
Payments for acquisition of non-controlling interests	22	**–51**	–
Purchase of treasury shares	22	**–65**	–4
Dividends paid to the shareholders of Schindler Holding Ltd.	22	**–538**	–430
Dividends paid to non-controlling interests		**–69**	–69
Cash flow from financing activities		**–882**	–1 053
Exchange differences		**26**	–79
Change in cash and cash equivalents		**263**	183
Cash and cash equivalents as of January 1		**2 336**	2 153
Cash and cash equivalents as of December 31		**2 599**	2 336

Notes to the consolidated financial statements

1 General information

These are the consolidated financial statements of the Schindler Group ("Schindler" or "the Group"), which comprises Schindler Holding Ltd. and its subsidiaries. Schindler is one of the world's leading suppliers of elevators, escalators, and moving walks, and offers mobility solutions across the entire life cycle of a unit – from planning and installation to maintenance and modernization. Schindler operates in more than 100 countries around the globe. The registered shares and participation certificates of Schindler Holding Ltd. are traded on SIX Swiss Exchange.

The consolidated financial statements were approved for publication by the Board of Directors of Schindler Holding Ltd. on February 11, 2025, and will be presented to the General Meeting of Shareholders for approval on March 25, 2025.

2 Basis of preparation

The Group's consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS Accounting Standards), as issued by the IASB, and are compliant with Swiss law. The consolidated financial statements are prepared using the accrual basis of accounting and the historical cost approach with the exception of financial instruments measured at fair value.

The consolidated financial statements are based on the annual financial statements of the individual Group companies controlled directly or indirectly by Schindler Holding Ltd. The reporting periods of all Group companies end on December 31. An overview of material Group companies is provided in note 28.

2.1 Changes in IFRS

Amendments to IFRS, applied for the first time as of January 1, 2024, did not have a material impact on the Group's consolidated financial statements.

In 2024, the IASB issued IFRS 18 – Presentation and Disclosure in Financial Statements, applicable as of January 1, 2027. The Group is currently performing an assessment of the impacts of the new IFRS standard on the consolidated financial statements. There are no plans for the early adoption of the standard prior to the mandatory effective date.

Furthermore, there are no plans for the early adoption of other published standards, interpretations, or amendments prior to their mandatory effective date. The Group does not expect that other changes to IFRS will have a material impact on the Group's consolidated financial statements.

2.2 Change in presentation

As part of continuous improvements in the financial reporting process, Schindler has revised the presentation of the fair value of derivatives. As of January 1, 2024, the fair value of derivatives is presented in the line item current financial assets or current financial debts, respectively, and is no longer presented in the line item prepaid expenses or accrued expenses in the consolidated balance sheet. This correction did not have any impact on the consolidated equity, nor on the consolidated statement of comprehensive income or the consolidated cash flow statement in 2024.

To allow for better comparison, the line items presented in the Group consolidated financial statements 2023 were adjusted as follows:

In CHF million	Reported	Change in presentation	**Adjusted**
As of January 1, 2023			
Current financial assets	1 287	20	**1 307**
Prepaid expenses	105	–20	**85**
Current financial debts	457	19	**476**
Accrued expenses	1 197	–19	**1 178**
As of December 31, 2023			
Current financial assets	1 237	18	**1 255**
Prepaid expenses	116	–18	**98**
Current financial debts	203	20	**223**
Accrued expenses	1 096	–20	**1 076**

2.3 Significant assumptions and estimates

The Group's consolidated financial statements contain certain assumptions and estimates that influence the figures presented in this report. They are based on analyses and judgments that are continuously reviewed and adjusted if necessary. The actual results may differ from these assumptions and estimates.

The main assumptions and estimates that have a significant risk of resulting in a material adjustment to the consolidated financial statements in future years are described in the following notes:

Post-employment benefits
Assumptions in actuarial reports
Note 6

Provisions
Assumptions in actuarial reports
Note 20

Income taxes
Estimation of future tax assessments
Note 21

3 General accounting policies

3.1 Scope of consolidation

The consolidated financial statements are based on the annual financial statements of the individual Group companies controlled directly or indirectly by Schindler Holding Ltd. Control exists if the Group is exposed, or has rights, to variable returns and has the ability to influence those returns through its power over a company. Control is presumed to exist when the Group owns, directly or indirectly, more than half of the voting rights of a company.

Changes in the interests held in Group companies are recognized as equity transactions provided control is retained. If control is lost, the difference between the consideration received and the net assets disposed of is reported as other operating income.

For information on businesses acquired and subsidiaries disposed of in the reporting year, refer to note 23 and note 24 respectively.

3.2 Translation of foreign currency

The functional currency of Group companies is generally the currency used in the primary economic environment in which they operate. Transactions in foreign currencies are translated at the exchange rate that applied on the transaction date. Exchange rate gains and losses resulting from such transactions or from the revaluation of foreign currency assets and liabilities at year-end rates are recognized as financial income or expenses.

For consolidation purposes, the financial statements of Group companies in foreign currencies are translated into Swiss francs (CHF). Assets and liabilities are translated using year-end rates, while comprehensive income and cash flows are translated using average rates or the spot rate for significant transactions.

The change in accumulated exchange differences from the translation of foreign companies is reported in other comprehensive income (OCI). If a Group company is sold, or if part of it is sold and control is lost, the accumulated exchange differences are reclassified to the income statement.

The exchange rates for the most significant foreign currencies are as follows:

			2024		2023	
			Year-end rate	**Average rate**	Year-end rate	Average rate
Eurozone	EUR	1	**0.94**	**0.95**	0.93	0.97
USA	USD	1	**0.90**	**0.88**	0.84	0.90
Brazil	BRL	100	**14.63**	**16.36**	17.37	17.96
China	CNY	100	**12.38**	**12.23**	11.89	12.70
India	INR	100	**1.05**	**1.05**	1.01	1.09

4 Revenue

Revenue from customer contracts is recognized over time for new installations and modernizations, as well as for maintenance. Revenue for repairs is recognized at a point in time.

New installations and modernizations
New installations provide mobility solutions with elevators, escalators, and moving walks for all applications and needs, whereas modernizations offer solutions for existing installations. For both, control is transferred continuously to the customer from the start of the installation of the unit, as the work performed by Schindler enhances an asset controlled by the customer.

Revenue is recognized over time based on the cost-to-cost method under which the accumulated costs to date are expressed as a percentage of the expected costs. Anticipated losses are recognized as onerous contract provisions. A performance obligation typically represents the installation or modernization of elevators, escalators, or moving walks.

Maintenance
Maintenance services are rendered for the full range of existing installations. Control is transferred to the customer equally over the contract period based on the time elapsed. Maintenance revenue is recognized over the contract period as the service is provided, according to the agreed contractual terms and conditions.

Repairs
Repairs include a wide range of repair services for existing installations. For repairs, the customer benefits from the service and obtains control once the repair is completed. Revenue for repairs is recognized at the point of customer acceptance.

The Group recognized revenue from customer contracts in the respective regions in which it operates, as follows:

				2024				2023
In CHF million	Revenue recognized over time	Revenue recognized at a point in time	Other operating revenue	**Total**	Revenue recognized over time	Revenue recognized at a point in time	Other operating revenue	Total
EMEA	3 980	1 141	21	**5 142**	4 068	1 061	27	5 156
Americas	2 656	663	1	**3 320**	2 617	667	1	3 285
Asia-Pacific	2 484	273	17	**2 774**	2 765	271	17	3 053
Total revenue	**9 120**	**2 077**	**39**	**11 236**	9 450	1 999	45	11 494

Revenue from unsatisfied or partially unsatisfied performance obligations relates to not yet completed new installation and modernization contracts in the order backlog or maintenance contracts not yet fulfilled. The majority of the new installation and modernization contracts reported in the order backlog are recognized as revenue in the next two years, whereas the average duration of maintenance contracts that have not yet expired is somewhat longer.

Unsatisfied performance obligations are translated at the year-end exchange rates of the reporting year when estimating revenue to be recognized in future years. The movement in exchange rates could materially impact the amounts disclosed. The Group expects CHF 8 100 million to be recognized in the following year (previous year: CHF 8 100 million), CHF 5 100 million in the following two to three years (previous year: CHF 5 300 million), and CHF 3 100 million in more than three years (previous year: CHF 2 700 million).

5 Segment reporting

Internal financial reporting is submitted to the Supervisory and Strategy Committee, acting as the Chief Operating Decision Maker. These financial reports form the basis for the evaluation of the segment's performance.

The same accounting policies are used for both the internal financial reporting and the Group's consolidated financial statements.

The Elevators & Escalators segment is managed as one global unit and comprises an integrated business that specializes in the production and installation of elevators and escalators, as well as the modernization, maintenance, and repair of existing installations.

Finance comprises the expenses of Schindler Holding Ltd. and the business activities of BuildingMinds.

			2024			2023
In CHF million	**Elevators & Escalators**	**Finance**	**Group**	Elevators & Escalators	Finance	Group
Revenue	**11 234**	**2**	**11 236**	11 492	2	11 494
Operating profit	**1 318**	**–52**	**1 266**	1 242	–54	1 188
Depreciation and amortization	**330**	**–**	**330**	349	–	349
Additions to PPE and intangible assets	**109**	**–**	**109**	102	–	102
Result from associates	**–6**	**–**	**–6**	–	–	–
Assets	**8 570**	**3 427**	**11 997**	8 397	2 911	11 308
thereof associates	**19**	**–**	**19**	22	–	22
Liabilities	**6 868**	**80**	**6 948**	6 522	78	6 600

Geographical information

		2024		2023
In CHF million	**Revenue**	**Non-current assets**	Revenue	Non-current assets
By regions				
EMEA	**5 142**	**1 547**	5 156	1 489
Americas	**3 320**	**593**	3 285	588
Asia-Pacific	**2 774**	**688**	3 053	689
Group	**11 236**	**2 828**	11 494	2 766
By material countries				
USA	**2 489**	**381**	2 449	343
China	**1 300**	**511**	1 589	505
Switzerland	**1 093**	**502**	1 086	525

Non-current assets exclude non-current financial assets and other non-currents assets and deferred tax assets.

6 Employees

6.1 Personnel expenses

In CHF million	2024	2023
Wages and salaries	**3 572**	3 520
Social security expenses	**574**	550
Cost of defined benefit plans	**48**	41
Cost of defined contribution plans	**92**	92
Share-based payments	**23**	18
Other personnel expenses	**83**	79
Total personnel expenses	**4 392**	4 300
Number of employees	**69 326**	70 406

6.2 Post-employment benefits

Defined contribution plans
Contributions are paid to publicly or privately administered pension plans on a statutory, contractual, or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized as personnel expenses. In respect of these plans, no assets or liabilities are recognized in the balance sheet.

Defined benefit plans
The defined benefit plans are covered by funds from separate legal entities or are funded directly by the Group. The aggregate of the present value of the defined benefit obligation and the fair value of plan assets for each plan is recognized in the balance sheet as a net employee benefit liability or a net employee benefit asset. The defined benefit obligation is determined annually by independent actuaries using the projected unit credit method. Plan assets are not available to the Group's creditors.

Pension costs consist of service costs, net interest, and remeasurements of employee benefits. Service costs are included in personnel expenses, net interest is recognized in the financial result, and remeasurement gains and losses from the actuarial valuation are recorded in OCI.

The largest defined benefit plans exist in Switzerland and the USA.

		2024		2023
In CHF million	**Switzerland**	**USA**	Switzerland	USA
Fair value of plan assets	**2 505**	**101**	2 377	102
Asset ceiling	**–304**		–296	
Present value of defined benefit obligation	**2 179**	**144**	2 059	147
Net defined benefit asset/liability	**22**	**–43**	22	–45

Together, they account for 90% of the Group's total defined benefit obligation and 97% of its plan assets (previous year: 90% and 97%, respectively).

In the reporting year, a higher return on the plan assets was able to offset a further reduction in the discount rate. As a result, the asset ceiling increased for the pension plan in Switzerland. A net defined benefit asset equal to the employer contribution reserve of CHF 22 million is recognized (previous year: CHF 22 million). The impact of the change in the asset ceiling of CHF –4 million is recognized in OCI (previous year: CHF –86 million).

Unfunded defined benefit plans mainly exist in Austria, France, Germany, and the USA.

Pension plan in Switzerland
The pension plan is governed by the Swiss Federal Law on Occupational Retirement, Survivors' and Disability Pension Plans (BVG), which states that pension plans are to be managed by independent, separate legal entities. It also stipulates that a pension plan's most senior governing body, the Board of Trustees, must be composed of equal numbers of employee and employer representatives. Plan participants are insured against the financial consequences of old age, disability, and death.

The insurance benefits are subject to regulations, with the BVG specifying the minimum benefits that are to be provided. The final funded status according to the BVG is determined in the first quarter of the following year. According to estimates, the funded status as of December 31, 2024, is 124% (previous year's estimate: 121%, final status: 121%). Actuarial reports are prepared annually in accordance with BVG requirements.

The Schindler Pension Fund has the legal structure of a foundation. All actuarial risks are borne by the foundation. They consist of demographic risks and financial risks and are regularly assessed by the Board of Trustees. Demographic risks include life expectancy, while financial risks comprise discount rates, future salary increases, and the return on plan assets. The Board of Trustees defines the investment strategy based on a long-term target asset structure with the aim of ensuring that plan assets and liabilities are aligned in the medium and long term.

Pension plan in the USA
The Schindler Elevator Corporation Retirement Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974 (ERISA), which defines minimum standards, such as the plan's statutory minimum funded status. Plan participants are insured against the financial consequences of old age, disability, and death. Contributions to the pension plan are paid entirely by Schindler Elevator Corporation. Pension entitlements are, to a large extent, insured with the government's Pension Benefit Guaranty Corporation. The final funded status for the reporting year is determined in the second quarter of the following year. According to estimates, the funded status as of December 31, 2024, is 83% (previous year's estimate: 89%, final status: 101%). Actuarial reports are prepared annually in accordance with ERISA requirements.

The Benefit Administration Committee (BAC) is responsible for the internal structure and supervision of the plan. The BAC consists of employees of Schindler Elevator Corporation, the majority of whom are members of the Executive Board. The assets are held in a separate legal entity. Since the plan was frozen in 2018, no additional benefit accruals have been provided to active participants. Contributions are instead paid to a defined contribution plan pursuant to Internal Revenue Code 401(k).

Movement in net defined benefit obligation

In CHF million	Defined benefit obligation	Fair value of plan assets	Asset ceiling	**Net defined benefit obligation**	Defined benefit obligation	Fair value of plan assets	Asset ceiling	Net defined benefit obligation
				2024				2023
January 1	–2 440	2 554	–296	**–182**	–2 324	2 526	–374	–172
thereof arising from funded pension plans	–2 265	2 554	–296	**–7**	–2 148	2 526	–374	4
thereof arising from unfunded pension plans	–175			**–175**	–176			–176
Service costs								
Current service costs	–48			**–48**	–41			–41
Net interest on employee benefits	–43	39	–4	**–8**	–58	58	–8	–8
Total recognized in the income statement	**–91**	**39**	**–4**	**–56**	–99	58	–8	–49
Actuarial gains (+) / losses (–)								
Changes in demographic assumptions	–1			**–1**	–2			–2
Changes in financial assumptions	–84			**–84**	–173			–173
Experience adjustments	–47			**–47**	20			20
Return on plan assets (excluding interest income)		129		**129**		34		34
Change in asset ceiling			–4	**–4**			86	86
Total remeasurements recognized in OCI	**–132**	**129**	**–4**	**–7**	–155	34	86	–35
Exchange differences	–14	12		**–2**	27	–17		10
Total recognized in OCI	**–146**	**141**	**–4**	**–9**	–128	17	86	–25
Employee contributions	–46	46		**–**	–45	45		–
Employer contributions		51		**51**		49		49
Benefits paid	154	–148		**6**	157	–141		16
Business combinations	–1	–		**–1**	–1	–		–1
Total contributions and other impacts	**107**	**–51**		**56**	111	–47		64
December 31	**–2 570**	**2 683**	**–304**	**–191**	–2 440	2 554	–296	–182
thereof arising from funded pension plans	–2 382	2 683	–304	**–3**	–2 265	2 554	–296	–7
thereof arising from unfunded pension plans	–188			**–188**	–175			–175
Present value of other employee benefits				**–26**				–25
Total				**–217**				–207
thereof employee benefit assets				**25**				22
thereof employee benefit liabilities				**–242**				–229

The weighted average duration of the defined benefit obligation is 12.3 years (previous year: 12.3 years).

For the reporting year 2025, the Group expects employer contributions of CHF 48 million to the pension plan in Switzerland, CHF 2 million to the pension plan in the USA, and CHF 11 million to all other plans.

Allocation of plan assets

In CHF million	**2024**	2023
Equity instruments	**794**	697
Bonds	**559**	549
Real estate	**775**	812
Private equity instruments	**236**	222
Cash and cash equivalents	**109**	63
Other assets	**210**	211
Total	**2 683**	2 554

Equity instruments, bonds, and cash and cash equivalents are generally valued according to quoted prices in active markets. Other assets generally do not have quoted market prices available. The item Other assets includes commodities and insurance-linked securities.

The outflow of funds due to pension payments and other obligations can be forecast reliably. Contributions are paid regularly to funded pension plans. Furthermore, the various investment strategies take account of the need to guarantee the liquidity of the plans at all times. The Group does not make use of any assets held by pension plans.

Significant actuarial assumptions

The present value of the defined benefit obligation is determined annually by independent actuaries using the projected unit credit method.

The discount rate, the future increase in salaries and the life expectancy were identified as significant actuarial assumptions for the pension plan in Switzerland. For the pension plan in the USA, only the discount rate and the life expectancy are considered significant actuarial assumptions, as the plan is frozen and no additional benefit accruals are provided to active participants.

The significant assumptions are as follows:

	2024		2023	
	Switzerland	**USA**	Switzerland	USA
Discount rate in %	**1.00**	**5.48**	1.40	4.81
Increase in salaries in %	**1.20**		1.50	
Life expectancy 65-year-old male in years	**22**	**21**	22	21
Life expectancy 65-year-old female in years	**24**	**23**	24	22

The life expectancy assumptions for Switzerland are based on the mortality table BVG 2020 CMI 1.25% (previous year: BVG 2020 CMI 1.25%) and the assumptions for the USA are based on the mortality table PRI-2012 FG + MP2021 (previous year: PRI-2012 FG + MP2021).

The following impacts on the defined benefit obligation would result from changes in actuarial assumptions:

	2024	2023
Discount rate		
0.25% increase	**–3.00%**	–3.20%
0.25% decrease	**3.00%**	3.20%
Increase in salaries		
1.00% increase	**1.40%**	1.60%
1.00% decrease	**–1.40%**	–1.60%
Life expectancy		
1 year increase	**2.90%**	2.80%
1 year decrease	**–2.90%**	–2.80%

The sensitivity analysis is based on reasonably possible changes as of December 31, 2024. Each change in a significant actuarial assumption was analyzed separately as part of the analysis. Interdependencies were not considered.

6.3 Share-based payments

The fair value of share-based payments is determined at grant date. The amount for share-based payments is subsequently recognized over the vesting period as personnel expenses, with an increase in equity based on the number of shares expected to vest and any true-up.

Share-based payments are settled with treasury shares. No additional registered shares or participation certificates are issued.

The Group has the following share-based payment plans in place:

Plan	Year of implementation	Instruments granted	Beneficiaries
Performance Share Plan (PSP)	2013	Registered shares or participation certificates	Members of the Supervisory and Strategy Committee
Bonus Share Plan (BSP)	2013	Registered shares or participation certificates	Group senior management (approximately 500 employees)
Deferred Share Plan (DSP)	2015, 2023	Performance Share Units (PSUs)	Group Executive Committee
Long-term Incentive Plan (LTI)	2023	Performance Share Units (PSUs)	Selected senior managers (approximately 170 employees)

Performance and Bonus Share Plans (PSP and BSP)
The Board of Directors determines the specific conditions of the plans, including the provisional number of shares granted, the applicable vesting conditions, and the beneficiaries of the plans. Vesting conditions are service-related and targets are based on non-market performance conditions only. The allocated shares are transferred to the ownership of the beneficiaries once the vesting conditions have been met and include all associated rights. The shares may not be disposed of for a period of three years after grant.

In the reporting year, a provisional number of 72 659 shares was granted under the plans at their grant date fair value of CHF 212 per share. The final number of shares will be allocated in April 2025 based on the extent to which bonus targets are achieved.

In April 2024, personnel expenses were adjusted by the final number of shares allocated for the previous year of 73 228 at their grant date fair value of CHF 171 per share.

Deferred Share Plan (DSP) 2015/2023 and Long-term Incentive Plan (LTI)
The Board of Directors determines a number of Performance Share Units (PSUs) to be granted based on a target amount. Each PSU gives the beneficiary the right to a still-to-be-determined number of shares. At the start of each reporting year, a combination of growth, profitability, and ESG targets is set for the next three years. The targets set are based on non-market conditions only. After the three-year vesting period, the achievement of those targets is determined, and the PSUs are converted at a conversion rate of between 0% and 300%. For the DSP, the maximum value of the converted shares is three times the target amount. The converted shares are transferred to the ownership of the beneficiaries and include all of the associated rights. In the event of any qualified breaches of the Schindler Code of Conduct, the beneficiary forfeits the right to have the PSUs converted.

In the reporting year, 21 335 PSUs were granted under the DSP, based on the contractual target amount (previous year: 24 203 PSUs). Under the LTI, 41 300 PSUs were granted to the beneficiaries in 2024 (previous year: 43 650 PSUs).

Personnel expenses are recognized over the vesting period. The grant date fair value of the DSP amounts to CHF 196 (previous year: CHF 163) and the grant date fair value of the LTI amounts to CHF 196 (previous year: CHF 183). The grant date fair values correspond to the share prices at grant date less the present value of the expected dividends over the vesting period.

6.4 Key management compensation

In CHF million	2024	2023
Salaries	**19**	26
Contributions to pension plans and social security benefits	**4**	5
Share-based payments	**8**	8
Total	**31**	39

The table above sets out the compensation awarded to the executive members of the Board of Directors and members of the Group Executive Committee. They receive fixed compensation as well as performance-related variable compensation. Salaries include cash bonuses and lump-sum expenses.

Additionally, fees and expenses paid to members of the Board of Directors of Schindler Holding Ltd. totaled CHF 3 million (previous year: CHF 3 million).

7 Other operating expenses

In CHF million	2024	2023
Production and installation expenses	**1 084**	1 100
Employee-related expenses	**306**	310
Lease-related expenses	**25**	40
Maintenance and repairs	**99**	82
Energy supply and consumables	**174**	185
Insurance, fees, and capital taxes	**93**	87
Administration and marketing	**256**	233
IT and telecommunication	**155**	165
Other operating expenses	**144**	176
Other operating income	**–39**	–41
Total other operating expenses	**2 297**	2 337

Employee-related expenses primarily consist of training costs, travel allowances, and work equipment. The item Other operating expenses includes costs related to bad debt allowances. Refer to note 10 for more information about bad debt allowances.

8 Financial result

In CHF million	Note	2024	2023
Financial income			
Interest income		**72**	57
Net income from equity instruments		**20**	10
Other financial income		**7**	–
Total financial income		**99**	67
Financial expenses			
Interest expenses		**16**	12
Interest expenses on lease liabilities	18	**20**	13
Net interest on employee benefits	6	**8**	8
Increase in present value of provisions	20	**10**	7
Net losses on foreign exchange		**4**	10
Other financial expenses		**29**	30
Total financial expenses		**87**	80
Financial result		**12**	–13

Other financial expenses mainly comprise bank charges and financial transaction costs. Interest income and Interest expenses relate predominantly to financial instruments measured at amortized cost.

9 Financial instruments and risk management

9.1 Classification and measurement

Financial assets
Financial assets measured at amortized cost comprise debt instruments held to collect contractual cash flows that are solely payments of the principal amount and interest. They are initially measured at fair value including transaction costs, and subsequently measured at amortized cost using the effective interest method. Interest income, foreign currency revaluations, and impairment losses are recognized in the income statement. On derecognition, gains and losses are recognized in the income statement.

Financial assets measured at fair value through profit or loss (FVPL) include equity instruments held for trading, debt instruments, and derivatives, unless they are designated for hedge accounting. They are measured at fair value. Dividends and fair value changes are reported in the income statement.

Financial assets measured at fair value through OCI with recycling (FVOCI with recycling) include debt instruments held both for selling and collecting contractual cash flows that are solely payments of the principal amount and interest. They are initially measured at fair value including transaction costs and subsequently measured at fair value. Unrealized fair value changes are recognized in OCI, whereas interest income, foreign currency revaluations, and impairment losses are recognized in the income statement. On derecognition, the accumulated gains and losses recognized in OCI are reclassified to the income statement.

Financial assets measured at fair value through OCI without recycling (FVOCI without recycling) comprise equity instruments not held for trading. They are initially measured at fair value including transaction costs and subsequently measured at fair value. Dividends are recognized in the income statement, whereas unrealized fair value changes and foreign currency revaluations are recognized in OCI. On derecognition, the accumulated gains and losses recognized in OCI remain in retained earnings.

Additions and disposals of financial assets are recognized at the trade date. Financial assets are derecognized when the related rights to the resulting cash flows are sold or expire.

Impairment of financial assets
For all debt instruments not classified and measured at FVPL, an allowance for expected credit losses (ECLs) is recognized. ECLs are based on the difference between the contractual cash flows and the cash flow that the Group expects to receive. The Group generally applies a 12-month ECL in view of the low credit risk of its debt instruments. At every reporting date, an assessment is performed to determine whether the debt instruments still have a low credit risk. For those credit exposures for which there has been a significant increase in credit risk since initial recognition, the allowance is based on the lifetime ECL.

For accounts receivable and contract assets, the Group applies the simplified approach, without tracking the changes in credit risks. Instead, the Group recognizes a lifetime expected loss allowance based on a provision matrix. Refer to note 10 and note 15 for information on expected loss allowances.

Financial liabilities
Financial liabilities measured at amortized cost comprise all financial liabilities that are not classified and measured at fair value through profit or loss (FVPL). Financial liabilities are initially measured at fair value net of transaction costs. They are subsequently measured at amortized cost using the effective interest method. Interest expenses and foreign currency revaluations are recognized in the income statement. On derecognition, gains and losses are recognized in the income statement.

Financial liabilities measured at fair value through profit or loss (FVPL) include derivatives not designated for hedge accounting, contingent consideration from business combinations, as well as financial liabilities designated at FVPL at initial recognition. They are measured at fair value. Fair value changes are recognized in the income statement.

Financial liabilities are derecognized when the contractual obligations are fulfilled, cancelled, or expire.

The carrying amounts of the Group’s financial instruments are classified and measured as follows:

In CHF million	Note	Amortized cost	FVPL	FVOCI with recycling	FVOCI without recycling	**Total financial instruments**	Non-financial instruments	**Total**
As of December 31, 2024								
Cash and cash equivalents		2 599				2 599		2 599
Current financial assets	11	1 425	56			1 481		1 481
Accounts receivable	10	1 932				1 932	81	2 013
Prepaid expenses		–				–	103	103
Non-current financial and other assets	11	211	64	4	238	517	47	564
Total		**6 167**	**120**	**4**	**238**	**6 529**	**231**	**6 760**
Accounts payable	12	1 143				1 143	249	1 392
Accrued expenses	13	864				864	215	1 079
Financial debts	14	301	18			319		319
Lease liabilities	18	493				493		493
Total		**2 801**	**18**			**2 819**	**464**	**3 283**
As of December 31, 2023[1]								
Cash and cash equivalents		2 336				2 336		2 336
Current financial assets	11	1 187	68			1 255		1 255
Accounts receivable	10	1 854				1 854	122	1 976
Prepaid expenses		13				13	85	98
Non-current financial and other assets	11	94	59	4	232	389	38	427
Total		5 484	127	4	232	5 847	245	6 092
Accounts payable	12	1 009				1 009	239	1 248
Accrued expenses	13	813				813	263	1 076
Financial debts	14	251	20			271		271
Lease liabilities	18	448				448		448
Total		2 521	20			2 541	502	3 043

[1] See note 2.2 for information on the change in presentation

Financial assets of CHF 19 million are pledged (previous year: CHF 21 million). They serve as security for the Group’s own liabilities.

9.2 Fair values

Financial instruments measured at fair value are assigned to one of the following three hierarchy levels according to the input data available to measure them:

Level 1: Fair values are determined using quoted prices in active markets. The fair values of listed equity instruments and bonds are determined using level 1 fair values.

Level 2: Fair values are determined using quoted prices in inactive markets or according to the discounted cash flow method based on observable market data. The fair values of derivatives are determined using level 2 fair values.

Level 3: Fair values are determined using external valuations or according to the discounted cash flow method based on unobservable data. The fair values of private equity instruments are determined using level 3 fair values.

The carrying amount of financial instruments measured at amortized cost is a reasonable approximation of their fair value.

The fair values of the financial instruments measured at fair value and the hierarchy level for their measurement are as follows:

	2024		2023[1]	
In CHF million	**Fair value**	**Level**	Fair value	Level
Financial assets				
Current financial assets – other than derivatives	**41**	**1**	50	1
Current financial assets – derivatives	**15**	**2**	18	2
Non-current financial assets	**64**	**1**	59	1
Financial instruments at FVPL	**120**		127	
Non-current financial assets	**4**	**1**	4	1
Debt instruments at FVOCI with recycling	**4**		4	
Non-current financial assets	**227**	**1**	224	1
Non-current financial assets	**11**	**3**	8	3
Equity instruments at FVOCI without recycling	**238**		232	
Financial liabilities				
Current financial debts – derivatives	**18**	**2**	20	2
Financial instruments at FVPL	**18**		20	

[1] See note 2.2 for information on the change in presentation

There were no transfers between the different hierarchy levels during the reporting year, nor in the previous year.

The reconciliation of the level 3 fair values of non-current financial assets is as follows:

In CHF million	**2024**	2023
January 1	**8**	8
Additions	**4**	–
Fair value changes recognized in OCI	**–1**	–
December 31	**11**	8

9.3 Derivatives and hedge accounting

The Group hedges interest rate risks and foreign currency risks arising from its operating activities, financial transactions, and investments using derivative financial instruments. Derivatives are measured at FVPL unless the derivative financial instrument was designated for hedge accounting.

To apply hedge accounting, various criteria must be fulfilled relating to documentation, probability of occurrence, effectiveness of the hedging instrument, and reliability of the valuation. The Group decides on an individual basis whether or not hedge accounting is applied.

Changes in value resulting from cash flow hedge accounting are recognized in OCI and reclassified to the income statement when the underlying transaction occurs.

When the hedged transaction results in the recognition of a non-financial asset or liability, the amounts are transferred from other reserves and included in the initial measurement of the cost of the non-financial asset or liability. Changes in value due to ineffectiveness are recognized in the financial result when they occur.

The following table outlines the fair values and nominal amounts of foreign currency derivatives:

			2024			2023
In CHF million	**Fair value of assets**	**Fair value of liabilities**	**Nominal amount**	Fair value of assets	Fair value of liabilities	Nominal amount
Without hedge accounting	**11**	**12**	**1 441**	15	17	1 380
Fair value hedges	**–**	**–**	**20**	–	–	27
Cash flow hedges	**4**	**6**	**257**	3	3	246
Total derivatives	**15**	**18**	**1 718**	18	20	1 653

9.4 Financial risk management

The Group is exposed to a variety of general and industry-specific risks, which can have a material impact on the Group’s consolidated financial statements. Principles and guidelines for the management of these risks are determined annually by the Board of Directors, the Supervisory and Strategy Committee, and the Group Executive Committee.

The Risk Management Framework is intended to promote sustainable growth, value creation, and minimize potential adverse effects on the Group’s financial performance. Risk management is monitored by the Supervisory and Strategy Committee and the Finance Steering Committee. The Finance Steering Committee is comprised of internal experts who are not members of the Board of Directors.

Sensitivity analyses are performed to assess the effects of different market conditions. These analyses enable risk positions to be evaluated on a Group-wide basis. They provide an approximate measure of the risk that can arise based on specific assumptions in the event of isolated changes to individual parameters of a defined amount. The actual impacts on the statement of comprehensive income may differ, depending on how the market develops.

The most significant financial risks to which the Group is exposed are as follows:

Interest rate risks	Foreign currency risks	Price risks	Liquidity risks	Credit risks
Exposure results from movements in interest rates that can negatively affect the Group's consolidated financial statements. Significant risks result from financial assets and liabilities denominated in the following currencies: CHF, EUR, USD, BRL, CNY, INR.	Exposure to foreign currency risks arises from transactions in currencies other than the functional currency of the Group company. Significant risks result from the following currencies: EUR, USD, BRL, CNY, INR.	Exposure results from valuation changes of investments in equity instruments.	Exposure arises in the event that debt obligations cannot be met when due, or external borrowings cannot be refinanced.	Exposure results from the inability or unwillingness of counterparties of financial assets to fulfill their payment obligations.

Interest rate risks

To mitigate interest rate risks, the Group constantly monitors interest rates for its financial liabilities, maintaining a low level of debt financing. However, fluctuations in interest rates could affect the Group's interest income.

Risks from changes in interest rates are modelled using sensitivity analyses that demonstrate the effects of changes in market interest rates on interest expense and interest income. If market interest rates had been 1 percentage point higher or lower during the reporting year, net interest income would have been CHF 34 million higher or lower (previous year: CHF 30 million higher or lower).

Foreign currency risks

The Group mitigates its foreign currency risk through natural hedging of the income currency with the expense currency, or through hedging transactions with financial institutions. Intra-Group financing takes place in local currencies. The foreign currency risk is regularly monitored by key management. Speculative borrowing or investment in foreign currencies is not permitted.

The following table shows the net positions of significant currency hedges and the impact on the net financial result in the event of a movement of +/– 5% in the respective currency.

	2024		2023	
In CHF million	**Net position**	**Sensitivity +/–5%**	Net position	Sensitivity +/–5%
EUR	**185**	**+9 / –9**	221	+11 / –11
USD	**–37**	**–2 / +2**	19	+1 / –1
BRL	**–25**	**–1 / +1**	–14	–1 / +1
CNY	**52**	**+3 / –3**	52	+3 / –3
INR	**–12**	**–1 / +1**	–11	–1 / +1

Unhedged net positions amount to less than CHF 10 million and the resulting foreign currency risks are insignificant (previous year: less than CHF 10 million).

Price risks

In order to effectively manage and mitigate the underlying price risk, decisions on investments in equity instruments are made only by the Supervisory and Strategy Committee, the Finance Steering Committee, or Global Treasury.

As of December 31, 2024, the Group is invested in equity instruments totaling CHF 261 million (previous year: CHF 252 million), of which CHF 124 million relate to the investment in Hyundai Elevator Co. Ltd. (previous year: CHF 130 million).

If the prices of the equity instruments as of December 31, 2024, had been 10% higher or lower, net financial income and OCI would have been CHF 2 million and CHF 24 million higher or lower, respectively (previous year: CHF 2 million and CHF 25 million higher or lower, respectively).

Liquidity risks

Liquidity risks are mitigated by maintaining a substantial liquidity reserve in cash, as well as through the efficient use of debt markets for financing purposes based on the Group's creditworthiness.

Future cash outflows for the Group's financial liabilities are as follows:

		Cash outflows			
In CHF million	**Carrying amounts**	**Total**	< 1 year	1–5 years	> 5 years
As of December 31, 2024					
Accounts payable	**–1 143**	**–1 143**	–1 143		
Accrued expenses	**–864**	**–864**	–864		
Derivatives, net	**–3**	**–3**	–3	–	–
thereof cash inflows		**1 733**	1 658	75	–
thereof cash outflows		**–1 736**	–1 661	–75	–
Lease liabilities	**–493**	**–579**	–171	–315	–93
Other financial debts	**–301**	**–301**	–209	–23	–69
Total	**–2 804**	**–2 890**	**–2 390**	**–338**	**–162**
As of December 31, 2023					
Accounts payable	–1 009	–1 009	–1 009		
Accrued expenses	–813	–813	–813		
Derivatives, net	–2	–2	–2	–	–
thereof cash inflows		1 671	1 584	87	–
thereof cash outflows		–1 673	–1 586	–87	–
Lease liabilities	–448	–503	–136	–277	–90
Other financial debts	–251	–251	–203	–22	–26
Total	–2 523	–2 578	–2 163	–299	–116

The contractual maturities are based on the undiscounted, contractually agreed payments of the principal amount and interest.

Lease liabilities with future cash outflows in more than five years comprise payments for leases of land and buildings for which the Group has assessed contractual extension options as reasonably certain to be exercised. The future cash outflow above ten years is less than CHF 30 million (previous year: less than CHF 30 million).

Credit risks

Credit risks are mitigated through the active collection management of accounts receivable and contract assets, down payments received for customer contracts, and the use of limits governing the total value of financial instruments held at any one financial institution.

Furthermore, in view of the Group's large customer base and global presence, the concentration of credit risks in accounts receivable and contract assets is limited. Refer to note 10 and note 15, respectively, for more information on bad debt allowances and expected loss allowances on contract assets.

The Group is invested mainly in time deposits and high-quality, low-risk and liquid securities. Cash and cash equivalents as well as financial assets are held with counterparties that are primarily rated as investment grade, as defined by public rating agencies, i.e., with a rating of BBB– and higher. Assets without a rating mainly comprise time deposits held with non-publicly rated Swiss cantonal banks.

In CHF million	AAA range	AA range	A range	BBB range	< BBB range	No public rating available	**Total**
As of December 31, 2024							
Cash and cash equivalents	328	811	924	174	47	315	**2 599**
Current financial assets	120	512	347	8	1	478	**1 466**
Non-current financial assets	–	50	–	4	–	202	**256**
Total	**448**	**1 373**	**1 271**	**186**	**48**	**995**	**4 321**
As of December 31, 2023							
Cash and cash equivalents	100	664	1 048	145	22	357	2 336
Current financial assets	105	545	210	7	–	370	1 237
Non-current financial assets	–	–	10	–	–	127	137
Total	205	1 209	1 268	152	22	854	3 710

Derivatives and equity instruments are excluded in the table above. Equity instruments are subject to price risk only.

Capital management
The Group's capital management activities aim to maintain its strong credit rating and robust key performance indicators in order to ensure its operating activities, support growth, and create value.

The Group manages capital by monitoring net liquidity and the equity ratio. The key figures disclosed are defined as non-GAAP measures. The definition of these non-GAAP measures is available on the Group's website.

In CHF million	**2024**	2023[1]
Net liquidity	**3 661**	3 169
Equity ratio in %	**42.1**	41.6

[1] See note 2.2 for information on the change in presentation

10 Accounts receivable

A receivable is recognized once the Group has an unconditional right to payment. Initially, accounts receivable are recognized at the transaction value according to contractual terms and conditions. They do not carry any interest. Subsequently, accounts receivable are measured at amortized cost, which equals their transaction value less bad debt allowances.

Bad debt allowances are initially recognized through individual value adjustments, where deemed necessary. For accounts receivable that are not individually adjusted, the Group applies the simplified approach for the recognition of expected lifetime losses using a provision matrix based on the aging of accounts receivable. The provision matrix is based on the Group's historical credit loss experience, adjusted for forward-looking factors specific to the debtors, the economic environment in which they operate, as well as market trends and developments.

Changes in bad debt allowances and write-offs of accounts receivable are recognized as other operating expenses. Accounts receivable are written off when there is no reasonable expectation of recovery.

In CHF million	**2024**	2023
Trade accounts receivable – third parties	**2 196**	2 120
Trade accounts receivable – associates	**5**	9
Other receivables	**157**	178
Bad debt allowances	**–345**	–331
Total accounts receivable	**2 013**	1 976

Bad debt allowances relate predominantly to receivables overdue by 181 days or more. The following table outlines the aging of accounts receivable less the related bad debt allowances:

In CHF million	**2024**	2023
Not due	**923**	898
Overdue by < 90 days	**682**	649
Overdue by 91 to 180 days	**201**	210
Overdue by 181 to 360 days	**131**	140
Overdue by > 360 days	**76**	79
Total accounts receivable	**2 013**	1 976

Changes in bad debt allowances are as follows:

In CHF million	**2024**	2023
January 1	**–331**	–285
Addition	**–29**	–89
Utilization	**27**	23
Business combinations	**–2**	–2
Exchange differences	**–10**	22
December 31	**–345**	–331

11 Financial assets

In CHF million	2024	2023[1]
Current financial assets		
Time deposits	**1 365**	1 146
Derivatives	**15**	18
Other current financial assets	**101**	91
Total current financial assets	**1 481**	1 255
Non-current financial and other assets		
Time deposits	**177**	38
Other deposits	**29**	35
Equity instruments	**261**	252
Other non-current financial assets	**50**	64
Total non-current financial assets	**517**	389
Other non-current assets	**47**	38
Total non-current financial and other assets	**564**	427

[1] See note 2.2 for information on the change in presentation

Time deposits are included in current financial assets if their maturity is between 3 and 12 months, or in non-current financial assets if their maturity exceeds 12 months.

As of December 31, 2024, the investment in Hyundai Elevator Co. Ltd. represents CHF 124 million of non-current equity instruments (previous year: CHF 130 million). As the result of the disposal of shares in the reporting year, Schindler's interest decreased from 11.5% to 9.9% as of December 31, 2024. Upon the disposal, accumulated gains recognized in OCI of CHF 8 million (previous year: 27 million) were transferred to retained earnings. The Group received CHF 15 million in dividend payments from this investment in the reporting year, recognized as financial income (previous year: CHF 2 million).

Other current and non-current financial assets include debt instruments, such as bonds, bond funds, and loans to associates.

12 Accounts payable

In CHF million	2024	2023
Trade accounts payable – third parties	**1 066**	920
Trade accounts payable – associates	**3**	8
Social security	**55**	56
Indirect and capital taxes	**194**	182
Other payables	**74**	82
Total accounts payable	**1 392**	1 248

As of December 31, 2024, contractual commitments for future purchases of material or services amount to CHF 49 million (previous year: CHF 65 million).

13 Accrued expenses

In CHF million	**2024**	2023[1]
Personnel expenses	**460**	482
Late cost for customer contracts	**207**	213
Cost of materials and services	**160**	145
Other accrued expenses	**252**	236
Total accrued expenses	**1 079**	1 076

[1] See note 2.2 for information on the change in presentation

Late cost accruals for customer contracts represent the Group's expected cost for follow-up work on new installations or modernizations customer contracts and outstanding supplier invoices after handover to the customer. Late cost accruals are typically used within one year.

14 Financial debts

In CHF million	**2024**	2023[1]
Current financial debts		
Financial debts – related parties	**10**	5
Bank loans and overdrafts	**8**	17
Derivatives	**18**	20
Liabilities towards non-controlling interests	**113**	156
Other current financial debts	**78**	25
Total current financial debts	**227**	223
Non-current financial debts		
Liabilities towards non-controlling interests	**69**	26
Other non-current financial debts	**23**	22
Total non-current financial debts	**92**	48

[1] See note 2.2 for information on the change in presentation

Other current and non-current financial debts mainly comprise deferred purchase considerations from business combinations.

Changes in financial debts are as follows:

			2024			2023
In CHF million	Current financial debts	Non-current financial debts	**Total**	Current financial debts	Non-current financial debts	Total
December 31, reported	223	48	**271**	457	167	624
Change in presentation[1]				19		19
January 1, adjusted	223	48	**271**	476	167	643
Cash inflow from increase in financial debts	3	–	**3**	–	–	–
Cash outflow from repayment of financial debts	–10	–	**–10**	–408	–	–408
Other cash flows	–20	–	**–20**	–20	–	–20
Non-cash items						
Reclassifications	32	–32	**–**	129	–129	–
Business combinations	–	–	**–**	1	–	1
Disposal of subsidiary	–3	–	**–3**	–	–	–
Derivatives	–2	–	**–2**	1	–	1
Liabilities towards non-controlling interests	–69	69	**–**	31	–	31
Others	69	8	**77**	14	12	26
Exchange differences	4	–1	**3**	–1	–2	–3
December 31	**227**	**92**	**319**	223	48	271

[1] See note 2.2 for information on the change in presentation

On June 5, 2023, the 5-year bond tranche 2018–2023 with a coupon of 0.25% amounting to CHF 400 million reached its maturity and was repaid.

Other cash flows comprise payments of deferred purchase considerations from business combinations disclosed in cash flow from investing activities, see note 23 for further information. Other non-cash items mainly include changes in deferred purchase considerations from business combinations and transactions with non-controlling interests, see note 22.

Liabilities towards non-controlling interests

Liabilities towards non-controlling interests arise from written put options. Initially, they are measured at the present value of the redemption amount. Subsequent annual remeasurements are recognized in retained earnings without any impact on the income statement.

Liabilities towards non-controlling interests in the amount of CHF 156 million represent liabilities towards the non-controlling interests of XJ-Schindler Elevator Co. Ltd., China (XJ-Schindler), and Volkslift-Schindler Elevator Co. Ltd., China (previous year: CHF 156 million).

As part of the transaction with the non-controlling interests of XJ-Schindler, the Group has derecognized liabilities towards non-controlling interests recognized in prior years, see note 22 for further information. As a consequence of new contractual agreements, the Group has recognized additional liabilities towards non-controlling interests of XJ-Schindler. If contractually agreed call options are not exercised by Schindler in the future, the non-controlling interests have the right to sell part or all of their remaining shares to Schindler, starting from September 2029. Starting from September 2024 onwards, the non-controlling interests of Volkslift-Schindler Elevator Co. Ltd. have the right to sell part of their remaining shares to Schindler, see note 27 for further information.

15 Contract balances

Contract assets are recognized in cases where the amount of goods or services transferred to the customer exceeds the amount for which the Group has an unconditional right to payment. Contract assets are regularly reviewed for impairment indicators. Contract liabilities are recognized in cases where the amount of goods or services transferred to the customer is lower than the consideration received or due.

For new installations and modernization contracts, contract balances are recognized on a contract-by-contract basis once the installation begins. The amounts invoiced to the customer are generally based on the achievement of contractually agreed milestones. Such milestones are typically defined as the dates of contract signature, delivery call-off by the customer, and handover of the goods or services to the customer. Consequently, the amounts recognized as revenue over time may differ from the amounts invoiced.

For maintenance contracts, contract liabilities are recognized for prepaid maintenance services by customers, whereas contract assets are recognized for work performed ahead of the payment being unconditionally due.

In CHF million	**2024**	2023
Contract assets		
New installation and modernization contracts	**701**	784
Maintenance contracts	**84**	57
Total contract assets	**785**	841
Contract liabilities		
New installation and modernization contracts	**–1 838**	–1 892
Maintenance contracts	**–717**	–656
Total contract liabilities	**–2 555**	–2 548

Changes in contract balances are triggered by the progress of projects, revenue growth in local currencies, and the timing of down payments received. The Group has recognized CHF 1 931 million as revenue that was included in contract liabilities at the beginning of the reporting year (previous year: CHF 2 055 million). This amount represents new installation and modernization contracts that were completed or further progressed, and the release of contract liabilities related to maintenance contracts. Expected loss allowances relating to contract assets were not material in the reporting year, nor in the previous year.

16 Inventories

Inventories are recognized at the lower of cost of purchase or production cost, or the net realizable value. The cost of purchase or production cost is calculated using the weighted average cost method. The net realizable value corresponds to the estimated sales proceeds less the estimated cost of completion.

Material costs incurred before the start of installation of an elevator or escalator are recognized as inventory for customer contracts at the lower of production cost or the net realizable value. With the start of revenue recognition, inventory for customer contracts is transferred to contract balances.

Inventory allowances are recognized for slow-moving stock. Technically obsolete items are written off.

In CHF million	**2024**	2023
Inventory for customer contracts	**669**	731
Raw materials, semifinished and finished goods	**452**	475
Advance payments to suppliers	**36**	45
Total inventories	**1 157**	1 251

Inventories include allowances and write-offs of CHF 126 million related to slow-moving and technically obsolete items (previous year: CHF 130 million).

17 Property, plant, and equipment

Property, plant, and equipment, as well as investment properties not used for operational purposes, are measured at cost less accumulated depreciation.

Costs are capitalized if they extend the useful life or expand the production capacity of an asset. Non-value-adding maintenance and repair costs are recognized as other operating expenses when they are incurred.

Property, plant, and equipment are depreciated on a straight-line basis over their useful life. Land is not depreciated.

The estimated useful life of property, plant, and equipment is as follows: for buildings: 20 to 40 years; for equipment and machinery: 5 to 10 years; and for other property, plant, and equipment: 3 to 10 years.

An impairment test is performed whenever impairment indicators are identified. If the test reveals that the carrying amount exceeds the recoverable amount, the carrying amount is reduced accordingly. Impairment losses are recognized in the income statement.

In CHF million	Land	Buildings	Equipment and machinery	Assets under construction	Other PPE	**Total**
Net book values 2024						
January 1, 2024	49	536	174	39	69	**867**
Additions	–	15	30	41	21	**107**
Disposals	–1	–3	–6	–1	–2	**–13**
Depreciation		–37	–46	–	–30	**–113**
Business combinations	–	–	–	–	1	**1**
Reclassifications	–2	5	11	–20	6	**–**
Exchange differences	–	9	1	2	–	**12**
December 31, 2024	**46**	**525**	**164**	**61**	**65**	**861**
Cost	46	989	664	61	363	**2 123**
Accumulated depreciation and impairment	–	–464	–500	–	–298	**–1 262**
December 31, 2024	**46**	**525**	**164**	**61**	**65**	**861**
Net book values 2023						
January 1, 2023	51	595	199	35	82	962
Additions	–	8	29	36	23	96
Disposals	–	–3	–1	–	–2	–6
Depreciation		–41	–53	–	–37	–131
Business combinations	–	–	–	–	1	1
Reclassifications	–	10	13	–29	6	–
Exchange differences	–2	–33	–13	–3	–4	–55
December 31, 2023	49	536	174	39	69	867
Cost	50	952	635	39	359	2 035
Accumulated depreciation and impairment	–1	–416	–461	–	–290	–1 168
December 31, 2023	49	536	174	39	69	867

Other property, plant, and equipment comprise vehicles, furniture, and IT hardware.

In the reporting year, the sale of property, plant, and equipment resulted in gains of CHF 11 million (previous year: gains of CHF 30 million). The gains are recognized in other operating income.

As of December 31, 2024, contractual commitments for investments in property, plant, and equipment amount to CHF 4 million (previous year: CHF 5 million).

Investment properties

The following table provides information on investment properties included in land and buildings:

In CHF million	**2024**	2023
Net book value	**25**	27
Fair value	**34**	34
Rental income	**3**	3
Operating expenses	**2**	1
thereof for investment properties without lease income	**–**	–

The fair value indicated for investment properties is measured using the discounted cash flow method. Based on the unobservable input data used for the valuation, such as discount rates and expected developments in rental income, it results in a level 3 fair value classification.

18 Leases

Lease liabilities are initially measured at the present value of future lease payments, discounted using the incremental borrowing rate or the interest rate implicit in the lease contract, if available. Lease payments include payments for non-lease components. Lease liabilities are subsequently measured at amortized cost using the effective interest method. Remeasurements of lease liabilities are required in the event of changes in the lease term, in future lease payments, or when options are reassessed.

Right-of-use assets are initially measured at the present value of the corresponding lease liability, adjusted by payments made before lease commencement and any lease incentives received. The assets are subsequently depreciated on a straight-line basis over the lease term and are adjusted to reflect remeasurements of the corresponding lease liability.
An impairment test is performed whenever impairment indicators are identified.

The costs arising from short-term leases, variable lease payments not included in the measurement of lease liabilities, and leases of low-value assets are recognized as lease-related expenses in other operating expenses when they are incurred.

The Group leases land and buildings for use as office and warehouse space whereby lease terms are typically fixed for a period of three to ten years. In many cases, lease contracts for buildings contain extension options, which provide operational flexibility and security. Such options are individually assessed to determine whether the Group is reasonably certain to exercise the option. Furthermore, the Group maintains a fleet of leased vehicles with an average lease term of four years.

The following expenses related to the Group’s leasing activities are recognized in the income statement:

In CHF million	**2024**	2023
Lease-related expenses	**25**	40
Depreciation of right-of-use assets	**155**	146
Interest expenses on lease liabilities	**20**	13
Total recognized in the income statement	**200**	199

Right-of-use assets

In CHF million	Land & buildings	Vehicles	**Total**
Net book values 2024			
January 1, 2024	256	204	**460**
Additions	83	118	**201**
Disposals	–11	–	**–11**
Depreciation	–60	–95	**–155**
Disposal of subsidiary	–1	–	**–1**
Exchange differences	10	3	**13**
December 31, 2024	**277**	**230**	**507**
Cost	503	448	**951**
Accumulated depreciation and impairment	–226	–218	**–444**
December 31, 2024	**277**	**230**	**507**
Net book values 2023			
January 1, 2023	279	162	441
Additions	59	149	208
Disposals	–9	–4	–13
Depreciation	–60	–86	–146
Exchange differences	–13	–17	–30
December 31, 2023	256	204	460
Cost	455	397	852
Accumulated depreciation and impairment	–199	–193	–392
December 31, 2023	256	204	460

Lease liabilities

In CHF million	Current lease liabilities	Non-current lease liabilities	**Total**
January 1, 2024	122	326	**448**
Lease payments including interest	–172		**–172**
Non-cash items			
Additions	41	157	**198**
Interest	20		**20**
Reclassifications	129	–129	**–**
Disposals	–9	–3	**–12**
Disposal of subsidiary	–	–1	**–1**
Exchange differences	3	9	**12**
December 31, 2024	**134**	**359**	**493**
January 1, 2023	114	306	420
Lease payments including interest	–155		–155
Non-cash items			
Additions	54	154	208
Interest	13		13
Reclassifications	106	–106	–
Disposals	–1	–9	–10
Exchange differences	–9	–19	–28
December 31, 2023	122	326	448

Additions to right-of-use assets and to lease liabilities include new leases and remeasurements of existing leases. Total cash outflows for the Group’s leasing activities amount to CHF 192 million in the reporting year (previous year: CHF 195 million). Interest paid on lease liabilities is presented as part of interest paid within cash flow from operating activities.

19 Intangible assets

Goodwill, maintenance portfolios acquired from third parties, software, as well as rights, patents, and licenses, are recognized as intangible assets.

Intangible assets with finite useful lives are amortized on a straight-line basis over their useful life. The estimated useful life of intangible assets is as follows: for maintenance portfolios: 10 to 15 years; and for other intangible assets: 3 to 10 years.

Goodwill is not amortized but is tested for impairment annually or whenever there are indications that an impairment may have occurred.

For all other intangible assets, an impairment test is performed whenever impairment indicators are identified. If the test reveals that the carrying amount exceeds the recoverable amount, the carrying amount is reduced accordingly. Impairment losses are recognized in the income statement.

In CHF million	Goodwill	Maintenance portfolio	Other intangible assets	**Total**
Net book values 2024				
January 1, 2024	1 033	336	26	**1 395**
Additions			2	**2**
Amortization		–50	–12	**–62**
Business combinations	33	47	–	**80**
Exchange differences	–2	4	–1	**1**
December 31, 2024	**1 064**	**337**	**15**	**1 416**
Cost	1 081	752	249	**2 082**
Accumulated amortization and impairment	–17	–415	–234	**–666**
December 31, 2024	**1 064**	**337**	**15**	**1 416**
Net book values 2023				
January 1, 2023	1 056	357	44	1 457
Additions			6	6
Amortization		–47	–25	–72
Business combinations	41	46	–	87
Exchange differences	–64	–20	1	–83
December 31, 2023	1 033	336	26	1 395
Cost	1 050	709	230	1 989
Accumulated amortization and impairment	–17	–373	–204	–594
December 31, 2023	1 033	336	26	1 395

Other intangible assets relate predominantly to software, some of which has been internally developed. Development costs are capitalized when certain criteria are met. However, as experience shows that future economic benefits can usually only be proven when the products are successfully launched in the market, they are generally expensed in the income statement when incurred. The same accounting treatment applies to research costs. In the reporting year, research and development costs of CHF 185 million were recognized in the income statement (previous year: CHF 194 million).

Goodwill impairment test

The value in use of the cash-generating units to which goodwill has been allocated is determined annually in the third quarter using the discounted cash flow method, or more frequently if any indication of impairment exists.

Future cash flows, pre-tax discount rates, and other parameters relating to the respective cash-generating units are determined using various assumptions. The estimate for the reporting year and the forecast for the following three years generally form the basis for the test. Assumptions such as market conditions, sales volumes, revenue, earnings before taxes, and tax rates are considered reasonable by management.

An impairment loss is recognized in the income statement if the carrying amount of the cash-generating unit exceeds the value in use. Impairment losses from earlier periods cannot be reversed.

The value in use calculations were based on the following assumptions:

In CHF million	**Goodwill**	Pre-tax discount rate	Growth rate	Inflation rate
As of December 31, 2024				
China	**282**	8.5%	2.0%	2.0%
Germany	**250**	9.4%	2.0%	2.0%
Brazil	**114**	22.3%	3.0%	3.0%
Switzerland	**99**	5.9%	1.2%	1.2%
USA	**84**	11.9%	2.1%	2.1%
Others	**235**			
Total	**1 064**			
As of December 31, 2023				
China	271	8.9%	2.2%	2.2%
Germany	227	10.1%	2.0%	2.0%
Brazil	135	22.1%	3.0%	3.0%
Switzerland	99	6.7%	1.0%	1.0%
USA	78	12.4%	2.1%	2.1%
Others	223			
Total	1 033			

No impairment was necessary in the reporting year (previous year: no impairment). The item Others comprises 16 cash-generating units whose allocated goodwill is individually insignificant (previous year: 16).

The value in use of the cash-generating units to which goodwill has been allocated is reviewed to determine the impact of reasonably possible changes in key assumptions. In particular, an increase in the discount rate or a deterioration of future cash flow expectations is considered. These reasonably possible changes in key assumptions would not alter the results of the impairment test.

20 Provisions and contingent liabilities

20.1 Provisions

A provision is recognized when a legal or constructive obligation arising from past events exists, if it is probable that a cash outflow will be required to settle the obligation, and a reliable estimate of this amount can be made. Provisions are determined on the basis of assumptions and estimates and are therefore subject to a degree of uncertainty. They are reassessed at every reporting date.

Non-current provisions are discounted at a risk-adjusted interest rate whenever the impact of discounting is material. The increase in the present value is subsequently recognized as financial expenses.

In CHF million	Onerous customer contracts	Restructuring costs	Product liabilities and warranties	Others	**Total**
Current provisions	57	48	108	40	**253**
Non-current provisions	27	6	169	64	**266**
Total provisions	**84**	**54**	**277**	**104**	**519**
Statement of changes					
January 1, 2024	72	42	266	104	**484**
Addition	64	51	50	38	**203**
Increase in present value	–	–	3	7	**10**
Usage	–53	–39	–45	–32	**–169**
Reversal	–1	–	–6	–8	**–15**
Business combinations	–	–	1	–	**1**
Exchange differences	2	–	8	–5	**5**
December 31, 2024	**84**	**54**	**277**	**104**	**519**

Provisions for onerous contracts are recognized to cover losses contained in loss-making customer contracts. These provisions are calculated on the basis of pre-calculations and experience. Customer contracts are usually satisfied within 9 to 24 months. The provisions are reversed as each contract progresses.

Restructuring provisions are recognized and measured on the basis of the restructuring plans that have been announced. Provisions are used when the related costs are incurred.

Provisions for product liability cover claims made with respect to product liability risks. The measurement of provisions for product liability is based on actuarial reports by independent experts. Such reports take account of all units under maintenance and include assumptions about the probability of occurrence of future damages based on experience. Product liability provisions are used as the payments are made, which may be over a period of up to ten years following the occurrence of damages. Warranty provisions cover the risk of expenses that are expected to occur before the warranty period expires, so-called assurance-type warranties. The provisions are calculated based on experience.

Others comprise provisions for self-insurance and other provisions. As of December 31, 2024, provisions for self-insurance amount to CHF 29 million (previous year: CHF 56 million) and cover mainly employee-related risks that are not, or not sufficiently, covered by local or state insurance in individual countries. The measurement of self-insurance provisions is based on actuarial reports by independent experts. The reports take account of all local employees and include assumptions about the probability of occurrence of risks based on experience. The provisions are used as the payments are made, which may be over a period of up to ten years following the occurrence of the event. Other provisions amount to CHF 75 million in the reporting year (previous year: CHF 48 million). Other provisions cover further risks, such as litigation, which are generally used within five years.

20.2 Contingent liabilities

Guarantees provided in favor of third parties are reported off-balance sheet as contingent liabilities and are only recognized as a provision if it is probable that an outflow of resources will occur. As of December 31, 2024, guarantees amount to CHF 26 million (previous year: CHF 23 million).

Furthermore, the Group is exposed to a variety of legal risks, such as risks associated with employment law, product liability, patent law, and competition law. Several Group companies are involved in ongoing legal proceedings, the results of which cannot be accurately forecast. Consequently, decisions by courts or other authorities can give rise to expenses that are not covered either partly or fully by insurance policies. This may have a significant impact on the business and future results.

The decision by the European Commission on February 21, 2007, regarding fines under competition law, as well as the decision by the Higher Regional Court in Vienna on December 14, 2007, to impose fines, resulted in civil damage claims against Group companies and other elevator companies being lodged with courts in Belgium, the Netherlands, and Austria. The total capital amount claimed jointly and severally from all the defendants involved in the proceedings – in which Group companies are involved as defendants – was EUR 45 million as of December 31, 2024. The Group companies in question consider the claims to be without merit.

21 Income taxes

Current income taxes
Current income taxes are determined on the basis of the results for the reporting year, taking account of national tax laws in the relevant jurisdictions.

Deferred taxes
Deferred taxes are recognized using the liability method. Deferred taxes reflect the income tax impact of temporary differences between the balance sheet values relevant for the consolidated financial statements and the values that are relevant for tax assessments.

Deferred tax liabilities are recognized on all taxable temporary differences, whereas deferred tax assets are only recognized if it is probable that future profits will be available against which these assets can be offset for tax purposes. Forecasts and the interpretation of existing tax laws and regulations serve as the basis for the assumptions of whether such future offsetting is probable.

Changes in deferred tax assets and liabilities are recognized as income tax expenses, in OCI, or directly in equity, according to where the underlying transaction that led to the change in deferred taxes is recognized.

Uncertain tax positions
Uncertainties regarding the correct tax treatment can arise from risks resulting from final tax assessments that are only made several years after the end of the reporting year. Where there is uncertainty over whether the Group's tax treatment will be accepted by the tax authority, the Group is required to reflect this uncertainty in the consolidated financial statements. The uncertainty is reflected by an expected value or the single most likely amount, whichever is more appropriate.

The income tax expenses recognized in the income statement are as follows:

In CHF million	**2024**	2023
Current income taxes for the reporting year	**279**	251
Current income taxes from previous years	**–9**	–1
Deferred income taxes	**–8**	–10
Total income taxes	**262**	240

The reconciliation of income tax expenses is as follows:

In CHF million	**2024**	2023
Profit before taxes	**1 272**	1 175
Weighted average income tax rate – expected	**20.0%**	20.4%
Expected income tax expenses	**254**	240
Effects of		
Recognition/utilization of unrecognized tax loss carryforwards	**2**	–4
Other non-taxable income/other non-deductible expenses	**4**	–4
Non-refundable withholding taxes	**12**	15
Current income taxes from previous years	**–9**	–1
Other differences	**–1**	–6
Total income taxes	**262**	240
Weighted average income tax rate – effective	**20.6%**	20.4%

The Group is subject to taxes in different countries around the world. The weighted average income tax rate is calculated using the enacted tax rates for the individual Group companies in each jurisdiction. Due to the composition of the Group's taxable income, as well as changes in local tax rates, the average tax rate usually varies from year to year.

The Group falls within the scope of the OECD Pillar Two model rules. These rules have no material impact on the Group's income tax expense.

Deferred taxes

Deferred taxes arise from the following positions in the consolidated balance sheet:

			2024			2023
In CHF million	**Deferred tax assets**	**Deferred tax liabilities**	**Net book value**	Deferred tax assets	Deferred tax liabilities	Net book value
Current assets	**141**	**–17**	**124**	139	–41	98
Property, plant, and equipment	**5**	**–21**	**–16**	4	–19	–15
Intangible assets	**10**	**–132**	**–122**	11	–94	–83
Current liabilities	**98**	**–50**	**48**	90	–36	54
Provisions	**82**	**–29**	**53**	73	–16	57
Employee benefits	**66**	**–4**	**62**	53	–	53
Others	**1**	**–6**	**–5**	3	–27	–24
Tax loss carryforwards	**8**		**8**	10		10
Net deferred taxes			**152**			150
thereof deferred tax assets			**317**			291
thereof deferred tax liabilities			**–165**			–141

The Group applies the exception of IAS 12 – Income taxes to recognizing and disclosing information about deferred tax assets and liabilities related to OECD Pillar Two model rules.

Changes in net deferred taxes are as follows:

In CHF million	**2024**	2023
January 1	**150**	162
Addition and reversal of temporary differences		
recognized in the income statement	**8**	10
recognized in OCI	**–6**	6
Business combinations	**–10**	–10
Exchange differences	**10**	–18
December 31	**152**	150

Tax loss carryforwards

		2024		2023
In CHF million	**Loss carry-forwards**	**Tax effects**	Loss carry-forwards	Tax effects
Total	**233**	**43**	205	43
Recognized as deferred tax assets	**–34**	**–8**	–42	–10
Total unrecognized	**199**	**35**	163	33
thereof expiring				
< 1 year	**2**	**–**	–	–
1–5 years	**64**	**9**	53	8
> 5 years	**133**	**26**	110	25

Unrecognized deferred tax assets

In CHF million	2024	2023
Temporary differences	**9**	8
Tax loss carryforwards	**199**	163
Total basis	**208**	171
Unrecognized deferred tax assets	**37**	35
Average tax rate	**17.8%**	20.5%

22 Equity and earnings per share

Share and participation capital

	Number	Capital in CHF
Registered shares, nominal value CHF 0.10	67 077 452	6 707 745
Participation certificates, nominal value CHF 0.10	40 716 831	4 071 683
Total	**107 794 283**	**10 779 428**

There were no changes in the share and participation capital compared to the previous year.

Each participation certificate carries the right to a share of retained earnings, and to a share of the proceeds of liquidation, corresponding to its nominal value. However, it does not carry voting rights or other membership rights, such as attendance at General Meetings of Shareholders.

Earnings per share

	2024	2023
Number of shares and participation certificates	**107 794 283**	107 794 283
Average number of treasury shares	**–263 998**	–260 828
Basic average number of outstanding shares	**107 530 285**	107 533 455
Share-based payment plans	**165 151**	141 405
Diluted average number of outstanding shares	**107 695 436**	107 674 860
Net profit attributable to Schindler shareholders in CHF million	**950**	866
Basic earnings per share in CHF	**8.83**	8.05
Diluted earnings per share in CHF	**8.82**	8.04

Shares include registered shares and participation certificates.

Dividends
In 2024, CHF 538 million was paid in dividends (previous year: CHF 430 million). This corresponds to an ordinary dividend of CHF 4.00 and an extraordinary dividend of CHF 1.00 per registered share and per participation certificate (previous year: ordinary dividend of CHF 4.00).

The Board of Directors proposes to the General Meeting of Shareholders the payment of an ordinary dividend of CHF 6.00 per share and participation certificate for the reporting year 2024. This represents a total gross dividend payment of CHF 647 million. The dividend payment will be recognized in equity in the period in which the distribution is approved by the General Meeting of Shareholders.

Treasury shares

Treasury shares comprise registered shares and participation certificates of Schindler Holding Ltd. They are reported as a deduction from equity and are measured at acquisition costs. There is no subsequent remeasurement of treasury shares. Gains and losses from the sale of treasury shares are recognized in equity.

	Registered shares		Participation certificates	
In CHF million	Number	Value	Number	Value
January 1, 2023	326 639	54	–	–
Purchases	5 198	1	17 509	3
Share-based payments				
Allocation of shares	–70 682	–14	–1 500	–
Exercise of PSUs and options	–42 747	–9	–	–
Difference in value		4		–
December 31, 2023	218 408	36	16 009	3
thereof reserved for share-based payment plans	218 408		16 009	
January 1, 2024	218 408		16 009	
Purchases	36 200	9	227 511	56
Share-based payments				
Allocation of shares	–73 284	–16	–	–
Exercise of PSUs and options	–25 851	–6	–	–
Difference in value		6		–
December 31, 2024	**155 473**	**29**	**243 520**	**59**
thereof reserved for share buyback program	36 200		127 511	
thereof reserved for share-based payment plans	119 273		116 009	

Share buyback program

In October 2024, the Board of Directors of Schindler Holding Ltd. decided to launch a share buyback program for registered shares and participation certificates in the combined amount of up to CHF 500 million. The buyback program will run for a maximum of three years (2024–2026) at market prices. The maximum buyback volume per day is 4 524 for registered shares and 23 759 for participation certificates.

In 2024, a total of 36 200 registered shares and 127 511 participation certificates were repurchased. The Board of Directors intends to propose capital reductions by canceling the repurchased registered shares and participation certificates at future General Meetings of Shareholders.

Other reserves

Other reserves comprise cash flow hedge reserves of CHF 8 million (previous year: CHF –6 million) and accumulated changes in the fair value of debt instruments measured at fair value of CHF –1 million (previous year: CHF – 1 million).

Non-controlling interests

On September 30, 2024, Schindler acquired additional equity interests in XJ-Schindler Elevator Co. Ltd., China (XJ-Schindler), of 14.3%. From that date, Schindler has held a 90% equity stake in XJ-Schindler.

The transaction has been accounted for as an equity transaction with non-controlling interests as follows:

In CHF million	XJ-Schindler	Others	**Total**
Equity attributable to non-controlling interests	7	1	**8**
Equity attributable to Schindler shareholders	93	**–**	**93**
Total acquisition of non-controlling interests	**100**	**1**	**101**
Liability towards non-controlling interests	–81		**–81**
Total impact on Group equity	**19**	**1**	**20**
Equity attributable to non-controlling interests	7	1	8
Equity attributable to Schindler shareholders	12	–	12
Cash and cash equivalents paid	50	1	**51**
Deferred purchase consideration	50		**50**
Total acquisition of non-controlling interests	**100**	**1**	**101**

The deferred purchase consideration towards non-controlling interests of XJ-Schindler is expected to be paid within 12 months.

23 Business combinations

General
Business combinations are accounted for using the acquisition method. Acquisition costs comprise the consideration paid, including the fair value of deferred and contingent consideration. Transaction costs are recognized as operating expenses. Businesses acquired in the reporting year are included in the Group's consolidated financial statements from the date on which the Group obtained control of the business.

Net assets acquired comprise identifiable assets, liabilities, and contingent liabilities, and are recognized at fair value. Identifiable intangible assets mainly consist of maintenance portfolios. The difference between the acquisition costs and the fair value of the net assets acquired is recognized as goodwill. Goodwill is allocated to those cash-generating units that are expected to benefit from the acquisition and to generate future cash flows. Non-controlling interests are generally recognized according to their proportionate share of the fair value of the net assets acquired.

It is common practice for the Group to acquire call options for interests that were not acquired, and to write put options.

Step acquisitions
If the Group obtains control of an associate, the previously held interests are measured at fair value at the acquisition date. Any gain or loss resulting from the remeasurement is recognized in other income. Items previously recognized in OCI are reclassified to the income statement.

In the reporting year and in the previous year, Schindler acquired the business activities or the shares of various smaller companies that sell, install, modernize, and maintain elevators and escalators. Viewed individually, the impact of the business combinations that took place in the reporting year is not material, nor would it have been material had the business combinations occurred on January 1, 2024, or January 1, 2023, respectively. The business combinations enable the Group to strengthen its market position and regional coverage.

The fair values of the net assets acquired through all business combinations are as follows:

In CHF million	**2024**	2023
Assets		
Cash and cash equivalents	**6**	3
Accounts receivable	**8**	5
Other current assets	**6**	2
Property, plant, and equipment	**1**	1
Maintenance portfolio	**47**	46
Deferred tax assets	**1**	–
Other non-current assets	**–**	–
Liabilities		
Accounts payable	**4**	3
Contract liabilities	**5**	4
Other current liabilities	**3**	2
Deferred tax liabilities	**11**	10
Other non-current liabilities	**2**	1
Net assets acquired	**44**	37
Non-controlling interests	**–**	–
Goodwill	**33**	41
Total acquisition costs	**77**	78

Gross accounts receivable total CHF 10 million and the related bad debt allowances total CHF 2 million (previous year: gross amount of CHF 7 million and allowances of CHF 2 million).

The Group assumes that the goodwill acquired in the reporting period is not eligible for tax deductions (previous year: CHF 6 million).

Cash flows

A reconciliation of the net cash outflow for all business combinations is provided in the following table:

In CHF million	2024	2023
Cash and cash equivalents paid	**57**	52
Deferred purchase consideration	**20**	26
Total acquisition costs	**77**	78
Cash and cash equivalents acquired	**–6**	–3
Deferred purchase consideration	**–20**	–26
Paid deferred purchase consideration	**20**	20
Net cash outflow	**71**	69

24 Disposal of subsidiary

The Group divested Jardine Schindler Lifts Ltd., Taiwan, on September 9, 2024. The disposal had no material impact on the Group’s consolidated financial statements. The disposal resulted in a total cash inflow of CHF 12 million in 2024.

25 Cash flow statement

The cash flow statement reflects the movements in the Group's cash and cash equivalents position.

Cash and cash equivalents are defined as cash on hand, current bank accounts, and time deposits with an original maturity of three months or less.

The reconciliation of the Group's net profit to operating profit, which is used as the starting point for the cash flow statement, is as follows:

In CHF million	**2024**	2023
Net profit	**1 010**	935
Income taxes	**262**	240
Financial result	**–12**	13
Result from associates	**6**	–
Operating profit	**1 266**	1 188

Details of specific line items in operating cash flow are included in the following table:

In CHF million	**2024**	2023
Other non-cash items		
Share-based payments	**23**	18
Change in provisions	**188**	160
Change in employee benefits	**48**	41
Change in bad debt allowances	**29**	89
Others	**–35**	–42
Total other non-cash items	**253**	266
Other cash items		
Change in provisions	**–169**	–202
Change in employee benefits	**–66**	–65
Total other cash items	**–235**	–267
Change in net working capital		
Accounts receivable	**–30**	–63
Contract assets	**83**	9
Inventories	**102**	63
Prepaid expenses	**–4**	–19
Accounts payable	**129**	66
Contract liabilities	**–**	–87
Accrued expenses	**–34**	–12
Total change in net working capital	**246**	–43

26 Related parties

Schindler Holding Ltd., Hergiswil, Switzerland, is the ultimate holding company of the Group and is not controlled by any other company.

As of December 31, 2024, the Schindler and Bonnard families – within the scope of shareholder agreements – and parties related to these families, held 46 640 198 registered shares of Schindler Holding Ltd. (previous year: 46 029 208). This corresponds to 69.5% of the voting rights of the share capital recorded in the Commercial Register (previous year: 68.6%).

Business transactions with related parties are generally conducted at arm's length. Transactions in goods and services are based on prices that apply to third parties, including similar general terms and conditions.

Transactions with associates and other related parties consist of the following:

In CHF million	**2024**	2023
Associates		
Accounts receivable and loans	**5**	12
Liabilities	**5**	8
Revenue	**10**	22
Material and operating expenses	**18**	16
Other related parties		
Liabilities towards shareholders	**8**	5
Interest expenses	**–**	–

The compensation of key management is disclosed in note 6.4.

27 Event after the balance sheet date

In January 2025, Schindler has entered into an agreement with the non-controlling interests to acquire additional equity interests of 41% in Volkslift-Schindler Elevator Co. Ltd., China. The purchase price amounts to approximately CHF 120 million. The transaction is subject to approvals of local authorities and is expected to be closed in the second quarter of 2025.

28 Material Group companies

Country	Head office	Name of company	Participation in % 2024	Participation in % 2023	Nominal capital (in thousands of local currency)		Production	Sales, installation, maintenance	Other services
Argentina	Buenos Aires	Ascensores Schindler S.A.	**0.0**	100.0	–	ARS		○	
Australia	Sydney	Schindler Lifts Australia Pty. Ltd.	**100.0**	100.0	138 500	AUD		○	
Austria	Vienna	Schinac Verwaltungs GmbH	**100.0**	100.0	70	EUR			○
		Schindler Aufzüge und Fahrtreppen GmbH	**100.0**	100.0	2 000	EUR		○	
		Schindler Fahrtreppen International GmbH	**100.0**	100.0	2 000	EUR	○	○	
Belgium	Brussels	S.A. Schindler N.V.	**100.0**	100.0	22 000	EUR		○	
Brazil	São Paulo	Elevadores Atlas Schindler Ltd.	**100.0**	100.0	70 479	BRL	○	○	
British Virgin Islands	Tortola	Jardine Schindler Holdings Ltd.	**50.0**	50.0	1	USD			○
Canada	Toronto	Schindler Elevator Corporation	**100.0**	100.0	25 100	CAD		○	
Chile	Santiago de Chile	Ascensores Schindler (Chile) S.A.	**100.0**	100.0	1 270 626	CLP		○	
China	Henan	XJ-Schindler Elevator Co. Ltd.	**90.0**	75.7	151 000	CNY	○	○	
	Hong Kong SAR	Schindler Lifts (Hong Kong) Ltd.[1]	**100.0**	100.0	25 000	HKD		○	
	Macau SAR	Jardine Schindler Lifts (Macao) Ltd.[1]	**100.0**	100.0	25	MOP		○	
	Shanghai	Schindler (China) Elevator Co. Ltd.	**100.0**	100.0	941 400	CNY	○	○	
	Zhejiang	Volkslift-Schindler Elevator Co. Ltd.	**49.0**	49.0	108 000	CNY	○	○	
	Taiwan region	Jardine Schindler Lifts Ltd.[1]	**0.0**	100.0	–	TWD		○	
Colombia	Medellín	Ascensores Schindler de Colombia S.A.S.	**100.0**	100.0	10 199 551	COP		○	
Czech Republic	Prague	Schindler CZ a.s.	**100.0**	100.0	101 000	CZK		○	
Denmark	Ballerup	Schindler Elevatorer A/S	**100.0**	100.0	3 000	DKK		○	
Egypt	Cairo	Schindler Ltd.	**100.0**	100.0	24 250	EGP		○	
Finland	Helsinki	Schindler Oy	**100.0**	100.0	100	EUR		○	
France	Vélizy-Villacoublay	Schindler S.A.	**100.0**	100.0	8 595	EUR		○	
Germany	Berlin	Schindler Aufzüge und Fahrtreppen GmbH	**100.0**	100.0	9 715	EUR		○	
		BuildingMinds GmbH	**100.0**	100.0	100	EUR			○
	Stuttgart	C. Haushahn GmbH & Co. KG	**100.0**	100.0	8 997	EUR		○	
Hungary	Budapest	Schindler Hungária Lift és Mozgólépcső KFT	**100.0**	100.0	460 000	HUF		○	
India	Mumbai	Schindler India PVT Ltd.	**100.0**	100.0	1 217 879	INR	○	○	
Indonesia	Jakarta	PT Berca Schindler Lifts[1]	**64.0**	64.0	11 320 296	IDR		○	
Israel	Petah Tikva	Schindler Israel Ltd.	**100.0**	100.0	11 045	ILS		○	
Italy	Concorezzo	Schindler S.p.A.	**100.0**	100.0	8 400	EUR		○	
Kenya	Nairobi	Schindler Ltd.	**100.0**	100.0	305 000	KES		○	
Liechtenstein	Vaduz	Reassur AG	**100.0**	100.0	20 000	CHF			○
Malaysia	Kuala Lumpur	Schindler Lifts (Malaysia) Sdn. Bhd.[1]	**70.0**	70.0	5 200	MYR		○	
Mexico	Mexico City	Elevadores Schindler S.A. de C.V.	**100.0**	100.0	122 073	MXN		○	
Morocco	Casablanca	Schindler Maroc S.A.	**100.0**	100.0	60 000	MAD		○	
Netherlands	The Hague	Schindler Liften B.V.	**100.0**	100.0	567	EUR		○	
New Zealand	Auckland	Schindler Lifts NZ Ltd.	**100.0**	100.0	1 000	NZD		○	

○ Production
○ Sales, installation, maintenance
○ Other services
[1] Investments of Jardine Schindler Holdings Ltd., BVI

Country	Head office	Name of company	Participation in % 2024	Participation in % 2023	Nominal capital (in thousands of local currency)		Production	Sales, installation, maintenance	Other services
Norway	Vennesla	Schindler AS	**100.0**	100.0	8 000	NOK		○	
Peru	Lima	Ascensores Schindler del Perú S.A.	**100.0**	100.0	6 718	PEN		○	
Philippines	Manila	Jardine Schindler Elevator Corp.[1]	**100.0**	100.0	277 000	PHP		○	
Poland	Warsaw	Schindler Polska Sp. z o.o.	**100.0**	100.0	5 000	PLN		○	
Portugal	Algés	Schindler, S.A.	**100.0**	100.0	4 000	EUR		○	
Romania	Bucharest	Schindler Romania S.R.L.	**100.0**	100.0	125	RON		○	
Saudi Arabia	Jeddah	Schindler Olayan Elevator Company Ltd.	**65.0**	65.0	30 000	SAR		○	
Singapore	Singapore	Schindler Lifts (Singapore) Pte. Ltd.[1]	**100.0**	100.0	3 714	SGD		○	
Slovakia	Dunajská Streda	Schindler Dunajská Streda a.s.	**100.0**	100.0	5 950	EUR	○		
		Schindler Eskalátory s.r.o.	**100.0**	100.0	1 245	EUR	○		
South Africa	Johannesburg	Schindler Lifts (SA) (PTY) Ltd.	**75.0**	75.0	1	ZAR		○	
South Korea	Seoul	Schindler Elevator Company Ltd.	**100.0**	100.0	6 195 000	KRW		○	
Spain	Madrid	Schindler S.A.	**99.8**	99.8	27 801	EUR		○	○
Sweden	Danderyd	Schindler Hiss AB	**100.0**	100.0	9 440	SEK		○	
Switzerland	Ebikon	Schindler Aufzüge AG	**100.0**	100.0	25 000	CHF	○	○	
		Schindler Management AG	**100.0**	100.0	1 000	CHF			○
		Schindler Supply Chain Europe AG	**100.0**	100.0	100	CHF	○		○
	Hergiswil	Inventio AG	**100.0**	100.0	11 000	CHF			○
	Küssnacht a.R.	AS Aufzüge AG	**100.0**	100.0	7 000	CHF		○	
Thailand	Bangkok	Jardine Schindler (Thai) Ltd.[1]	**100.0**	100.0	90 268	THB		○	
Turkey	Istanbul	Schindler Türkeli Asansör Sanayi A.Ş.	**100.0**	100.0	270 000	TRY		○	
United Kingdom	Sunbury	Schindler Ltd.	**100.0**	100.0	2 005	GBP		○	
United Arab Emirates	Dubai	Schindler for Elevators and Escalators L.L.C	**100.0**	100.0	20 000	AED		○	
USA	Cantaño	Schindler of Puerto Rico, LLC	**100.0**	100.0	1	USD		○	
	Morristown	Schindler Elevator Corporation	**100.0**	100.0	1	USD	○	○	
Vietnam	Ho Chi Minh City	Schindler Vietnam Ltd.[1]	**100.0**	100.0	20 818 485	VND	○	○	

○ Production
○ Sales, installation, maintenance
○ Other services
[1] Investments of Jardine Schindler Holdings Ltd., BVI

Report of the statutory auditor

to the General Meeting of Schindler Holding Ltd., Hergiswil

Report on the audit of the consolidated financial statements

Opinion

We have audited the consolidated financial statements of Schindler Holding Ltd. and its subsidiaries (the Group), which comprise the consolidated income statement and the consolidated statement of comprehensive income for the year ended December 31, 2024, the consolidated balance sheet as at December 31, 2024, and the consolidated statement of changes in equity, the consolidated cash flow statement for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements (pages 4 to 55) give a true and fair view of the consolidated financial position of the Group as at December 31, 2024, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the IFRS Accounting Standards and comply with Swiss law.

Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISA) and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor"s responsibilities for the audit of the consolidated financial statements' section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

Overall Group materiality: CHF 63.6 million

We concluded full scope audit work at 11 reporting units in 6 countries and specified scope audits at 15 reporting units in 9 countries. Our audit scope addressed 75% of the Group's revenue.

As key audit matter the following area of focus has been identified:
Revenue recognition for new installations and modernizations.

Materiality
The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	CHF 63.6 million
Benchmark applied	Profit before tax
Rationale for the materiality benchmark applied	We chose profit before tax as the benchmark because, in our view, it is the benchmark against which the performance of Groups is most commonly measured, and it is a generally accepted benchmark.

Audit scope
We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The audit strategy for the audit of the consolidated financial statements was determined taking into account the work performed by the component auditors. As Group auditor, we performed the audit of the consolidation, disclosures and presentation of the consolidated financial statements and of the impairment testing of goodwill. Where audits were performed by component auditors, we ensured that, as Group auditor, we were adequately involved in the audit in order to assess whether sufficient appropriate audit evidence was obtained from the work of the component auditors to provide a basis for our opinion. Our involvement comprised communicating the risks identified at Group level, specifying the audit procedures relating to the accounting of key audit areas, specifying the materiality thresholds to be applied, conducting virtual and physical meetings with the component auditors during the planning phase, the interim audit and the year-end audit, review of their working papers and analysing their reporting.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition for new installations and modernizations

Key audit matter

The Group recognizes revenue from contracts with customers for new installations and modernizations as well as from the provision of maintenance services over time. Revenue relating to repairs is recorded at a point in time. In the financial year 2024, CHF 9 120 million of revenue, representing 81% of total revenue, was recognized over time, which includes revenue from new installations and modernizations.

We consider revenue recognition for new installations and modernizations to be a key audit matter for the following reason:

Management uses judgement and estimates to determine the total project cost and project margin. Management applies an input-based method which compares relative costs incurred to the total costs expected to measure progress towards the satisfaction of the performance obligations. An incorrect estimate of the expected costs could have a significant impact on the recorded revenue for new installations and modernizations, the related balance sheet amounts and the net profit of the Group.

Please refer to Note 4 “Revenue” in the notes to the consolidated financial statements.

How our audit addressed the key audit matter

Our response to address revenue recognition for new installations and modernizations included the following audit procedures:

- We gained an understanding of the processes and controls implemented by management to record revenue for new installations and modernizations, including management's processes and controls relating to the estimated total costs and margin of projects.
- We assessed the design and the existence of the key controls implemented by management. Further, we tested the effectiveness of selected manual and automated controls.

For a sample of customer contracts, we assessed the accounting treatment applied. We assessed whether management's estimated total costs and margin as well as the measure of progress and the timing of revenue recognition was appropriate. With regards to these samples:

- We assessed the relevant contract terms and verified whether they had been correctly reflected in the accounting records.
- We evaluated whether all performance obligations in the selected contracts were identified and satisfied over time.

To address the estimation uncertainty in the total project cost and project margin, we performed the following audit procedures:

- We assessed whether the internal guidelines regarding the approval of the costs and margins had been adhered to. We verified whether the approved planned cost had been correctly recorded in the project calculation.
- We discussed the progress of selected projects with the project controllers and project managers based on the latest project accounting records, and the remaining costs to be incurred until their completion and changes in the total costs and the margin.
- For the projects completed during 2024, we compared various final parameters with the estimates made in the project's planning phase in order to assess, with hindsight, the accuracy of the estimates made by management.

We obtained written information about potential customer claims from representatives of the Group. We inspected this written information with regards to indications of potential quality deficiencies or penalties for non-performance and assessed whether these matters were recorded appropriately in the consolidated financial statements.

Our audit approach allowed us to conclude on the revenue recognition for new installations and modernizations.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the financial statements of Schindler Holding Ltd., the compensation report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' responsibilities for the consolidated financial statements

The Board of Directors is responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISA and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located on the EXPERTsuisse’s website: https://www.expertsuisse.ch/en/audit-report. This description forms an integral part of our report.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the consolidated financial statements.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers AG

René Rausenberger
Licensed audit expert
Auditor in charge

Oliver Illa
Licensed audit expert

Zurich, February 11, 2025

PricewaterhouseCoopers AG, Birchstrasse 160, 8050 Zurich, Switzerland

Financial Statements of Schindler Holding Ltd.

Income statement

In CHF million	Note	2024	2023
Income from investments		**722**	688
Financial income	4	**178**	168
Other income		**4**	6
Total operating income		**904**	862
Personnel expenses		**24**	23
Other operating expenses		**16**	21
Financial expenses	4	**105**	123
Total operating expenses		**145**	167
Profit before taxes		**759**	695
Taxes		**7**	10
Net profit		**752**	685

Balance sheet

Assets

In CHF million	Note	31.12.2024	%	31.12.2023[1]	%
Current assets					
Cash and cash equivalents		**1 455**		1 329	
Loans to Group companies		**649**		672	
Financial assets	5	**1 467**		1 245	
Prepaid expenses		**15**		17	
Total current assets		**3 586**	**54.6**	3 263	53.1
Non-current assets					
Loans to Group companies		**569**		581	
Financial assets	5	**286**		138	
Investments	6	**2 126**		2 159	
Property, plant, and equipment		**1**		1	
Total non-current assets		**2 982**	**45.4**	2 879	46.9
Total assets		**6 568**	**100.0**	6 142	100.0

[1] See note 3 for information on the change in presentation

Liabilities and equity

In CHF million	Note	31.12.2024	%	31.12.2023[1]	%
Current liabilities					
Interest-bearing liabilities	7	**2 152**		1 892	
Accrued expenses		**13**		14	
Other current liabilities	8	**38**		42	
Total current liabilities		**2 203**	**33.5**	1 948	31.7
Total liabilities		**2 203**	**33.5**	1 948	31.7
Equity					
Share capital	9	**7**		7	
Participation capital	9	**4**		4	
Legal reserves		**317**		317	
Free reserves					
Profit brought forward		**312**		315	
Net profit		**752**		685	
Other free reserves		**3 061**		2 905	
Treasury shares	9	**–88**		–39	
Total equity		**4 365**	**66.5**	4 194	68.3
Total liabilities and equity		**6 568**	**100.0**	6 142	100.0

[1] See note 3 for information on the change in presentation

Notes to the financial statements

1 Business activities

Schindler Holding Ltd. is the ultimate holding company of the Schindler Group and has its registered office in Hergiswil NW, Switzerland. Schindler Holding Ltd. holds investments in Group companies and is responsible for the financing activities within the Schindler Group, as well as the hedging activities of foreign currency risks for Group companies.

In the reporting year and in the previous year, Schindler Holding Ltd. employed between 10 and 50 employees.

2 Basis of preparation

The financial statements of Schindler Holding Ltd. are prepared in accordance with the Swiss Code of Obligations (CO). The main accounting principles applied are described below, in conjunction with the notes to the financial statements.

3 Change in presentation

The replacement value of derivatives is no longer presented in the line item prepaid expenses or accrued expenses in the balance sheet. With effect from January 1, 2024, the replacement value of derivatives is presented in the line item current financial assets or other current liabilities, respectively. This change was made to improve the presentation of the balance sheet and did not have any impact on the income statement or equity of Schindler Holding Ltd.

To allow for a better comparison, the line items presented in the 2023 financial statements of Schindler Holding Ltd. were adjusted as follows:

In CHF million	Reported	Change in presentation	**Adjusted**
As of December 31, 2023			
Current financial assets	1 215	30	**1 245**
Prepaid expenses	47	–30	**17**
Other current liabilities	13	29	**42**
Accrued expenses	43	–29	**14**

4 Financial result

In CHF million	2024	2023
Financial income		
Interest income	**111**	103
Gains on foreign exchange	**297**	–
Losses on foreign exchange	**–283**	–
Other financial income	**53**	65
Total financial income	**178**	168
Financial expenses		
Interest expenses	**52**	45
Gain on foreign exchange	**–**	–276
Losses on foreign exchange	**–**	286
Investments write-down	**49**	63
Other financial expenses	**4**	5
Total financial expenses	**105**	123

Gains and losses on foreign exchange result primarily from hedging of transaction-related risks for Group companies. Other financial income includes income from marketable securities, including a gain on sale of shares in Hyundai Elevator Co. Ltd. of CHF 17 million (previous year: CHF 54 million).

5 Financial assets

Financial assets are generally measured at their nominal value. Marketable securities included in financial assets are measured at fair value. Changes in value are recognized in financial income or financial expenses.

Financial assets also comprise the replacement values of derivative financial instruments. Group companies hedge their transaction-related foreign currency risks centrally with Schindler Holding Ltd., which aggregates transaction risks by currency and thus creates natural hedging relationships. The remaining transaction risks are hedged with high-quality credit-rated financial institutions. Derivative financial instruments are measured at their market value. Positive replacement values are recognized within financial assets whereas negative replacement values are recognized within other current liabilities. Revaluation gains and losses are recognized in financial income and expense respectively.

In CHF million	2024	2023[1]
Time deposits	**1 355**	1 125
Marketable securities	**91**	90
Positive replacement values – third parties	**13**	16
Positive replacement values – Group companies	**8**	14
Total current financial assets	**1 467**	1 245
Time deposits	**175**	30
Marketable securities	**104**	104
Other non-current financial assets	**7**	4
Total non-current financial assets	**286**	138

[1] See note 3 for information on the change in presentation

Forward exchange transactions with a positive replacement value have a nominal amount of CHF 1 078 million (previous year: CHF 1 162 million).

6 Investments

In CHF million	**2024**	2023
January 1	**2 159**	2 183
Capital increases	**15**	34
Write-downs	**–48**	–63
Additions	**–**	5
December 31	**2 126**	2 159

An overview of the companies that are directly or indirectly controlled by Schindler Holding Ltd. is provided in note 28 to the Group's consolidated financial statements.

7 Interest-bearing liabilities

In CHF million	**2024**	2023
Interest-bearing liabilities – Group companies	**2 144**	1 887
Interest-bearing liabilities – shareholders	**8**	5
Total current interest-bearing liabilities	**2 152**	1 892

8 Other current liabilities

In CHF million	**2024**	2023[1]
Negative replacement values – third parties	**9**	18
Negative replacement values – Group companies	**8**	11
Other current liabilities	**21**	13
Total other current liabilities	**38**	42

[1] See note 3 for information on the change in presentation

As of December 31, 2024, forward exchange transactions with a negative replacement value have a nominal amount of CHF 1 042 million (previous year: CHF 978 million). Refer to note 5 for information on accounting principles of derivative financial instruments.

Other current liabilities include payables due to pension funds in the amount of CHF 3 million (previous year: CHF 5 million), as well as other payables due to third parties.

9 Equity

9.1 Share and participation capital

	Number	Capital in CHF
Registered shares, nominal value CHF 0.10	67 077 452	6 707 745
Participation certificates, nominal value CHF 0.10	40 716 831	4 071 683
Total	**107 794 283**	**10 779 428**

There were no changes in the share and participation capital compared to the previous year.

9.2 Treasury shares

Schindler Holding Ltd. charges the costs of share-based payments to the respective Group companies that employ the beneficiaries.

Treasury shares are initially recognized at cost and deducted from equity with no subsequent measurement. When treasury shares are disposed of or charged to the respective Group company, the resulting gain or loss is recognized in equity.

	Registered shares		Participation certificates	
	Number	Average share price in CHF	Number	Average share price in CHF
January 1, 2023	326 639		–	
Purchases	5 198	176.21	17 509	182.63
Share-based payments				
Allocation of shares	–70 682	189.90	–1 500	193.63
Exercise of PSUs and options	–42 747	220.50	–	–
December 31, 2023	218 408		16 009	
thereof reserved for share-based payment plans	218 408		16 009	
January 1, 2024	218 408		16 009	
Purchases	36 200	249.51	227 511	245.46
Share-based payments				
Allocation of shares	–73 284	224.50	–	–
Exercise of PSUs and options	–25 851	228.00	–	–
December 31, 2024	**155 473**		**243 520**	
thereof reserved for share buyback program	36 200		127 511	
thereof reserved for share-based payment plans	119 273		116 009	

As of January 1, 2024, gains or losses resulting from the disposal or allocation of treasury shares are recognized in equity. In the reporting year, a gain of CHF 6 million was recognized in other free reserves. In the previous year, the gain from the allocation of treasury shares of CHF 4 million was recognized in financial income.

Refer to note 22 of the Group's consolidated financial statements for further information on the share buyback program, launched in 2024.

10 Contingent liabilities

Contingent liabilities of Schindler Holding Ltd. total CHF 1 502 million (previous year: CHF 1 351 million). They mainly comprise guarantees, letters of comfort, and guarantee bonds in favor of Group companies.

Schindler Holding Ltd. is part of the Swiss value-added tax (VAT) group of the Schindler Group and is therefore jointly liable for existing and future VAT claims from the Swiss Federal Tax Administration.

11 Equity instruments and PSUs allocated

	Number	Value in CHF million
As of December 31, 2024		
Executive members of the Board of Directors	**14 243**	**3**
Other employees of Schindler Holding Ltd.	**4 323**	**1**
As of December 31, 2023		
Executive members of the Board of Directors	15 691	3
Other employees of Schindler Holding Ltd.	5 803	1

The number of registered shares disclosed in the reporting year is provisional. The final number is reported in the following year. Further information is available in note 5 of the Compensation Report.

12 Significant shareholders

Refer to note 26 of the Group's consolidated financial statements for information related to significant shareholders.

Appropriation of available earnings

In CHF million		Proposal by the Board of Directors 31.12.2024	Resolution of the General Meeting of Shareholders 31.12.2023[2]
Available earnings			
Net profit		**752**	685
Profit brought forward		**312**	315
Total available earnings		**1 064**	1 000
Appropriation of available earnings			
Ordinary dividend (gross)			
per registered share	CHF 6.00 (previous year: CHF 4.00)	**403**[1]	267
per participation certificate	CHF 6.00 (previous year: CHF 4.00)	**244**[1]	163
Extraordinary dividend (gross)			
per registered share	CHF 0.00 (previous year: CHF 1.00)		67
per participation certificate	CHF 0.00 (previous year: CHF 1.00)		41
Total dividend		**647**	538
Allocation to other free reserves		**100**	150
Total appropriation of available earnings		**747**	688
Profit brought forward		**317**	312

[1] The total dividend amount covers all outstanding registered shares and participation certificates (including treasury shares)
[2] Resolution of the General Meeting of Shareholders as of March 19, 2024; payment excludes dividends on treasury shares

Report of the statutory auditor

to the General Meeting of Schindler Holding Ltd., Hergiswil

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Schindler Holding Ltd. (the Company), which comprise the income statement for the year ended December 31, 2024, the balance sheet as at December 31, 2024, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements (page 63 to 70) comply with Swiss law and the Company's articles of incorporation.

Basis for opinion

We conducted our audit in accordance with Swiss law and the Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the financial statements as a whole.

Overall materiality	CHF 65.0 million
Benchmark applied	Total assets
Rationale for the materiality benchmark applied	We chose total assets as the benchmark because, in our view, it is the benchmark which reflects the actual substance of the company, and it is a generally accepted benchmark for a holding company.

Audit scope
We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

Key audit matters
We have determined that there are no key audit matters to communicate in our report.

Other information
The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the financial statements of Schindler Holding Ltd., the compensation report and our auditor’s reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors’ responsibilities for the financial statements
The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company’s articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the EXPERTsuisse’s website: https://www.expertsuisse.ch/en/audit-report. This description forms an integral part of our report.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the financial statements.

Based on our audit according to article 728a para. 1 item 2 CO, we confirm that the Board of Directors’ proposal complies with Swiss law and the Company’s articles of incorporation. We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers AG

René Rausenberger
Licensed audit expert
Auditor in charge

Oliver Illa
Licensed audit expert

Zurich, February 11, 2025

PricewaterhouseCoopers AG, Birchstrasse 160, 8050 Zurich, Switzerland

Corporate Governance

The Corporate Governance Report contains the information required by the Directive on Information Relating to Corporate Governance issued by the SIX Swiss Exchange, effective December 31, 2024, and is structured in accordance with the Directive. The required disclosures of the compensation and participations of the company's most senior management are provided in the Compensation Report. In addition, an explanation is provided in accordance with the "comply or explain" principle if the company's corporate governance deviates from the recommendations set out in the Swiss Code of Best Practice for Corporate Governance (referred to hereinafter as the Swiss Code).

1 Group structure and shareholders

1.1 Group structure

Schindler Holding Ltd. is a holding company under Swiss law that is headquartered in Hergiswil (Canton of Nidwalden, Switzerland). Its registered shares (ISIN: CH0024638212, Swiss security number: 2.463.821, SCHN) and participation certificates (ISIN: CH0024638196, Swiss security number: 2.463.819, SCHP) are listed on the SIX Swiss Exchange. As at December 31, 2024, the market capitalization of Schindler Holding Ltd. amounted to CHF 26.8 billion. Schindler Holding Ltd. has a direct or indirect interest in the consolidated companies listed in note 28 of the Group Financial Statements.

As one of the world's leading suppliers of elevators, escalators, and moving walks, the Schindler Group is active in the areas of production, installation, maintenance, and modernization in the most important markets around the globe. The company also offers digital solutions for transit and building management. Its operating structure as at December 31, 2024, can be summarized as follows:

Board of Directors
Supervisory and Strategy Committee
Group Executive Committee
Chief Executive Officer (CEO)
Chief Operating Officer (COO), Deputy CEO
Chief Financial Officer (CFO)
Chief Human Resources (CHR)
Chief Information Officer (CIO)
Chief Technology Officer (CTO)
Europe North
Europe South
Americas
Asia-Pacific
China

Information on organizational or management changes after December 31, 2024, is provided in section 1.4 Events after the balance sheet date.

The duties of the full-time Supervisory and Strategy Committee are described in section 3.5.2.1 and in the Organizational Regulations of Schindler Holding Ltd., which are available on the company's website at: group.schindler.com – Company – Corporate Governance – Organizational regulations (group.schindler.com/en/company/corporate-governance/organizational-regulations.html).

1.2 Significant shareholders
As at December 31, 2024, the Schindler and Bonnard families and parties related to these families held – within the scope of shareholder agreements – 46 640 198 registered shares of Schindler Holding Ltd., corresponding to 69.5% of voting rights of the share capital entered in the Commercial Register. There are no further shareholders who have notified a holding of more than 3% of voting rights of Schindler Holding Ltd. according to Article 120 of the Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA). No notifications according to Article 120 of FMIA were published during the reporting year. Previous notifications can be viewed at:
ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html.

1.3 Cross-shareholdings
Schindler Holding Ltd. has no cross-shareholdings of more than 5% in any company outside the Schindler Group.

1.4 Events after the balance sheet date
The Board of Directors informed on December 12, 2024, and January 20, 2025, that it has appointed Paolo Compagna as CEO, effective February 1, 2025, succeeding Silvio Napoli. Silvio Napoli has decided not to stand for reelection to the Board of Directors at the upcoming Annual General Meeting of Shareholders on March 25, 2025, and to pursue new career challenges outside the Schindler Group.

Josef Ming will be proposed for election as new member and Chairman of the Board of Directors at the upcoming Annual General Meeting of Shareholders. Josef Ming is advisory partner at Bain & Company Switzerland, Inc., and has more than 30 years of industry and management consulting experience, including various projects with the Schindler Group. Subject to his election, Josef Ming will become a member of the Supervisory and Strategy Committee.

On February 12, 2025, the Board of Directors announced that Luc Bonnard will not stand for reelection to the Board of Directors. All other members of the Board of Directors are standing for reelection at the Annual General Meeting of Shareholders, including Alfred N. Schindler for whom the Board of Directors has decided to extend the age limit in accordance with the exemption foreseen in the Organizational Regulations. The Board of Directors also announced that it will propose Marion Bonnard and Cyrill Bucher for election as new members of the Board of Directors at the upcoming Annual General Meeting of Shareholders. Marion Bonnard is a member of the Board of Directors of Schindler Aufzüge AG and a Key Account Manager for Schindler in Western Switzerland. Cyrill Bucher is Co-CEO of Alfred N. Schindler's venture capital, real estate, and other privately held investment companies.

Further information is available at: group.schindler.com – Company – Corporate Governance (group.schindler.com/en/company/corporate-governance.html).

2 Capital structure

2.1 Capital
As at December 31, 2024, the ordinary share capital of Schindler Holding Ltd. totaled CHF 6 707 745.20 and its participation capital totaled CHF 4 071 683.10.

2.2 Capital band and conditional capital
As at December 31, 2024, Schindler Holding Ltd. had no capital band nor conditional capital.

2.3 Changes in capital in the last three years
No changes of the share and participation capital occurred in the period between January 1, 2022, and December 31, 2024.

2.4 Shares and participation certificates
As at December 31, 2024, the share capital totaled CHF 6 707 745.20. It is divided into 67 077 452 fully paid-in registered shares, each with a nominal value of CHF 0.10. Subject to Article 13 of the Articles of Association, each share carries the right to one vote, as well as the right to a share of retained earnings and to a share of the proceeds of liquidation, corresponding to its nominal value.

As at December 31, 2024, the participation capital totaled CHF 4 071 683.10. It is divided into 40 716 831 fully paid-in bearer participation certificates, each with a nominal value of CHF 0.10. Having equity securities listed at SIX Swiss Exchange, the company is permitted to hold bearer participation certificates. Each participation certificate carries the right to a share of retained earnings, and to a share of the proceeds of liquidation, corresponding to its nominal value. It does not, however, carry any voting rights, or any other rights of membership, such as participation in General Meetings of Shareholders.

2.5 Profit-sharing certificates
Schindler Holding Ltd. has not issued any profit-sharing certificates.

2.6 Limitations on share transferability and nominee registrations

2.6.1 Limitation on share transferability
According to Article 13 of the Articles of Association, the Board of Directors shall refuse registration of an acquirer as a full shareholder in the share register if:
– the acquirer has not acquired the share(s) in his/her own name and on his/her own account, or
– registration would result in the acquirer holding more than 3% of voting rights

The voting rights of related shareholders are counted together.

In accordance with Swiss federal law requiring the demonstration of Swiss control, the registration of foreign acquirers can be refused if, as a result of their registration, all foreign shareholders together would hold more than 10% of voting rights.

The statutory restrictions on registration do not apply if:
– on June 15, 1992, the acquirer was already recorded in the share register as holding at least 3% of voting rights, or the acquirer is the spouse, child or other descendant, brother, or sister of such a person, or
– the voting rights were acquired directly by inheritance, division of estate, or matrimonial property law

The General Meeting of Shareholders may determine exceptions to the percentage limits by relative majority, whereby a legally binding decision requires at least half of the shares entered in the Commercial Register to be represented. Applicants have the right to have their application presented at the General Meeting of Shareholders. The General Meeting of Shareholders did not have to reach a decision on any application for exceptions in the financial year 2024.

Further details on the restrictions on registration and exceptions thereto are set out in Article 13 of the Articles of Association of Schindler Holding Ltd., which are available at:
group.schindler.com – Company – Corporate Governance – Articles of Association
(group.schindler.com/en/company/corporate-governance/articles-of-association.html).

Information by majority shareholders

The majority shareholders informed that in the event of a sale of 49% or more of the voting rights to an acquirer that is not party to their shareholder agreement, they will only vote in favor of an exception to the percentage limits if the acquirer makes a voluntary public offer at a price that is equivalent to that paid to the majority shareholders.

2.6.2 Nominee registrations

The Articles of Association do not contain any special regulations regarding the registration of nominees in the share register.

2.7 Convertible bonds and options

2.7.1 Convertible bonds

Schindler Holding Ltd. has no outstanding convertible bonds.

2.7.2 Employee options

Schindler Holding Ltd. has no outstanding employee options.

3 Board of Directors and Committees of the Board

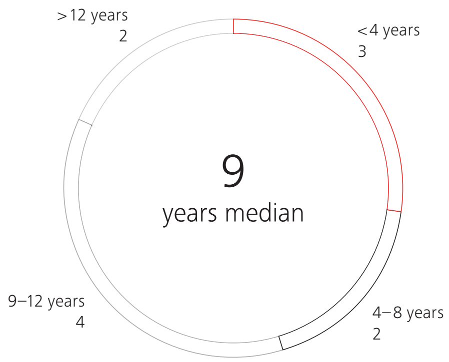
Board profile

Independence

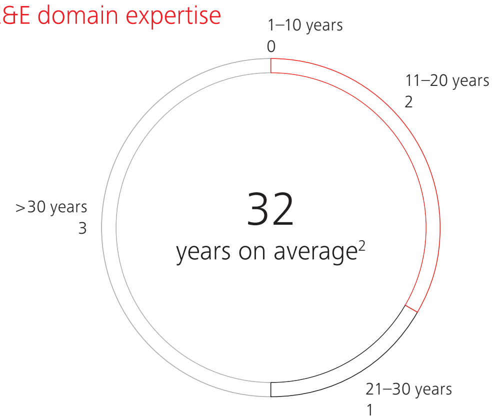
[1] Not an executive member for at least three years

Gender distribution

Length of term of office



E&E domain expertise



[2] Not considering members without operational E&E expertise

3.1 Members of the Board of Directors of Schindler Holding Ltd.

As of 31.12.2024	Domicile	Nationality	Year of election[1]
Silvio Napoli (1965), Chairman	Zurich, Switzerland	Italian	2016
Alfred N. Schindler (1949), Chairman emeritus	Hergiswil, Switzerland	Swiss	1977
Patrice Bula (1956), Vice Chairman	Verbier, Switzerland	Swiss	2015
Luc Bonnard (1946)	Hergiswil, Switzerland	Swiss	1984
Prof. Dr. Monika Bütler (1961)	Zurich, Switzerland	Swiss	2013
Christoph Mäder (1959)	Hergiswil, Switzerland	Swiss	2024
Günter Schäuble (1962)	Hergiswil, Switzerland	German/Swiss	2021
Tobias B. Staehelin (1978)	Zurich, Switzerland	Swiss	2017
Carole Vischer (1971)	Hergiswil, Switzerland	Swiss	2013
Petra A. Winkler (1970)	Schenkon, Switzerland	Swiss	2022
Prof. Dr. Thomas H. Zurbuchen (1968)	Zurich, Switzerland	Swiss	2024

[1] Annual General Meeting of Shareholders in the year shown

The Board of Directors, which – according to the Articles of Association – consists of between 5 and 13 members, currently has 11 members. As at December 31, 2024, four members of the Board of Directors are executive members. Silvio Napoli, Tobias B. Staehelin, and Günter Schäuble constitute the Supervisory and Strategy Committee. In addition to her mandate as a member of the Board of Directors, Petra A. Winkler serves as Group General Counsel. The other seven members of the Board of Directors are nonexecutive members.

All nonexecutive members of the Board of Directors are independent according to the definition set out in the Swiss Code. Hence, in accordance with the recommendations and criteria set out in the Swiss Code, the majority of the Board of Directors – i.e., 7 of its 11 members – is independent. The Board of Directors comprises both male and female members.

In terms of the composition of the committees of the Board of Directors, the company deviates from the recommendations of the Swiss Code. This is mainly due to the fact that major shareholders have their own representation on the Board of Directors, allowing them to safeguard their long-term shareholder interests directly.

3.2 Other activities and vested interests

Silvio Napoli

Executive Chairman of the Board of Directors, Chairman of the Supervisory and Strategy Committee and of the Nomination Committee since 2017, member of the Board of Directors and the Supervisory and Strategy Committee since 2016, CEO of the Schindler Group since 2022.

Nonexecutive member of the Board of Directors, Chairman of the Innovation & Technology Committee, and member of the Compensation & Organization Committee of Eaton Corporation plc, Dublin, Ireland.

Silvio Napoli holds a master's degree in materials science from the Swiss Federal Institute of Technology (EPFL), Lausanne, Switzerland, and an MBA from Harvard Business School, Boston, USA, which he earned as a Fulbright Scholar.

He began his career at The Dow Chemical Co., Rheinmünster, Germany, in 1989. Silvio Napoli has held various international management functions in the Schindler Group since 1994. From 2008 to 2013, he served as a member of the Group Executive Committee with responsibility for the Asia-Pacific region. He then served as CEO of the Schindler Group until March 2016.

Silvio Napoli is an Italian citizen, born in 1965.

Alfred N. Schindler

Chairman emeritus, member of the Board of Directors since 1977, independent member since 2020, member of the Nomination Committee since 2017.

Alfred N. Schindler holds a master's degree in law from the University of Basel, Switzerland, and an MBA from The Wharton School of Finance, University of Pennsylvania, USA.

He began his career in 1974 as an auditor at Neutra Treuhand AG, Bern. From 1980, he served as CFO of Notz AG, Biel, Switzerland. He subsequently held various management positions at the Schindler Group. In 1982, he was appointed Head of Corporate Planning and he served as CEO of the Schindler Group from 1985 to 2011. Alfred N. Schindler was Chairman of the Board of Directors of Schindler Holding Ltd. and Chairman of the Supervisory and Strategy Committee from 1995 until 2017. He currently serves as an advisor to Schindler.

In order to focus fully on the business of the Schindler company, Alfred N. Schindler previously resigned from the following mandates: Bank Julius Bär, UBS, Jacobs Suchard (all in Switzerland), and Deutsche Post AG.

Alfred N. Schindler is a Swiss citizen, born in 1949.

Patrice Bula

Vice Chairman of the Board of Directors since 2023, nonexecutive, independent member of the Board of Directors since 2015, member of the Compensation Committee since 2017.

Chairman of Froneri Lux Topco S.à r.l. (joint venture between Nestlé and PAI Partners), Luxembourg, and of European Pizza Group Topco S.à r.l., Luxembourg. He is also a member of the Boards of Directors of Novartis AG, Basel, Switzerland, and of New Tiger LLC, Delaware, USA.

Patrice Bula holds a master's degree in economic sciences from the University of Lausanne, HEC, Switzerland. He completed the Program for Executive Development at the IMD Business School, Lausanne, Switzerland.

From 1983 to 2021 he held various international functions in the Nestlé Group. From 2011 until his retirement in 2021, he served as Executive Vice President of Nestlé S.A., with responsibility for the Strategic Business Units, Marketing, Sales and Nespresso. Prior to that, he served as Market Head of Nestlé Greater China Region (2007 to 2011), among other roles.

Patrice Bula is a Swiss citizen, born in 1956.

Luc Bonnard

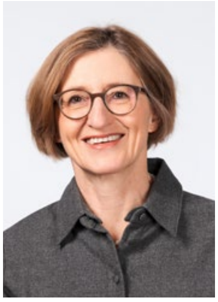
Member of the Board of Directors since 1984, independent member since 2015, and member of the Nomination Committee since 2017.

Luc Bonnard holds a degree in electrical engineering from the Swiss Federal Institute of Technology (ETH) Zurich, Switzerland.

He joined the Schindler Group in 1972 and has held various management positions, including Head of the Elevators & Escalators business. He served as a member of the Supervisory and Strategy Committee from 1991 to 2012, as Vice Chairman of the Board of Directors from 1996 to 2017, and as Chairman of the Audit Committee from 2013 to 2019. He currently serves as an advisor to Schindler.

Luc Bonnard is a Swiss citizen, born in 1946.

Prof. Dr. Monika Bütler



Nonexecutive, independent member of the Board of Directors since 2013, member of the Audit Committee since 2017, member of the Compensation Committee since 2023, and its Chairwoman since 2024.

Member of the Boards of Directors of Swiss Life Holding AG, Zurich, Switzerland, HUBER+SUHNER AG, Herisau, Switzerland, and of AC Immune SA, Lausanne, Switzerland; Vice President of the Foundation Board of the Gebert Rüf Foundation, Basel, Switzerland; member of the Foundation Board of the Max Schmidheiny-Stiftung at the University of St. Gallen, Switzerland; and member of the Executive Board of Schweizerische Management Gesellschaft, Zurich, Switzerland.

Monika Bütler holds a doctorate in economics from the University of St. Gallen, Switzerland, and a degree in mathematics, majoring in physics, from the University of Zurich, Switzerland.

From 2004 to January 2021, she served as Full Professor of Economics and Director of the Swiss Institute for Empirical Economic Research, University of St. Gallen, Switzerland. From 2009 to 2013, she served as Dean of the School of Economics and Political Science of the University of St. Gallen, Switzerland. In 2008 and 2011, she was a Visiting Professor at the University of New South Wales, Sydney, Australia. In February 2021, she was appointed Honorary Professor at the University of St. Gallen, Switzerland.

Monika Bütler is a Swiss citizen, born in 1961.

Christoph Mäder

Nonexecutive, independent member of the Board of Directors since 2024.

President of economiesuisse, Zurich, Switzerland; Vice President of the Board of Directors of Bâloise Holding AG, Basel, Switzerland; member of the Boards of Directors of Lonza Group AG, Basel, Switzerland, and of Assivalor AG, Basel, Switzerland; and member of the Bank Council of the Swiss National Bank, Zurich/Bern, Switzerland. He is also a partner at Becker | Gurini | Partner, Attorneys + Notary, Lenzburg, Switzerland.

Christoph Mäder holds a master's degree in law from the University of Basel, Switzerland, and is a licensed attorney-at-law admitted to the bar in Aargau, Switzerland.

After working as a research assistant for constitutional and administrative law at the University of Basel, Switzerland, Christoph Mäder worked at the Aargau Chamber of Industry and Commerce before serving as Chief Legal Counsel for Sandoz and Novartis from 1992. From 2000 to 2018, Christoph Mäder was member of the Group Executive Committee of Syngenta, Basel, Switzerland, serving as Head Legal & Tax.

Christoph Mäder is a Swiss citizen, born in 1959.

Günter Schäuble

Executive member of the Board of Directors since 2021, member of the Supervisory and Strategy Committee and of the Audit Committee since 2022, Chairman of the Audit Committee since 2023.

Member of the Advisory Board of the association Vereinigung Schweizer Unternehmen in Deutschland (VSUD), Basel, Switzerland.

Günter Schäuble holds a degree in business administration from the University of Applied Sciences – Public Administration and Finance, Ludwigsburg, Germany, and he completed the Executive Program at the Stanford Graduate School of Business in California, USA. He is a German and Swiss Certified Tax Expert.

He began his career in 1987 in the legal department of the regional tax authority in Waldshut-Tiengen, Germany, and moved to the private sector in 1991. Before joining Schindler in 2001, he served as Vice President in the corporate tax department of ABB Ltd., Zurich, Switzerland. Until December 31, 2021, Günter Schäuble was Head Global Finance & Tax at Schindler.

Günter Schäuble is a German and Swiss citizen, born in 1962.

Tobias B. Staehelin

Executive member of the Board of Directors since 2017, member of the Supervisory and Strategy Committee since 2024.

Member of the Board of Directors of Kühne + Nagel International AG, Schindellegi, Switzerland.

Tobias B. Staehelin holds a degree in law and a CEMS master in international management from the University of St. Gallen, Switzerland. He completed joint studies in law at the Northwestern University School of Law, Chicago, USA, and at the Instituto de Empresa, Madrid, Spain (master of laws with honors). He is a licensed attorney-at-law admitted to the bar in Geneva, Switzerland.

He practiced law in Geneva before joining the Schindler Group in 2009. He has since held various positions including Project Sales Manager of the Top Range Division in China and General Manager of Jardine Schindler, Macau. From 2015 to 2017, he served as Regional Director South West at Schindler Deutschland GmbH. From 2018 to 2021, he was Managing Director of the C. Haushahn Group, Germany, and from 2021 to 2024 member of the Group Executive Committee, responsible for Global Human Resources.

Tobias B. Staehelin is a Swiss citizen, born in 1978.

Carole Vischer

Nonexecutive, independent member of the Board of Directors since 2013, member of the Audit Committee since 2016.

President of the Thyll-Stiftung (charitable foundation), Stansstad, Switzerland, and member of the Board of Directors of Lina Foundation Limited (charitable purpose), Hong Kong.

Carole Vischer holds a degree in law from the University of Basel, Switzerland.

From 2002 to 2011, she served as the Director of the Thyll-Stiftung, Stansstad, Switzerland.

Carole Vischer is a Swiss citizen, born in 1971.

Petra A. Winkler

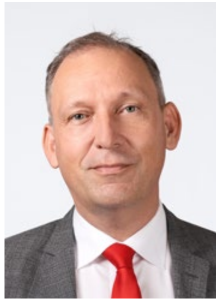
Executive member of the Board of Directors since 2022, member of the Compensation Committee since 2024.

Petra A. Winkler holds a master’s degree in law from the University of Bern, Switzerland, and from New York University, New York City, USA. She completed the Executive Program at the Stanford Graduate School of Business in California, USA, and is a licensed attorney-at-law admitted to the bar in Bern, Switzerland.

Petra A. Winkler practiced law in Zurich and London before joining the Schindler Group in 2006. She has since held various positions in Group Legal Services. Since April 2019 she has been serving as Group General Counsel.

Petra A. Winkler is a Swiss citizen, born in 1970.

Prof. Dr. Thomas H. Zurbuchen



Nonexecutive, independent member of the Board of Directors since 2024.

Member of the Advisory Boards of Voyager Space Holdings, Inc., Denver, USA, and of McKinley, Inc., Ann Arbor, USA.

Prof. Dr. Thomas H. Zurbuchen studied physics with a minor in mathematics at the University of Bern, Switzerland, where he was awarded his PhD in experimental astrophysics in 1996. He then joined the University of Michigan, USA, where, in 2008, he was made Professor of Space Science and Aerospace Engineering. From 2016 to 2022 he served as Head of Science at NASA, the leading program worldwide for science in and from space.

Prof. Dr. Thomas H. Zurbuchen has received numerous international awards. He is recipient of multiple honorary doctorates, including one in 2022 at ETH Zurich, where he has been serving as Professor of Space Science and Technology since 2023.

Thomas H. Zurbuchen is a Swiss citizen, born in 1968.

3.3 Number of permitted activities outside Schindler

In accordance with Article 35 of the Articles of Association, the members of the Board of Directors may be active in comparable functions at up to five companies with commercial purpose outside the Group. Companies that are controlled by or control Schindler Holding Ltd. are not counted. Mandates in several companies that are under joint control count as one mandate. The General Meeting of Shareholders may approve exceptions to these rules.

The Board of Directors takes appropriate measures to ensure that such activities are not in conflict with their duties as members of the Board of Directors. In particular, according to the Organizational Regulations, executive members of the Board of Directors may in principle not assume any executive function in companies with a commercial purpose outside the Group.

For an overview of the external mandates of the members of the Board of Directors at companies with commercial purpose, refer to the Compensation Report, section 11.1.

3.4 Elections and term of office

The members of the Board of Directors of Schindler Holding Ltd. are elected individually by the General Meeting of Shareholders for a term of one year ending at the close of the next Ordinary General Meeting of Shareholders. Reelection is permitted.

The Chairman of the Board of Directors and the members of the Compensation Committee are also elected by the General Meeting of Shareholders.

In accordance with the Organizational Regulations of Schindler Holding Ltd., the term of office of members of the Board of Directors ends at the General Meeting of Shareholders in the year in which they reach the age of 73. In exceptional cases, the Board of Directors may extend this age limit.

3.5 Internal organizational structure

3.5.1 Allocation of duties within the Board of Directors

The Chairman of the Board of Directors convenes the meetings of the Board of Directors, sets the agenda, prepares the meetings, and leads them. He decides whether other persons should participate in meetings of the Board of Directors on a case-by-case basis. Every member of the Board of Directors can request that a meeting of the Board of Directors be convened, provided they state the item that is to be discussed and give a brief justification of the matter.

The Chairman of the Board of Directors – in consultation with the CEO – represents the interests of the Group vis-à-vis third parties in important matters. The Vice Chairman deputizes for the Chairman of the Board of Directors in his absence or in specific cases in which the Chairman does not participate in the decision-making process.

The Board of Directors delegates certain duties to committees formed from its own members. It has appointed four standing committees: the Supervisory and Strategy Committee, the Nomination Committee, the Compensation Committee, and the Audit Committee. The Board of Directors appoints a chair for each committee.

3.5.2 Tasks and areas of responsibility for each committee

As of 31.12.2024	Supervisory and Strategy Committee	Nomination Committee	Compensation Committee	Audit Committee
Silvio Napoli	○ (chair)	○ (chair)		
Alfred N. Schindler		○		
Patrice Bula			○	
Luc Bonnard		○		
Prof. Dr. Monika Bütler			○ (chair)	○
Christoph Mäder				
Günter Schäuble	○			○ (chair)
Tobias B. Staehelin	○	○		
Carole Vischer				○
Petra A. Winkler			○	
Prof. Dr. Thomas H. Zurbuchen				

3.5.2.1 Supervisory and Strategy Committee

The Board of Directors appoints from among its members a full-time Supervisory and Strategy Committee, consisting of the Chairman and at least one other member of the Board of Directors.

The full-time Supervisory and Strategy Committee ensures the ultimate direction and supervision of the Group's business by the Board of Directors, pursuant to Article 716a of the Swiss Code of Obligations. In addition, the Supervisory and Strategy Committee performs the following duties in particular:
– Defining the Group's corporate values (particularly safety, quality, corporate sustainability, and the Code of Conduct), strategy, and short- and long-term objectives, and proposing them for approval by the Board of Directors
– Adopting provisional resolutions or intervening on behalf of the Board of Directors in urgent cases if a regular Board resolution cannot be adopted in a timely manner
– Preparing the Board meetings and supervising the implementation of its resolutions
– Deciding on and leading of specific strategic projects within the strategy of the Group
– Management mentoring, direction, and supervision of operations of BuildingMinds, Schindler's start-up for data-driven real estate management

Information on further duties of the full-time Supervisory and Strategy Committee is provided in the Organizational Regulations of Schindler Holding Ltd., which are available on the company's website at: group.schindler.com – Company – Corporate Governance – Organizational regulations (group.schindler.com/en/company/corporate-governance/organizational-regulations.html).

If and for as long as the Chairman of the Board of Directors has a dual mandate as Chairman and CEO, adequate checks and balances are in place to avoid conflicts of interest (see section 3.5.4).

3.5.2.2 Nomination Committee

The Board of Directors appoints a Nomination Committee, consisting of the Chairman and up to three other Board members, at least two of whom shall be representatives of the major shareholders.

The Nomination Committee performs the following duties in particular:
– Evaluating the composition and size of the Board of Directors and the Group Executive Committee and determining the selection criteria for the appointment of the Chairman, the members of the Board of Directors and its committees, as well as members of the Group Executive Committee, and reviewing the corresponding succession plans
– Evaluating and proposing the Chairman, the members of the Board of Directors, and the Compensation Committee for nomination by the Board and election by the General Meeting of Shareholders
– Evaluating and proposing the appointment of other committee members, their Chairs, the CEO, the members of the Group Executive Committee, and the Group General Counsel for approval by the Board of Directors
– Preparing of a periodic self-evaluation of the Board of Directors

Information on further duties of the Nomination Committee is provided in the Organizational Regulations of Schindler Holding Ltd., which are available on the company's website at:
group.schindler.com – Company – Corporate Governance – Organizational regulations
(group.schindler.com/en/company/corporate-governance/organizational-regulations.html).

3.5.2.3 Compensation Committee

In accordance with the Articles of Association, the company has a Compensation Committee that consists of up to three members of the Board of Directors, who are elected individually by the General Meeting of Shareholders.

In accordance with Article 27 of the Articles of Association, the Compensation Committee reviews the compensation system annually and makes proposals to the Board of Directors regarding:
– The fixed compensation, the annual target compensation and fringe benefits, and the annual variable compensation of the Chairman, the members of the Supervisory and Strategy Committee, and the CEO
– The fixed compensation, the annual target compensation, and fringe benefits of the other members of the Group Executive Committee
– The granting of loans or credits to members of the Board of Directors or the Group Executive Committee in accordance with Article 34 of the Articles of Association

The roles and responsibilities of the Compensation Committee are defined in detail by the Board of Directors in the Organizational Regulations of Schindler Holding Ltd., which are available on the company's website at: group.schindler.com – Company – Corporate Governance – Organizational regulations (group.schindler.com/en/company/corporate-governance/organizational-regulations.html).

Information on the duties of the Compensation Committee is also provided in the Compensation Report.

3.5.2.4 Audit Committee

The Board of Directors appoints an Audit Committee, consisting of at least three Board members. The Organizational Regulations of Schindler Holding Ltd. stipulate that at least two members are nonexecutive and preferably independent members of the Board of Directors. The Chairman of the Audit Committee and at least one other member must be financially literate and have accounting expertise. The Chairman of the Audit Committee reports to the Board of Directors.

The Audit Committee is responsible for the following duties in particular:
– Reviewing and approving the quarterly financial statements
– Reviewing the annual and half-year financial statements for approval by the Board of Directors
– Reviewing the required reports on nonfinancial matters (in particular as per Article 964a CO) for approval to the Board of Directors
– Reviewing the qualifications, performance, and independence of the auditing body and approving its fees
– Reviewing and approving the adequacy and appropriateness of the annual internal audit programs for Global Assurance, the Compliance departments, and Global Cyber Security
– Reviewing audit reports and status reports issued by Global Assurance, the Compliance departments, and Global Cyber Security
– Issuing new guidelines, directions, clarifications, or other instructions in connection with the Code of Conduct

Information on further duties of the Audit Committee is provided in the Organizational Regulations of Schindler Holding Ltd. as well as in the Audit Committee Charter, which are available on the company's website at: group.schindler.com – Company – Corporate Governance – Organizational regulations (group.schindler.com/en/company/corporate-governance/organizational-regulations.html).

The Audit Committee maintains contact with the external auditors. It is assisted by the Head Global Assurance, and may invite to its meetings any other persons and experts (external or internal).

3.5.3 Working methods of the Board of Directors and its committees

The Board of Directors holds at least six meetings per year, including a two-day meeting together with the members of the Group Executive Committee. Ad hoc meetings are held when necessary.

The members of the Supervisory and Strategy Committee work in general on a full-time basis and meet on average two to three times per month. The Nomination Committee meets on a regular basis at the invitation of its Chair; the Compensation Committee holds at least two meetings per year; and the Audit Committee holds at least four meetings per year. The Chief Human Resources regularly attends the meetings of the Compensation Committee and the Nomination Committee. The CFO, the Head Global Assurance, and the Head Global Accounting & Reporting regularly attend the meetings of the Audit Committee.

As of 31.12.2024	Number of meetings	Average duration (hours) per meeting day
Board of Directors	7	6
Supervisory and Strategy Committee	full-time	full-time
Nomination Committee	5	3.5
Compensation Committee	10	1
Audit Committee	4	6

Attendance rates at Board meetings

Member	Attendance rate
Silvio Napoli	100%
Alfred N. Schindler	86%
Patrice Bula	100%
Luc Bonnard	86%
Prof. Dr. Monika Bütler	100%
Christoph Mäder	88%
Günter Schäuble	86%
Tobias B. Staehelin	100%
Carole Vischer	100%
Petra A. Winkler	100%
Prof. Dr. Thomas H. Zurbuchen	50%

The agendas of the meetings are set by the respective Chairs. Discussions and resolutions are recorded in the minutes of the meetings. The COO and the CFO regularly attend the meetings of the Board of Directors. Other members of the Group Executive Committee and other (internal and external) persons may be invited to attend the meetings of the Board of Directors or its committees by the respective Chairs.

3.5.4 Dual mandate of Chairman of the Board and CEO

In 2022, Silvio Napoli was appointed as CEO in addition to his role as Chairman of the Board of Directors. Thus, the company deviates from the recommendations of the Swiss Code. The main objective of the dual mandate is to enhance the organizational agility and efficiency of the Group to overcome the large number of challenges created by an increasingly complex environment.

Section 2.6 of the Organizational Regulations provides for adequate checks and balances to avoid conflicts of interest in connection with the dual mandate, and in particular what follows: For the duration of the dual mandate (i) the Supervisory and Strategy Committee shall consist of at least three members, (ii) for matters formally proposed by the CEO to the Supervisory and Strategy Committee for approval, at least three Supervisory and Strategy Committee members shall be present for the purpose of adopting resolutions, and (iii) the CEO shall report directly to the Supervisory and Strategy Committee. Moreover, the current Vice Chairman of the Board of Directors is independent. Given the aforementioned checks and balances, the Board of Directors has not appointed a "Lead Independent Director." Specific rules also apply with regard to the determination of the compensation during the existence of the dual mandate (see section 1.1 of the Compensation Report). See section 1.4 regarding the termination of the dual mandate, effective February 1, 2025.

Information on further control mechanisms is provided in the Organizational Regulations of Schindler Holding Ltd., which are available on the company's website at:
group.schindler.com – Company – Corporate Governance – Organizational regulations
(group.schindler.com/en/company/corporate-governance/organizational-regulations.html).

3.6 Definition of areas of responsibility

According to Swiss law, the Board of Directors is responsible for the ultimate direction and supervision of the Group. The nontransferable and inalienable responsibilities set out in Article 716a, paragraph 1, of the Swiss Code of Obligations are incumbent on the Board of Directors. In addition, the Board of Directors may pass resolutions on all matters that are not defined by Swiss law or the Articles of Association as being the responsibility of the General Meeting of Shareholders.

It is also incumbent on the Board of Directors to approve, or decide on, the following:
- The Group's corporate values (particularly safety, quality, corporate sustainability, and the Code of Conduct), as well as short- and long-term objectives and strategy
- The conditions required to enable the company to conduct its business activities
- The Group's plans, budget, and forecasts
- The election of the Chairs of the committees of the Board and of the members of the Supervisory and Strategy Committee, the Nomination Committee, and the Audit Committee, as well as the election of the CEO, the members of the Group Executive Committee, and the Group General Counsel
- The Annual Report, including the Compensation Report and the Nonfinancial Report
- The compensation proposals for the approval by the General Meeting of Shareholders

The Group Executive Committee performs the following duties in particular:
- Preparing strategic and operational short- and long-term objectives for submission to the Board of Directors in close collaboration with the Supervisory and Strategy Committee
- Achieving the strategic and operational objectives approved by the Board of Directors
- Defining the Group's budget, plans, and forecasts for submission to the Supervisory and Strategy Committee and the Board of Directors
- Ensuring the implementation of the Group's corporate values (particularly safety, quality, corporate sustainability, and the Code of Conduct)
- Issuing internal regulations, guidelines, directives, and policies

Information on further duties of the Board of Directors and the Group Executive Committee is provided in the Organizational Regulations of Schindler Holding Ltd., which are available on the company's website at: group.schindler.com – Company – Corporate Governance – Organizational regulations (group.schindler.com/en/company/corporate-governance/organizational-regulations.html).

3.7 Information and control instruments vis-à-vis the Group Executive Committee

The Board of Directors oversees the Group Executive Committee and supervises its work. The Schindler Group has at its disposal a comprehensive electronic management information system (MIS). The Board of Directors receives a report at least each quarter. The Supervisory and Strategy Committee is informed in detail each month about financial and operational developments. In the presence of the responsible persons, the reports are discussed in detail at the meetings of the Board of Directors and/or the Supervisory and Strategy Committee.

Schindler defines and evaluates the most important risks facing the Group in a four-phase process based on a detailed risk catalog. These risks are allocated to the main categories of (i) financial, (ii) compliance, (iii) operational, and (iv) strategic. The risks are further subdivided into additional categories including organizational, safety, health, and environmental risks. Legal aspects are also evaluated for all risk categories. The four phases of the process are as follows:
- Each material Group company and each global function creates a risk matrix as part of its planning process
- The risks are combined within a Group matrix and evaluated in detail by an interdisciplinary Risk Committee comprising the responsible heads of the business groups and global functions. Based on the evaluation, a detailed catalog of measures to address the most important risks is presented to the Group Executive Committee.
- The Group Executive Committee evaluates the risk matrix and the proposed catalog of measures and proposes any additions
- The most important risks, along with possible measures to prevent and minimize potential harm arising from them, are presented to the Board of Directors for appraisal

At least once annually, the Board of Directors and the Group Executive Committee hold a joint two-day meeting.

Global Assurance, the Compliance departments, and the auditing body support the Board of Directors in exercising its supervisory and control functions.

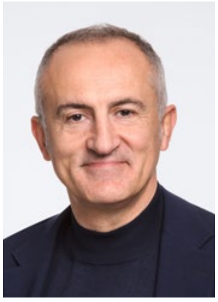
4 Group Executive Committee

4.1 Members of the Group Executive Committee

As of 31.12.2024	Nationality	Current function (since)	Member since
Silvio Napoli (1965)	Italian	CEO (2022)	2022
Paolo Compagna (1968)	Italian	COO (2022), Deputy CEO (2021)	2015
Matteo Attrovio (1972)	Italian	CIO (2020)	2020
Danilo Calabrò (1968)	Italian	Europe South (2024)	2024
Donato Carparelli (1964)	Swiss	CTO (2023)	2023
Carla De Geyseleer (1968)	Belgian	CFO (2022)	2022
Vikén Martarian (1978)	Swedish	Americas (2024)	2024
Hugo Martinho (1971)	Portuguese	CHR (2024)	2024
Meinolf Pohle (1966)	German	Europe North (2022)	2022
Robert Seakins (1959)	Australian	Asia-Pacific (2022)	2017
Daryoush Ziai (1963)	American	China (2016)	2016

4.2 Other activities and vested interests

Silvio Napoli



CEO and member of the Group Executive Committee since 2022, executive Chairman of the Board of Directors and Chairman of the Supervisory and Strategy Committee and of the Nomination Committee since 2017, member of the Board of Directors and the Supervisory and Strategy Committee since 2016.

For further details, see section 3.2.

Paolo Compagna

COO since 2022, deputy CEO since 2021, member of the Group Executive Committee since 2015.

Member of the Board of Trustees of Berlin University of Applied Sciences and Technology, Berlin, Germany.

Paolo Compagna holds a degree in electrical engineering from the Technical University of Cologne, Germany, and a degree in business engineering from the Berlin University of Applied Sciences and Technology, Berlin, Germany.

He began his career in 1992. Before joining the Schindler Group in 2010, he was Area Business Manager and a member of the Management Board of Cofely, Cologne, Germany. From 2010 to 2013, Paolo Compagna held the role of Field Operations Manager at Schindler Deutschland GmbH and then served as CEO of Schindler Deutschland AG & Co. KG until 2014. In 2015, he was appointed to the Group Executive Committee with responsibility for Europe North until assuming his current function in 2022. From 2022 until 2024, he was also responsible for the Americas.

Paolo Compagna is an Italian citizen, born in 1968.

Matteo Attrovio

CIO, member of the Group Executive Committee since 2020.

Matteo Attrovio holds a master's degree in mechanical engineering from the University of Genoa, Italy, and a master's degree in supply chain and operations from Festo Academy in Assago, Italy.

He began his career in 2000 as a consultant at Accenture in Italy. From 2005 to 2014, he held various international functions at Magneti Marelli (FCA Group) and later served as Chief Information Officer at Leonardo S.p.A., Rome, Italy, until 2017. He has held the function of Chief Information Officer at the Schindler Group since 2017.

Matteo Attrovio is an Italian citizen, born in 1972.

Danilo Calabrò

Responsible for Europe South, member of the Group Executive Committee since 2024.

Danilo Calabrò holds a master's degree in economics from Bocconi University, Milan, Italy.

He began his career in 1993 at J.P. Morgan Bank, Milan, Italy, and subsequently held various international functions in other companies including Hilti. He joined Schindler in 2008 and held various leadership positions in Operations. From 2020, he served as CEO of Schindler S.p.A., Italy, until assuming his current role in 2024.

Danilo Calabrò is an Italian citizen, born in 1968.

Donato Carparelli

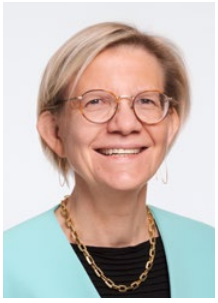
CTO, member of the Group Executive Committee since 2023.

Donato Carparelli holds a bachelor's degree in electrical engineering from the University of Fribourg, Switzerland, and a master of advanced studies from the International Institute for Management Development (IMD) Lausanne, Switzerland.

He began his career in 1987 at Vibro-Meter, Fribourg, Switzerland. He joined Schindler in 1993 as an electrical design manager. From 2000 to 2014, he held various senior leadership positions in R&D in Asia-Pacific and at Group level. He then served as Head Engineering Product Management. From 2019 to 2022, he was Head Global Product Innovation. Thereafter, he led the Global Product Governance team and assumed his current function in 2023.

Donato Carparelli is a Swiss citizen, born in 1964.

Carla De Geyseleer



CFO, member of the Group Executive Committee since 2022.

Carla De Geyseleer holds an executive MBA from the IMD Business School in Lausanne, Switzerland, and a master's degree in economic & financial sciences from the Economische Hogeschool Sint-Aloysius (EHSAL) in Brussels, Belgium.

She is a nonexecutive member of the Board of Directors of Hilti Corporation, Schaan, Liechtenstein, and a member of the Advisory Board of the Geneva School of Economics and Management, Geneva, Switzerland. Until October 2024, she served as nonexecutive member of the Board of Directors of Polestar Automotive Holding UK PLC, Bristol, United Kingdom.

Carla De Geyseleer began her career in 2001 at DHL Express, where she held various senior leadership positions. From 2010 to 2014, she was at Vodafone in Germany and the Netherlands, in senior finance roles. She then served as CFO at Société Générale de Surveillance (SGS) in Switzerland from 2014 to 2019. Before being appointed as CFO at Schindler in 2022, she held the function of CFO at Volvo Cars Group, Göteborg, Sweden.

Carla De Geyseleer is a Belgian citizen, born in 1968.

Vikén Martarian

Responsible for the Americas, member of the Group Executive Committee since 2024.

Vikén Martarian holds a master's degree of science in professional accounting from Strayer University, Washington D.C., USA, a bachelor's degree in marketing and an MBA from Hawaii Pacific University, Honolulu, USA.

He began his career in 2004 at Siemens Communications in the USA. From 2007 to 2017, he was at Tetra Pak in Sweden and China. He joined Schindler in 2017 and held various leadership positions in the Nordics and Americas regions, until assuming his current function in 2024.

Vikén Martarian is a Swedish citizen, born in 1978.

Hugo Martinho

Responsible for Global Human Resources, member of the Group Executive Committee since 2024.

Hugo Martinho holds a master's degree in law from the University of Coimbra, Portugal.

He has been with Schindler since 2003 and held various leadership positions, both in Operations and Human Resources, across Europe, Middle East, and Asia. From 2022 he served as Head Human Resources Europe North until assuming his current role in 2024.

Hugo Martinho is a Portuguese citizen, born in 1971.

Meinolf Pohle

Responsible for Europe North, member of the Group Executive Committee since 2022.

Meinolf Pohle holds a PhD in economics from the University of Leipzig, Germany, and a degree in business economics from Paderborn University, Germany.

He started his career in 1994 in auditing. He joined Schindler in 2001 and held various positions in finance at Group level. He then served from 2006 to 2013 as CFO, from 2013 to 2014 as Field Operations Manager, and from 2015 as Managing Director of Schindler Deutschland AG & Co. KG, until he assumed his current role in 2022.

Meinolf Pohle is a German citizen, born in 1966.

Robert Seakins

Responsible for Asia-Pacific, member of the Group Executive Committee since 2017.

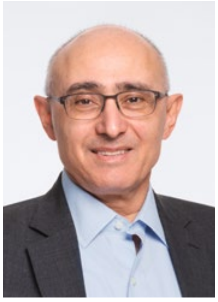
Robert Seakins holds an Electrical & Lifts Licence from the Royal Melbourne Institute of Technology, Melbourne, Australia, and a master's degree in business administration and strategy from the University of New South Wales, Sydney, Australia.

He began his career in 1980. Since 2003, Robert Seakins has held various international functions in the Schindler Group. In particular, he served as Managing Director of Schindler Hong Kong (2010 to 2013) and as Managing Director of Schindler Australia (2013 to 2017). In 2017, he was appointed as a member of the Group Executive Committee, responsible for Asia-Pacific. From 2019 until February 2022, Robert Seakins was responsible for Field Quality & Excellence, before again assuming responsibility for Asia-Pacific.

Robert Seakins is an Australian citizen, born in 1959.

Daryoush Ziai

Responsible for China, member of the Group Executive Committee since 2016.



Daryoush Ziai holds a bachelor of science in civil engineering from the Virginia Military Institute, Lexington, Virginia, USA, a master of science in civil engineering from Purdue University, West Lafayette, Indiana, USA, and an MBA from Krannert Graduate School of Management, Purdue University, West Lafayette, Indiana, USA.

He began his career at United Technologies Corporation, where he held various management positions from 1989 to 2014, and most recently served as Vice President Service for Otis China. He has been CEO of Schindler China since 2015.

Daryoush Ziai is an American citizen, born in 1963.

4.3 Number of permitted activities outside Schindler

In accordance with Article 35 of the Articles of Association, the members of the Group Executive Committee may be active in comparable functions at up to five companies with commercial purpose outside the Group. Companies that are controlled by or control Schindler Holding Ltd. are not counted. Mandates in several legal entities that are under joint control count as one mandate. The General Meeting of Shareholders may approve exceptions to these rules.

The Board of Directors takes appropriate measures to ensure that such activities are not in conflict with their duties as members of the Group Executive Committee. In particular, according to the Organizational Regulations, the members of the Group Executive Committee may in principle not assume any executive function in companies with a commercial purpose outside the Group.

For an overview of the external mandates of the members of the Group Executive Committee at companies with commercial purpose, refer to the Compensation Report, section 11.2.

4.4 Management contracts

Schindler Holding Ltd. has not entered into any management contracts with third parties outside the Group.

5 Compensation, participations, and loans

This information is provided in the Compensation Report.

6 Shareholders' participation rights

6.1 Restrictions on voting rights and representation

Provided it is recorded in the share register as a share with voting rights, each share carries the right to one vote. Subject to the registration of shares, the Articles of Association do not impose any restrictions on the voting rights of shareholders (see section 2.6.1).

Shareholders' rights of participation in the General Meeting of Shareholders are defined by law and the Articles of Association. All shareholders can personally participate in and vote at the General Meeting of Shareholders, or be represented by a person with a written power of attorney. They may also be represented by the independent proxy. The Articles of Association do not provide for a possibility to participate in the General Meeting of Shareholders via electronic channels.

Shareholders may also grant a power of attorney or issue instructions to the independent proxy electronically. The modalities that apply to powers of attorney and instructions are determined by the Board of Directors (Article 18 of the Articles of Association). The independent proxy has a duty to exercise the voting rights assigned by shareholders in accordance with their instructions.

The independent proxy is elected annually by the General Meeting of Shareholders. The term of office begins on the day of election and ends at the close of the next Ordinary General Meeting of Shareholders. Reelection is permitted.

In accordance with Article 21 of the Articles of Association, resolutions are taken and elections are carried out by open vote or electronically. If the Chairman orders it, or the General Meeting of Shareholders decides so, votes will be cast by means of a written procedure. Since 2014, resolutions have been taken and elections have been carried out by electronic means.

The Chairman shall declare as invalid a resolution that has been passed or an election that has been carried out by open vote or electronically if, based on his assessment, the result is ambiguous or if one or several shareholders immediately express reasonable doubts regarding the obviousness of the result.

6.2 Statutory quorums

6.2.1 Quorum of presence

Article 19 of the Articles of Association stipulates that for the resolutions of the General Meeting of Shareholders specified below, the presence of shareholders representing at least half of the share capital entered in the Commercial Register is required:

- Election or recall of members of the Board of Directors
- Conversion of registered shares into bearer shares and vice versa, and, subject to the individual right of choice of shareholders, conversion of shares into participation certificates
- Issuance of profit-sharing certificates, or conversion of participation certificates into profit-sharing certificates
- Exceptions to the restrictions on the registration of acquirers as full shareholders when the percentage limit is exceeded
- Resolutions that can only be passed by a qualified majority according to legal or statutory requirements

6.2.2 Decision-making majority

Resolutions by the General Meeting of Shareholders are normally determined by the relative majority of the votes cast.

According to the Articles of Association, the following resolutions require the approval of at least two-thirds of the voting rights represented at the meeting, and of the absolute majority of the nominal value of shares represented at the meeting:

- All resolutions according to Article 704 of the Swiss Code of Obligations
- Resolutions regarding changes to the company name, issuance of profit-sharing certificates, and any change in the share capital or participation capital

6.3 Convocation of the General Meeting of Shareholders

General Meetings of Shareholders are convened by the Board of Directors or, if necessary, by the auditing body or other bodies in accordance with Articles 699 et seqq. of the Swiss Code of Obligations. Notice of the General Meeting of Shareholders is given in the form of an announcement published once only in the Swiss Official Gazette of Commerce. This publication date is of relevance when ensuring compliance with the statutory notice period. In addition, nonregistered letters may be sent to the addresses of registered shareholders entered in the share register to notify them of the General Meeting of Shareholders, or shareholders may be notified electronically upon request. Although not required by statute, it is also customary to publish the agenda of the General Meeting of Shareholders in selected Swiss daily newspapers. The statutory notice period is 20 days.

6.4 Inclusion of items on the agenda

The Board of Directors prepares the agenda of the items to be discussed. Shareholders who represent 0.5% of the share capital can request that an item be included on the agenda. The request, with details of the item to be discussed, must be submitted in writing by the deadline determined by the Board of Directors and published once in the Swiss Official Gazette of Commerce.

6.5 Entries in the share register
Only those shareholders with voting rights whose names were entered in the company's register of shareholders on the respective record date may attend the General Meeting of Shareholders and exercise their voting rights. The Board of Directors endeavors to set the record date for registration as close as possible to the date of the General Meeting of Shareholders, i.e., generally five to ten days before the respective General Meeting of Shareholders. There are no exceptions to this rule regarding the record date. The record date is provided in the notice of the General Meeting of Shareholders and published on the company's website.

7 Change of control and defensive measures

7.1 Duty to submit an offer pursuant to Article 125 of FMIA
According to Article 39 of the Articles of Association, the obligation to submit a public takeover offer has been foregone (opting out).

7.2 Clauses on changes of control
There are no contractual agreements (e.g., golden parachutes, termination rights) in favor of members of the Board of Directors or the Group Executive Committee, or other members of senior management, in the event of a change of control.

The Capital Participation Plans allow for the early conversion of Performance Share Units into shares or the lifting of restriction periods in the event of a change of control.

8 Auditing body

8.1 Duration of mandate and term of office of the lead auditor
PricewaterhouseCoopers AG has been the auditing body of Schindler Holding Ltd. as well as of the Group, since 2020.

As required by law, the lead auditor is changed every seven years. The current lead auditor took over this function in 2020.

8.2 Audit fees and additional fees
PricewaterhouseCoopers AG audits the Group's consolidated financial statements, as well as most Group companies in Switzerland and abroad. The audit fees and fees for additional services are as follows:

In CHF 1 000	**2024**	2023
Audit fee	**4 672**	4 870
Additional fees		
Additional audit-related services	**118**	135
Tax advice	**69**	275
Transaction advice	**216**	180
Total additional fees	**403**	590

8.3 Information instruments relating to external audits
The Audit Committee evaluates the performance, fees, and independence of the auditors each year. It discusses and reviews the scope of the audits, and the resulting feedback. Based on this information, it determines which changes and improvements are necessary.

Material non-audit-related services (e.g., tax advisory services) that are provided by the auditors must be approved in advance by the Audit Committee or its Chairman.

Further information is available in the Organizational Regulations of Schindler Holding Ltd. as well as in the Audit Committee Charter, which are available on the company's website at:
group.schindler.com – Company – Corporate Governance – Organizational regulations
(group.schindler.com/en/company/corporate-governance/organizational-regulations.html).

In the reporting year, the auditing body had regular contact with members of the Supervisory and Strategy Committee and the CFO. In the reporting year, three meetings with the Audit Committee and one meeting with the Board of Directors took place.

Global Assurance reported four times to the Audit Committee and once to the Board of Directors.

9 Information policy
The Schindler Group pursues an information policy that is timely, fact-based, and comprehensive. Matters affecting the share price are published immediately in accordance with the ad hoc publicity rules of the SIX Swiss Exchange. Ad hoc announcements can be accessed at the same time as they are communicated to the SIX Swiss Exchange and for three years thereafter at: group.schindler.com – Newsroom – Ad hoc Announcements (group.schindler.com/en/media/ad-hoc-announcements.html).

It is also possible to receive potentially price-relevant information directly, promptly, and free of charge from Schindler by email. This service is offered at: group.schindler.com – Newsroom – Subscription service (group.schindler.com/en/media/subscription-service.html).

Schindler provides information about its annual results in the Annual Report in printed and electronic form. The Annual Report can be ordered free of charge from the company or can be accessed at: group.schindler.com – Investors – Results (group.schindler.com/en/investor-relations/results.html). Schindler also presents its annual financial statements at its annual results media and analysts conference and at the General Meeting of Shareholders.

Its Interim Report as at June 30, as well as key figures as at March 31 and September 30, are available in electronic form at: group.schindler.com – Investors – Results
(group.schindler.com/en/investor-relations/results.html).

Key dates:

	Closing	Publication
Closing of the financial year	December 31	
Annual results media and analysts conference		Mid-February
Publication of the Annual Report		Mid-February
Key figures	March 31 and September 30	April and October
Interim Report	June 30	July
General Meeting of Shareholders		2nd half of March

The exact dates for the current year and following year are available at: group.schindler.com – Investors – Financial calendar (group.schindler.com/en/investor-relations/financial-calendar.html).

10 Close periods

With the objective to prevent insider trading (and the outward appearance of insider trading) by Schindler and its employees, Schindler applies the following general trading restriction periods (close periods):
- from January 1 until and including the stock exchange day of the public release of the annual results
- from April 1 until and including the stock exchange day of the public release of the quarterly results
- from July 1 until and including the stock exchange day of the public release of the semiannual results; and
- from October 1 until and including the stock exchange day of the public release of the quarterly results

Bound by the close periods are the company and all persons who have regular access to potentially price-sensitive information, including all members of the Board of Directors and the Group Executive Committee, as well as their staff and all key position holders within the Schindler Group (Regular Insiders).

Regular Insiders are prohibited from engaging in any transactions in Schindler securities and derivatives during close periods.

Exceptions are stipulated in connection with (i) stock option plans in case the last day of the exercise period falls within a close period, and (ii) other options, conversion rights, warrants, subscription, and preemption rights that expire during a close period. Moreover, the Chairman of the Audit Committee may grant exceptions on a case-by-case basis if the person executing the transaction is not in possession of insider information and provided that the legitimate interests of the executing person outweigh Schindler’s interest in restricting the transaction.

General information about the Group as well as its annual reports, press releases, and the current share price are available at group.schindler.com.

Interested persons may also communicate with the Group directly through the following contacts:

Schindler Holding Ltd.
Seestrasse 55
6052 Hergiswil
Switzerland
Telephone +41 41 632 85 50

Schindler Management Ltd.
Zugerstrasse 13
6030 Ebikon
Switzerland
Telephone +41 41 445 32 32
Fax +41 41 445 40 40
email@schindler.com

group.schindler.com

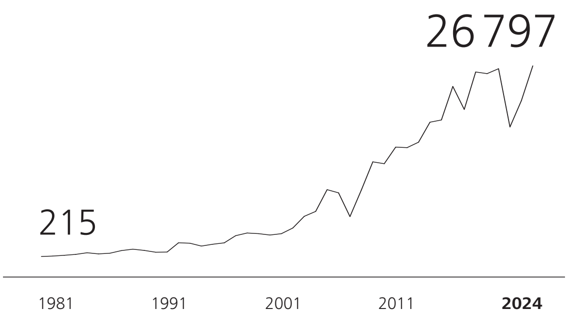
Global Communications & Branding
Nicole Wesch
Head Global Communications & Branding
Schindler Management Ltd.
6030 Ebikon
Switzerland
Telephone +41 41 445 50 90
nicole.wesch@schindler.com

Investor Relations
Lars Brorson
Head Investor Relations
Schindler Management Ltd.
6030 Ebikon
Switzerland
Telephone +41 41 445 40 36
lars.brorson@schindler.com

Compensation Report

Market capitalization

In CHF million as of December 31



Total compensation[1]

Share of Group operating expenses

0.31%

Share of Group personnel expenses

0.70%

[1] Members of the Board of Directors and Group Executive Committee

Allocation of added value[1]

In CHF million

	2024	In %
to the employees (salaries, social benefits)	4 400	78
to the shareholders (dividends)	605	11
to the company (reserves)	405	7
to the public (taxes)	279	5
to the creditors (net interest charges)	–56	–1
Total	**5 633**	**100**

[1] The Group's added value is defined as revenue less cost of materials, other operating expenses, as well as charges for depreciation, amortization, and impairments. The allocation of the Group's added value shows the extent to which the above stakeholders participate in this economically relevant amount.

Proposals to the General Meeting of Shareholders 2025

In CHF 1 000

Variable compensation 2024		Fixed compensation 2025	
6 684	8 775	8 300	10 500
Board of Directors[1]	Group Executive Committee	Board of Directors	Group Executive Committee

[1] Executive members only

This Compensation Report contains information about the compensation of the members of the Board of Directors and the Group Executive Committee, as well as their shareholdings in Schindler Holding Ltd., and any loans granted to these individuals. The disclosures are made in accordance with the Directive on Information Relating to Corporate Governance issued by SIX Swiss Exchange and the Swiss Code of Obligations. The information relates to the reporting year 2024 unless otherwise stated.

1 Governance

1.1 Responsibilities and determination process

The compensation system and the capital participation plans are prepared by Global Human Resources and are reviewed by the CEO, the Supervisory and Strategy Committee, and the Compensation Committee before being submitted to the Board of Directors for approval.

The responsibilities related to compensation matters at the level of the Board of Directors and the Group Executive Committee are defined in the Articles of Association and the Organizational Regulations. The most important functions and responsibilities in this context are summarized in the following table:

	Beneficiaries								
	Chairman of the Board of Directors		Executive members of the Board of Directors[1]		Nonexecutive members of the Board of Directors	CEO/COO[2]		Members of the Group Executive Committee (excl. CEO and COO)	
	Fixed and target compensation	Variable compensation	Fixed and target compensation	Variable compensation	Fixed compensation	Fixed and target compensation	Variable compensation	Fixed and target compensation	Variable compensation
Compensation Committee	○	○	○	○	○	○	○	○	○[3]
Chairman of the Board of Directors			○	○	○	○	○	○	○
CEO								○	○
Board of Directors	○	○	○	○	○	○	○	○	○[3]

○ Proposal
○ Decision

[1] For the executive members of the Board of Directors who are not members of the Supervisory and Strategy Committee (see section 3.1), customary responsibilities and processes apply for the determination of compensation for their operational functions
[2] If and for as long as the Chairman has a dual mandate as Chairman and CEO, the following applies: The entire compensation of the CEO shall be defined and determined exclusively using the process that applies to the compensation of the Chairman and, accordingly, the Chairman shall not participate in the proposal, discussions, and determination of the CEO's compensation. The entire compensation of the COO shall be defined and determined according to the ordinary process applying to the compensation of the CEO.
[3] Aggregate amount

The members of the Supervisory and Strategy Committee are not allowed to participate in the decision-making process regarding their fixed and variable compensation.

In accordance with Article 32 of the Articles of Association of Schindler Holding Ltd., the General Meeting of Shareholders votes annually on the total compensation of the Board of Directors and the Group Executive Committee to approve:

Variable compensation
The total variable compensation of the members of the Board of Directors and the Group Executive Committee for the reporting year

Retrospective approval

Fixed compensation
The maximum permissible total fixed compensation of the members of the Board of Directors and the Group Executive Committee for the current financial year

Prospective approval

According to Article 32 of the Articles of Association of Schindler Holding Ltd., the maximum permissible fixed compensation may be increased by 20% if, following the approval of the fixed compensation, additional members or replacement members are appointed to the Group Executive Committee.

On behalf of the Compensation Committee, Global Human Resources regularly compares the compensation of the members of the Group Executive Committee and the members of the Supervisory and Strategy Committee with external benchmarks. The compensation data of comparable companies is taken into account for benchmarking purposes. Comparable companies are defined as companies of a similar size in terms of market capitalization, revenue, number of employees and geographical scope, which operate in similar business segments and are headquartered in Europe. The most recent benchmarking analysis was conducted in 2024 with the support of an independent external consulting firm.

In addition, the Board of Directors' fees are regularly reviewed in comparison with other listed companies in Switzerland (SMI and SMIM). The last such review was conducted in 2024.

1.2 Compensation Committee

The Compensation Committee holds at least two meetings per year. In the reporting year, it met ten times. For details of the composition as well as the roles and responsibilities of the Compensation Committee, refer to the Corporate Governance Report, sections 3.5.2 and 3.5.2.3.

2 Compensation principles

2.1 Compensation policy

The Schindler Group's success depends to a large extent on the quality and commitment of its management. Its compensation policy is designed to attract, motivate, and retain well-qualified professionals. In addition, the awarding of performance-related and, in particular, share-based components of variable compensation is intended to promote an entrepreneurial mindset and approach.

Performance-related compensation in line with the market

Participation in the company's success

Schindler compensation policy

Fair and transparent compensation decisions

Balanced proportion of short-term and long-term compensation components

2.2 Overview of compensation components

In accordance with Article 33 of the Articles of Association of Schindler Holding Ltd., fixed and variable compensation can be paid to members of the Board of Directors and the Group Executive Committee. Compensation can be paid in the form of cash, shares, other equity instruments, options, comparable instruments, or units. In addition, noncash benefits or services can be provided. For further details, refer to Article 33 of the Articles of Association (group.schindler.com/en/company/corporate-governance/articles-of-association.html).

An overview of the compensation components of the Board of Directors and the Group Executive Committee is provided below. The compensation components are described in detail in sections 3 and 4 of this report.

	Board of Directors		
	Executive members	Non-executive members	Group Executive Committee
Fixed compensation – prospective approval			
Cash (gross)			
Annual salary	○		○
Fixed Board of Directors' fee	○	○	
Flat-rate expense allowances			
Flat-rate allowance	○	○	
Representation allowance	○		○
Car allowance	○		○
Pension, social, and other benefits			
Pension benefits			
Pension fund	○		○
Schindler Foundation	○		○
Social contributions	○	○	○
Other benefits	○		○
Variable compensation – retrospective approval			
Short-term – cash bonus	○		○
Long-term – equity instruments			
Performance Share Plan (PSP)	○		
Deferred Share Plan (DSP)			○
Social and other benefits			
Social contributions	○		○
Other benefits			○

2.3 Employment terms

The employment contracts of the executive members of the Board of Directors and the members of the Group Executive Committee are aligned with the provisions of the Swiss Code of Obligations. In particular, none of these employment contracts has a term or notice period exceeding 12 months or contains any entitlements to severance payments.

2.4 Disclosure principles

The disclosed compensation of the Board of Directors and the Group Executive Committee comprises the compensation for the full reporting year, irrespective of which Schindler company paid it, subject to the following additions and limitations:

- The compensation paid to new members of the Board of Directors or the Group Executive Committee is included from the date on which the member takes over the relevant function
- If a member steps down from the Group Executive Committee in order to join the Board of Directors, or vice versa, the full compensation is taken into account and reported under the new function
- If a member resigns from office and/or steps down from the Board of Directors or the Group Executive Committee, the compensation paid up to the date on which the member stepped down, plus any additional compensation paid in the reporting year in connection with his/her former activities, is included. Statutory compensation paid in the following year is reported separately under benefits for former members of governing bodies.

Compensation is reported according to the accrual principle, based on estimates. The actual amounts paid may differ from these estimates, especially in the case of social and other benefits. Reimbursements from insurances (e.g., daily sickness benefits) to Schindler are not deducted from the disclosed compensation.

3 Compensation system for the Board of Directors

3.1 General remarks

The Board of Directors consists of executive and nonexecutive members. As of December 31, 2024, four members of the Board of Directors were executive members:

- Silvio Napoli, Günter Schäuble, and Tobias B. Staehelin form the Supervisory and Strategy Committee and receive fixed and variable compensation, as described in sections 3.2 and 3.3
- The compensation paid to Silvio Napoli as Chairman and a member of the Supervisory and Strategy Committee is disclosed under the compensation for the Board of Directors (section 5.1). With effect from 2024 and for as long as he holds a dual mandate as Chairman and CEO, Silvio Napoli will receive a fixed function allowance related to his function as CEO in addition to his compensation as Chairman and a member of the Supervisory and Strategy Committee. This allowance is included in the compensation disclosure for the Group Executive Committee (section 5.2).
- In addition to her role on the Board of Directors, Petra A. Winkler holds an executive position as Group General Counsel at Schindler Holding Ltd. and receives fixed and variable compensation in line with the local compensation system for senior managers. As a member of the Board of Directors, she receives fixed compensation as a nonexecutive member, as outlined in section 3.2.

3.2 Fixed compensation

All members of the Board of Directors receive a fixed Board of Directors' fee as well as a flat-rate allowance. The members of the Compensation Committee and the Audit Committee receive an additional fee for their work in these committees.

The fixed compensation of the members of the Supervisory and Strategy Committee also comprises an annual salary, a representation allowance and a car allowance, as well as pension (pension fund, Schindler Foundation), social, and other benefits. Other benefits also comprise health insurance contributions. Fringe benefits are included in fixed compensation and are reported as other benefits if any single benefit exceeds CHF 500 and if total fringe benefits exceed CHF 20 000 in the reporting year.

3.3 Variable compensation (Supervisory and Strategy Committee)

The members of the Supervisory and Strategy Committee receive performance-related variable compensation, which is paid partially in cash and partially in equity securities.

The amount of the variable compensation awarded is based on the Group's consolidated cash flow from operating activities before changes in net working capital and is determined as a rate per thousand of cash flow. The rate per thousand is set by the Board of Directors for each individual member of the Supervisory and Strategy Committee and may amount to a maximum rate of three per thousand. When determining the rate per thousand, the achievement of strategic as well as individual targets is taken into account.

Cash flow from operating activities is used as a parameter to measure performance in order to promote a long-term increase in the value of the Group rather than short-term profit maximization. This compensation system ensures, among other things, that restructuring projects are initiated as early as possible and that the associated depreciation and amortization and the corresponding provisions are recognized.

In April of the following year (grant year), 50% of variable compensation is paid in cash and 50% is paid in equity securities according to the rules of the Performance Share Plan.

Performance Share Plan
The Board of Directors decides each year whether registered shares or participation certificates will be granted under the Performance Share Plan. For the reporting year, it decided to grant participation certificates.

The equity securities granted include all of the associated rights but may not be disposed of for a period of three years.

The number of equity securities granted is calculated on the basis of the volume-weighted average price in March of the following year, less a discount. The Board of Directors decides at its sole discretion on the discount.

The number of equity securities disclosed in the reporting year is a provisional figure based on the closing price on the last trading day in December of the reporting year, with the discount determined by the Board of Directors. For the reporting year, a discount of 20% was applied. The final number of equity securities is disclosed in the following year's Compensation Report.

In order to include them in the total compensation for the reporting year, the equity securities that are to be granted are valued at the closing price on the last trading day in December.

Provisional number of equity securities	=	50% of the performance-related bonus achieved	÷	Closing price of the equity securities on the last trading day in December of the reporting year (less discount)
Value disclosed in Compensation Report	=	Closing price of the equity securities on the last trading day in December of the reporting year	×	Provisional number of equity securities
Number of equity securities granted	=	50% of the performance-related bonus achieved	÷	Volume-weighted average price of the equity securities in March of the following year (less discount)
Value disclosed in Compensation Report in the following year	=	Volume-weighted average price of the equity securities in March of the grant year	×	Number of equity securities granted

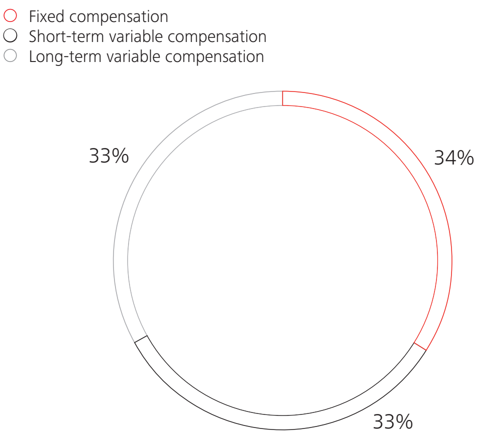
Benefits related to variable compensation such as social contributions are reported as social and other benefits.

4 Compensation system for the Group Executive Committee

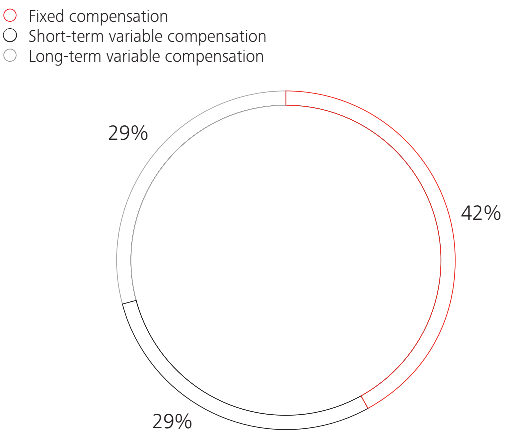
The compensation of the members of the Group Executive Committee consists of fixed, short-term variable, and long-term variable compensation. Assuming the 100% achievement of targets, the targeted split between the different compensation components for the CEO (or the COO, if and for as long as the Chairman holds a dual mandate as Chairman and CEO) and for other members of the Group Executive Committee is as follows:

Targeted compensation split

CEO/COO



Other members of the Group Executive Committee



4.1 Fixed compensation

The fixed compensation of the members of the Group Executive Committee comprises an annual salary, a representation allowance and a car allowance, as well as pension (pension fund, Schindler Foundation), social, and other benefits. In individual cases – depending on the country in which a member of the Group Executive Committee is employed – a company car may be provided. Benefits may also be paid in the case of international assignments. Such benefits related to fixed compensation are reported under pension, social, and other benefits. Other benefits also comprise health insurance contributions. Fringe benefits are included in fixed compensation and are reported as other benefits if any single benefit exceeds CHF 500 and if total fringe benefits exceed CHF 20 000 in the reporting year.

4.2 Variable compensation

The members of the Group Executive Committee receive an annual performance-related cash bonus (short-term variable compensation component) and an annual grant of Performance Share Units (long-term variable compensation component) in accordance with the rules of the Deferred Share Plan 2023.

Short-term variable compensation component

The annual performance-related cash bonus is calculated on the basis of the achievement of financial, strategic, and operational targets. The targets that need to be achieved, as well as the target bonus, are set at the start of the calendar year.

For the reporting year, 50% of the cash bonus was based on Group targets (profitability, net working capital, portfolio, and net promoter score) and 50% on personal strategic and operational targets, including ESG targets. Depending on the extent to which the targets are achieved and discretion, the cash bonus awarded may be between 0% and 150% of the target bonus and is paid in April of the following year.

Long-term variable compensation component

Under the Deferred Share Plan 2023, the members of the Group Executive Committee receive an annual grant of Performance Share Units as a long-term compensation component. The long-term incentive plan is designed to reward long-term value creation in line with the business strategy based on the following criteria:

	General description	Grant 2024
Plan	Deferred Share Plan 2023	
Vehicle	Performance Share Units (PSU) to be converted into equity securities (i.e., registered shares or participation certificates)	PSU to be converted into participation certificates
Number of PSU granted	Contractual target amount divided by the volume-weighted average price of the equity securities in March of the reporting year, less a discount. The Board of Directors decides at its sole discretion on the discount to be applied.	Participation certificates price: CHF 232.43 Discount: 20%
Performance targets	At the start of the reporting year, the performance targets that apply to all members of the Group Executive Committee are set for the next three business years. The achievement of those targets is determined after the end of the three-year period, also considering the performance against competition.	– Profitability targets – Growth target – ESG target
Grant year	Reporting year	2024
Performance period	Reporting year plus two years	2024–2026
Conversion date	In the year following the three-year performance period	30.4.2027
Conversion rate	0%–300%, depending on the extent to which the performance targets are achieved and discretion	To be determined in 2027
Cap	The maximum value of the converted equity securities that a participant may receive is equal to three times the contractual target amount. The market value of the equity securities at the time of conversion is used to calculate compliance with the cap.	
Forfeiture of conversion/ clawback	In the event of any qualified breaches of the Code of Conduct, resignation, or termination with immediate effect, participants forfeit the right to have the PSU converted into equity securities. Clawback provisions allow for a partial or full recovery of PSU or shares if the financial accounts have to be restated or in the event of gross misconduct.	

The number of PSU disclosed represents the number of equity securities that would be granted if the set targets are achieved (i.e., 100% achievement rate). In order to include them in total compensation, the PSU are valued at fair value. The fair value is calculated using the volume-weighted average price in March of the reporting year (grant), less the net present value of the expected dividends between the grant and the conversion of the PSU.

Number of PSU granted	=	Contractual target amount	÷	Volume-weighted average price of the equity securities in March of the reporting year (less discount)
Value disclosed in Compensation Report	=	Number of PSU granted	×	Fair value
Number of equity securities granted (after 3 years)	=	Number of PSU granted	×	Performance evaluation between 0% and 300%

Benefits related to variable compensation such as social contributions and taxes for international assignments are reported as social and other benefits.

5 Compensation for the reporting year

5.1 Board of Directors

In CHF 1 000	Fixed compensation		Variable compensation			
	Cash (gross)	Pension, social, and other benefits	Cash bonus (gross)	Participation certificates/ PSU	Social and other benefits	**Total 2024**
Silvio Napoli, Chairman[1]	1 414	319	975	1 219	116	**4 043**
Alfred N. Schindler, Chairman emeritus[2]	353[9]	18	–	–	–	**371**
Patrice Bula, Vice Chairman[2]	340[10]	17	–	–	–	**357**
Erich Ammann[3]	171	64	170	213	20	**638**
Luc Bonnard[2]	350[11]	17	–	–	–	**367**
Prof. Dr. Monika Bütler[2]	288[12]	17	–	–	–	**305**
Adam Keswick[4]	54	3	–	–	–	**57**
Christoph Mäder[5]	157	8	–	–	–	**165**
Günter Schäuble[6]	805	205	680	850	81	**2 621**
Tobias B. Staehelin[7]	820	262	725	901	86	**2 794**[15]
Carole Vischer[2]	240[13]	14	–	–	–	**254**
Petra A. Winkler[8]	641[14]	165	289	326	33	**1 454**[16]
Prof. Dr. Thomas H. Zurbuchen[5]	157	9	–	–	–	**166**
Total compensation reported	**5 790**	**1 118**	**2 839**	**3 509**	**336**	**13 592**

[1] Member of the Supervisory and Strategy Committee and CEO, employed on a full-time basis
[2] Nonexecutive member
[3] Member of the Supervisory and Strategy Committee, employed on a 70% basis until the General Meeting of Shareholders 2024
[4] Nonexecutive member until the General Meeting of Shareholders 2024
[5] Nonexecutive member (as from the General Meeting of Shareholders 2024)
[6] Member of the Supervisory and Strategy Committee, employed on an 80% basis
[7] Member of the Supervisory and Strategy Committee (as from the General Meeting of Shareholders 2024), employed on a full-time basis
[8] Executive member with operational function as Group General Counsel
[9] Represents total compensation received from the Schindler Group, including fee for consulting services in the amount of CHF 153 000 (based on a fixed daily fee and the number of days actually worked)
[10] Including fee for work as a member of the Compensation Committee
[11] Represents total compensation received from the Schindler Group, including fee for consulting services in the amount of CHF 150 000 (based on a fixed daily fee and the number of days actually worked)
[12] Including fee for work as Chair of the Compensation Committee and a member of the Audit Committee
[13] Including fee for work as a member of the Audit Committee
[14] Including fee for work as a member of the Compensation Committee (as from the General Meeting of Shareholders 2024)
[15] Including fee for the mandate as a member of the Board of Directors of a Group company as well as compensation as a member of the Group Executive Committee until March 2024
[16] Including compensation for operational function as Group General Counsel

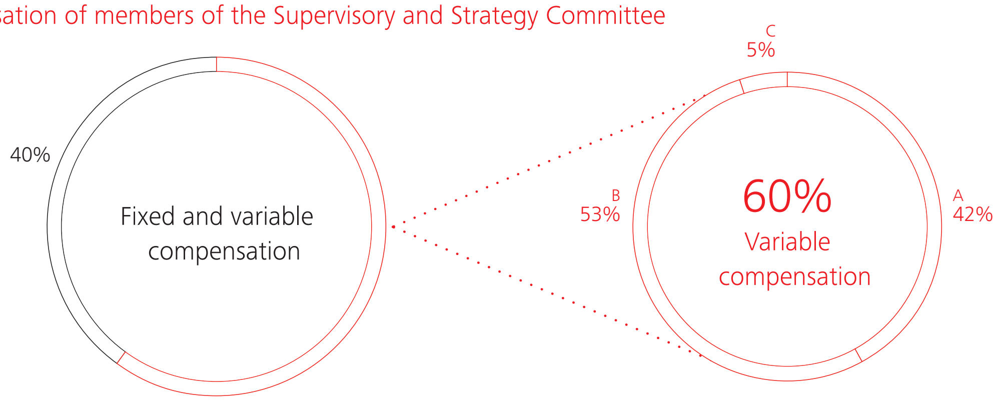
Fees for members of the Board of Directors and Committees of the Board

The Board of Directors' fees (including the flat-rate allowance) remain unchanged in the reporting year:

In CHF 1 000	
Chairman	400
Vice Chairman	300
Other members	200
Chair of the Audit Committee or Compensation Committee, respectively	50
Members of the Audit Committee or Compensation Committee, respectively	40

Members of the Supervisory and Strategy Committee do not receive an additional fee for their work on Board Committees in view of the compensation they receive as executive members of the Board of Directors.

Compensation of members of the Supervisory and Strategy Committee



	2024	2023
Fixed compensation	40%	38%
Variable compensation	60%	62%
A Cash bonus	42%	42%
B Equity securities	53%	53%
C Social and other benefits	5%	5%

The variable compensation reported is subject to the approval of the General Meeting of Shareholders.

In the reporting year, no collateral or guarantees were granted to members of the Board of Directors. Neither Schindler Holding Ltd. nor any other Group company waived any claims against members of the Board of Directors.

Participation certificates and Performance Share Units

	Participation certificates	PSU
Silvio Napoli, Chairman	4 867	–
Erich Ammann	849	–
Günter Schäuble	3 395	–
Tobias B. Staehelin	3 182	471
Petra A. Winkler	–	1 479

The number of participation certificates disclosed is a provisional figure based on the closing share price on the last trading day in December 2024, with a discount of 20%, resulting in a provisional grant value of CHF 200.32. The final number is reported in the following year's Compensation Report. The PSU are included in the variable compensation with a fair value of CHF 220.71 per PSU.

Approved fixed compensation

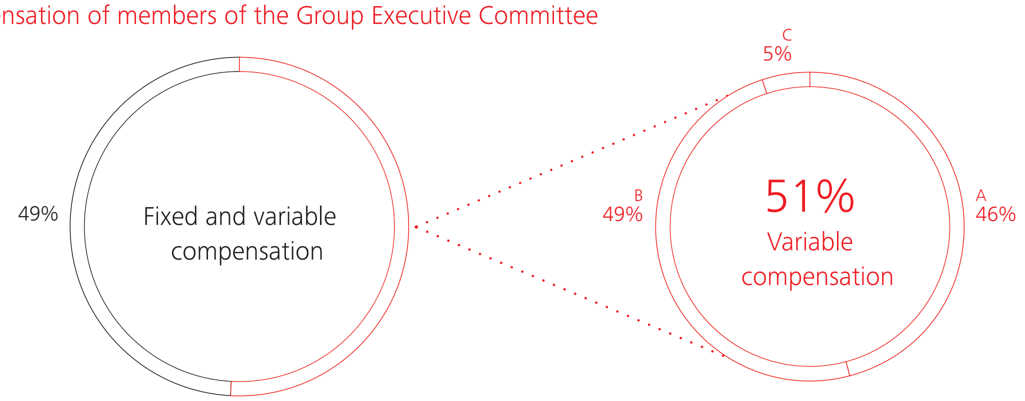
In CHF 1 000	
Approved by the General Meeting of Shareholders 2024	7 600
Actual fixed compensation 2024	6 908

5.2 Group Executive Committee

In CHF 1 000	Fixed compensation: Cash (gross)	Fixed compensation: Pension, social, and other benefits	Variable compensation: Cash bonus (gross)	Variable compensation: Performance Share Units	Variable compensation: Social and other benefits	**Total 2024**
Total compensation	6 236[1]	2 161[1]	4 012	4 277	486	**17 172**[2]
Highest individual compensation: Paolo Compagna, COO	693	192	800	949	93	**2 727**

[1] Includes fixed function allowance for the Chairman and CEO for his dual mandate
[2] Includes full-year contractual payments to a member of the Group Executive Committee who stepped down in 2024

Compensation of members of the Group Executive Committee



	2024	2023
Fixed compensation	49%	29%
Variable compensation	51%	71%
A Cash bonus	46%	69%
B PSU	49%	25%
C Social and other benefits	5%	6%

The highest individual variable compensation amounted to 208% of the fixed compensation (previous year: 398%).

The cash bonus awarded for 2024 reflects an average achievement factor of 100% based on the targets set for that year (previous year: 110%).

The reported variable compensation of the Group Executive Committee is subject to the approval of the General Meeting of Shareholders.

In April 2024, the PSU granted under the Deferred Share Plan 2015 for the performance period 2021–2023 were converted into registered shares at a conversion rate of 95%.

In the reporting year, no collateral or guarantees were granted to members of the Group Executive Committee. Neither Schindler Holding Ltd. nor any other Group company waived any claims against the members of the Group Executive Committee.

Performance Share Units granted

	Number
Total for Group Executive Committee	19 856
Paolo Compagna, COO	4 302

Value per Performance Share Unit

In CHF	Deferred Share Plan
Equity security	PSU on participation certificate
Volume-weighted average price in March 2024	232.43
Fair value for inclusion in variable compensation	220.71

Approved fixed compensation

In CHF 1 000	
Approved by the General Meeting of Shareholders 2024	8 800
Actual fixed compensation 2024	8 397

6 Compensation for the previous year

6.1 Board of Directors

In CHF 1 000	Fixed compensation		Variable compensation			
	Cash (gross)	Pension, social, and other benefits	Cash bonus (gross)	Registered shares/PSU	Social and other benefits	Total 2023
Silvio Napoli, Chairman[1]	1 410	318	1 073[15]	1 341	128	4 270
Alfred N. Schindler, Chairman emeritus[2]	353[8]	17	–	–	–	370
Patrice Bula, Vice Chairman[2]	316[9]	15	–	–	–	331
Erich Ammann[3]	704	266	744	930	89	2 733
Prof. Dr. Pius Baschera[4]	84[10]	4	–	–	–	88
Luc Bonnard[2]	350[11]	17	–	–	–	367
Prof. Dr. Monika Bütler[2]	271[12]	16	–	–	–	287
Orit Gadiesh[4]	48	7	–	–	–	55
Adam Keswick[2]	248[9]	14	–	–	–	262
Günter Schäuble[5]	805	207	744	930	89	2 775
Tobias B. Staehelin[6]	215[13]	13	–	–	–	228
Carole Vischer[2]	240[14]	14	–	–	–	254
Petra A. Winkler[7]	610	162	300	295	32	1 399[16]
Total compensation reported	5 654	1 070	2 861	3 496	338	13 419

[1] Member of the Supervisory and Strategy Committee and CEO, employed on a full-time basis
[2] Nonexecutive member
[3] Member of the Supervisory and Strategy Committee, employed on a 70% basis
[4] Nonexecutive member until the General Meeting of Shareholders 2023
[5] Member of the Supervisory and Strategy Committee, employed on an 80% basis
[6] Executive member with operational function as a member of the Group Executive Committee
[7] Executive member with operational function as Group General Counsel
[8] Represents total compensation received from the Schindler Group, including fee for consulting services in the amount of CHF 153 000 (based on a fixed daily fee and the number of days actually worked)
[9] Including fee for work as a member or Chair, respectively, of the Compensation Committee
[10] Including fee for work as Chair of the Compensation Committee until the General Meeting of Shareholders 2023
[11] Represents total compensation received from the Schindler Group, including fee for consulting services in the amount of CHF 150 000 (based on a fixed daily fee and the number of days actually worked)
[12] Including fee for work as a member of the Compensation Committee (as from the General Meeting of Shareholders 2023) and of the Audit Committee
[13] Including compensation as a member of the Board of Directors, as well as a fee for the mandate as a member of the Board of Directors of a Group company; compensation for operational function is disclosed in section 6.2
[14] Including fee for work as a member of the Audit Committee
[15] Excluding one-time extra compensation paid for extraordinary efforts towards improvement of the Group results which is included in section 6.2
[16] Including compensation for operational function as Group General Counsel

Registered shares granted and Performance Share Units

	Registered shares	PSU
Silvio Napoli, Chairman	5 944	–
Erich Ammann	4 123	–
Günter Schäuble	4 123	–
Petra A. Winkler	–	1 501

The final number of registered shares was calculated using a grant value of CHF 180.44, which corresponds to the volume-weighted average share price in March 2024, less 20%. The number disclosed in the previous year was based on a provisional grant value of CHF 159.60 (closing share price on the last trading day in December 2023, less 20%).

6.2 Group Executive Committee

	Fixed compensation		Variable compensation			
In CHF 1 000	Cash (gross)	Pension, social, and other benefits	Cash bonus (gross)	Performance Share Units	Social and other benefits	Total 2023
Total compensation	5 139	2 052	12 492[2]	4 461	1 028	25 172[1]
Highest individual compensation: Paolo Compagna, COO	670	188	2 342	903	172	4 275
Additional information: Total compensation excluding one-time extra compensation paid to the Group Executive Committee members	5 139	2 052	3 992	4 461	558	16 202

[1] Includes full-year contractual payments to a member of the Group Executive Committee who stepped down in 2023
[2] Includes one-time extra compensation paid to the Group Executive Committee members, including the Chairman and CEO, in the aggregate amount of CHF 8.5 million for their extraordinary contribution to the improvements of Group results

Performance Share Units granted

	Number
Total for Group Executive Committee	22 702
Paolo Compagna, COO	4 594

7 Benefits for former members of governing bodies

Thomas Oetterli, Andre Inserra, Jujudhan Jena, and Christian Schulz stepped down from the Group Executive Committee in 2022. In the reporting year, they received contractually agreed waiting allowances for adherence to a two-year post-contractual noncompetition obligation in the total amount of CHF 3 023 000.

Karl-Heinz Bauer stepped down from the Group Executive Committee in 2023. In the reporting year, he received compensation for continued work relating to his former position in the amount of CHF 298 000.

No other compensation as defined in Article 734a, para. 1, section 4 of the Swiss Code of Obligations was paid to former members of governing bodies.

8 Loans and credits

Article 34 of the Articles of Association of Schindler Holding Ltd. states that the Board of Directors may grant loans or credits to members of the Board of Directors or the Group Executive Committee. The total amount of these loans and credits must not exceed CHF 10 million and they may only be granted at market rates and subject to the applicable abstention rules.

8.1 Present and former members of governing bodies

No loans or credits were granted by Schindler Holding Ltd. or any other Group company to present or former members of governing bodies, and no such loans were outstanding as of December 31, 2024.

8.2 Related parties

No loans or credits were granted by Schindler Holding Ltd. or any other Group company to related parties of present or former members of governing bodies, and no such loans were outstanding as of December 31, 2024.

9 Proposals to the General Meeting of Shareholders 2025

The aggregate amounts of variable compensation for the reporting year 2024 and the aggregate amounts of fixed compensation for the financial year 2025 for the Board of Directors and for the Group Executive Committee will be proposed separately to the General Meeting of Shareholders in March 2025 for approval.

9.1 Variable compensation for 2024

The aggregate amount of variable compensation for the Board of Directors to be approved is CHF 6684000 (amount approved in 2024 for 2023: CHF 6695000).

The total amount of the variable compensation for the executive members of the Board of Directors remains practically unchanged compared to the previous year.

The aggregate amount of variable compensation for the Group Executive Committee to be approved is CHF 8 775 000 (amount approved in 2024 for 2023: CHF 17981000).

The reduction compared to the previous year reflects the slightly lower individual bonuses for the members of the Group Executive Committee as well as the elimination of the one-time extra compensation paid in the previous year.

The aggregate amount of variable compensation to be approved for the Group Executive Committee includes an amount of CHF 4277000, representing the value of the PSU granted in 2024, assuming that the Group's targets set for 2026 are achieved (i.e., assuming a 100% conversion rate). In 2027, when the PSU will be converted into participation certificates, the final conversion rate will vary between 0% and 300%, depending on (i) the company's performance in relation to the defined targets as well as (ii) the development of the price of the participation certificates over the three-year period. The maximum payout in participation certificates is capped at CHF 11020 000.

9.2 Fixed compensation for 2025

The aggregate amount of the fixed compensation for the Board of Directors to be approved is CHF 8 300000 (amount approved in 2024: CHF 7600000).

The change compared to the previous year reflects the change in the chairmanship of the Board of Directors and the appointment of an additional member of the Board of Directors as of the Annual General Meeting 2025.

The aggregate amount of fixed compensation for the Group Executive Committee to be approved is CHF 10500000 (amount approved in 2024: CHF 8800 000).

The increase compared to the previous year reflects the changed composition of the Group Executive Committee in 2025.

10 Levels of participation

The participations of members of the Board of Directors of Schindler Holding Ltd. and the Group Executive Committee, as well as related parties, are as follows (there are no conversion rights outstanding):

10.1 Board of Directors

2024

		Number
As of 31.12.2024	Registered shares	Participation certificates
Silvio Napoli, Chairman[1]	71 749	–
Alfred N. Schindler, Chairman emeritus[2]	[5]	–
Patrice Bula, Vice Chairman[2]	1 500	–
Luc Bonnard[2]	[5]	–
Prof. Dr. Monika Bütler[2]	1 500	–
Christoph Mäder[2]	800	–
Günter Schäuble[3]	[5]	–
Tobias B. Staehelin[3]	[5, 6]	–
Carole Vischer[2]	[5, 7]	–
Petra A. Winkler[4]	[5]	1 290
Prof. Dr. Thomas H. Zurbuchen[2]	–	–

1 Member of the Supervisory and Strategy Committee and CEO
2 Nonexecutive member
3 Member of the Supervisory and Strategy Committee
4 Executive member with operational function as Group General Counsel
5 Members holding their registered shares of Schindler Holding Ltd. under a shareholder agreement. Together with related parties, they held a total of 46 640 198 shares as of December 31, 2024, corresponding to 69.5% of the voting rights of the share capital entered in the Commercial Register.
6 In addition, a related party (not a member of the shareholder agreement) holds 10 registered shares
7 In addition, related parties (not members of the shareholder agreement) hold 15 110 registered shares

2023

		Number
As of 31.12.2023	Registered shares	Participation certificates
Silvio Napoli, Chairman[1]	65 805	–
Alfred N. Schindler, Chairman emeritus[2]	[6]	–
Patrice Bula, Vice Chairman[2]	1 500	–
Erich Ammann[3]	33 689	–
Luc Bonnard[2]	[6]	–
Prof. Dr. Monika Bütler[2]	1 500	–
Adam Keswick[2]	1 500	–
Günter Schäuble[3]	[6]	–
Tobias B. Staehelin[4]	[6, 7]	–
Carole Vischer[2]	[6, 8]	–
Petra A. Winkler[5]	[6]	1 290

1 Member of the Supervisory and Strategy Committee and CEO
2 Nonexecutive member
3 Member of the Supervisory and Strategy Committee
4 Executive member with operational function as a member of the Group Executive Committee
5 Executive member with operational function as Group General Counsel
6 Members holding their registered shares of Schindler Holding Ltd. under a shareholder agreement. Together with related parties, they held a total of 46 029 208 shares as of December 31, 2023, corresponding to 68.6% of the voting rights of the share capital entered in the Commercial Register.
7 In addition, a related party (not a member of the shareholder agreement) holds 10 registered shares
8 In addition, a related party (not a member of the shareholder agreement) holds 110 registered shares

10.2 Group Executive Committee

2024

As of 31.12.2024	Number Registered shares	 Participation certificates
Silvio Napoli, CEO[1]		
Matteo Attrovio	1 771	–
Danilo Calabrò	1 534	
Donato Carparelli	7 124	2 581
Paolo Compagna	18 621	284
Carla De Geyseleer	1 140	–
Vikén Martarian	1 070	–
Hugo Martinho	1 862	–
Meinolf Pohle	1 611	–
Robert Seakins	–	–
Daryoush Ziai	6 638	–

[1] See disclosure in section 10.1

2023

As of 31.12.2023	Number Registered shares	 Participation certificates
Silvio Napoli, CEO[1]		
Julio Arce	8 195	–
Matteo Attrovio	1 057	–
Donato Carparelli	6 796	2 581
Paolo Compagna	17 117	284
Carla De Geyseleer	1 140	–
Meinolf Pohle	1 354	–
Robert Seakins	3 623	–
Tobias B. Staehelin[1]		
Daryoush Ziai	5 245	–

[1] See disclosure in section 10.1

11 External mandates

The members of the Board of Directors and the Group Executive Committee hold the following functions in other undertakings, as defined in Article 734e of the Swiss Code of Obligations:

11.1 Board of Directors

as of 31.12.2024	Organization	Position
Silvio Napoli	Eaton Corporation plc, Dublin, Ireland	Member of the Board of Directors, Chairman of the Innovation & Technology Committee and Member of Compensation & Organization Committee
Alfred N. Schindler	– Adin AG, Stans, Switzerland[1]	Chairman of the Board of Directors
	– BM&G AG, Stans, Switzerland[1]	Chairman of the Board of Directors
	– Camp AG, Stans, Switzerland[1]	Chairman of the Board of Directors
	– Celadon Holding AG, Stans, Switzerland[1]	Chairman of the Board of Directors
	– LP&E AG, Stans, Switzerland[1]	Chairman of the Board of Directors
Patrice Bula	– European Pizza Group Topco S.à r.l., Luxembourg	Chairman of the Board of Directors
	– Froneri Lux Topco S.à r.l., Luxembourg	Chairman of the Board of Directors
	– New Tiger LLC, Delaware, USA	Member of the Board of Directors and Chairman of the ESG Committee
	– Novartis AG, Basel, Switzerland	Member of the Board of Directors, Lead Independent Director, Chairman of the Governance, Sustainability and Nomination Committee, and Member of the Compensation Committee
Luc Bonnard	Ecolu Holding AG, Hergiswil (NW), Switzerland	Chairman of the Board of Directors
Prof. Dr. Monika Bütler	– AC Immune SA, Lausanne, Switzerland	Vice Chair of the Board of Directors, Chair of the Audit and Finance Committee, Chair of the Compensation, Nomination and Corporate Governance Committee
	– Huber + Suhner AG, Herisau, Switzerland	Member of the Board of Directors and Chair of the Nomination and Compensation Committee
	– Swiss Life Holding AG, Zurich, Switzerland[2]	Member of the Board of Directors and Member of the Audit Committee
	– Swiss Life AG, Zurich Switzerland[2]	Member of the Board of Directors and Member of the Audit Committee
Christoph Mäder	– Accenture AG, Zurich, Switzerland	Member of the Advisory Board
	– AG Haus der Wirtschaft, Zurich, Switzerland	Chairman of the Board of Directors
	– Assivalor AG, Basel, Switzerland	Member of the Board of Directors
	– Baloise Holding AG, Basel, Switzerland[3]	Vice Chairman of the Board of Directors
	– Baloise Leben AG, Basel, Switzerland[3]	Vice Chairman of the Board of Directors
	– Baloise Versicherung AG, Basel, Switzerland[3]	Vice Chairman of the Board of Directors
	– Infra 5600 GmbH (Becker | Gurini | Partner, Attorneys + Notary), Lenzburg, Switzerland	Member of the Management Board
	– Swiss National Bank, Bern and Zurich, Switzerland	Member of the Bank Council
	– Loeba Treuhand GmbH, Lörrach, Germany	Member of the Advisory Board
	– Lonza Group AG, Basel, Switzerland	Member of the Board of Directors and Lead Independent Director, Chairman of the Remuneration Committee, Member of the Audit & Compliance Committee
Günter Schäuble	– Adin AG, Stans, Switzerland[1]	Vice Chairman of the Board of Directors
	– BM&G AG, Stans, Switzerland[1]	Vice Chairman of the Board of Directors
	– Celadon Holding AG, Stans, Switzerland[1]	Vice Chairman of the Board of Directors
	– LP&E AG, Stans, Switzerland[1]	Member of the Board of Directors

[1–4] Companies under joint control. Mandates in several companies that are under joint control count as one external mandate, according to Article 35 of the Articles of Association.

as of 31.12.2024	Organization	Position
Tobias B. Staehelin	– Kühne + Nagel International AG, Schindellegi, Switzerland	Member of the Board of Directors
	– QuantumBasel AG, Basel, Switzerland[4]	Member of the Board of Directors
	– uptownBasel AG, Basel, Switzerland[4]	Member of the Board of Directors
Carole Vischer	– BOX HOLDING AG, Stansstad, Switzerland	Chair of the Board of Directors
	– Mei Lu Xin Limited, Hong Kong	Member of the Board of Directors
Petra A. Winkler	– Adin AG, Stans, Switzerland[1]	Member of the Board of Directors
	– BM&G AG, Stans, Switzerland[1]	Member of the Board of Directors
	– Celadon Holding AG, Stans, Switzerland[1]	Member of the Board of Directors
	– LP&E AG, Stans, Switzerland[1]	Member of the Board of Directors
Prof. Dr. Thomas H. Zurbuchen	– McKinley Inc., Ann Arbor, USA	Member of the Advisory Board
	– Thomas Zurbuchen, LLC, Park City, USA	Member of the Board of Directors
	– Voyager Space Holdings Inc., Denver, USA	Member of the Advisory Board

[1–4] Companies under joint control. Mandates in several companies that are under joint control count as one external mandate, according to Article 35 of the Articles of Association.

11.2 Group Executive Committee

as of 31.12.2024	Organization	Position
Silvio Napoli	see section 11.1	see section 11.1
Paolo Compagna	none	
Matteo Attrovio	none	
Danilo Calabró	none	
Donato Carparelli	none	
Carla De Geyseleer	Hilti AG, Schaan, Liechtenstein	Nonexecutive Member of the Board of Directors and Chair of the Audit Committee
Vikén Martarian	none	
Hugo Martinho	none	
Meinolf Pohle	none	
Robert Seakins	none	
Daryoush Ziai	none	

Report of the statutory auditor

to the General Meeting of Schindler Holding Ltd., Hergiswil

Report on the audit of the compensation report

Opinion

We have audited the compensation report of Schindler Holding Ltd. (the Company) for the year ended 31 December 2024. The audit was limited to the information pursuant to article 734a-734f of the Swiss Code of Obligations (CO) in the sections 5 to 8 and 10 to 11 on pages 113 to 118 and page 120ff of the compensation report.

In our opinion, the information pursuant to article 734a-734f CO in the accompanying compensation report complies with Swiss law and the Company's articles of incorporation.

Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the compensation report' section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the financial statements of Schindler Holding Ltd. and the sections 5 to 8 and 10 to 11 on pages 113 to 118 and page 120ff in the compensation report and our auditor's reports thereon.

Our opinion on the compensation report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the compensation report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the compensation report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' responsibility for the compensation report

The Board of Directors is responsible for the preparation of a compensation report in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a compensation report that is free from material misstatement, whether due to fraud or error. It is also charged with structuring the remuneration principles and specifying the individual remuneration components.

Auditor’s responsibilities for the audit of the compensation report

Our objectives are to obtain reasonable assurance about whether the information pursuant to article 734a-734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this compensation report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

– Identify and assess the risks of material misstatement in the compensation report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
– Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.
– Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

PricewaterhouseCoopers AG

René Rausenberger
Licensed audit expert
Auditor in charge

Oliver Illa
Licensed audit expert

Zurich, February 11, 2025

PricewaterhouseCoopers AG, Birchstrasse 160, 8050 Zurich, Switzerland

Nonfinancial Report

The Nonfinancial Report 2024 contains the information required by article 964b of the Swiss Code of Obligations (CO) and the Swiss Ordinance on Climate Disclosures and complies with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Although information on child labor and on conflict minerals and metals is included, this is not and shall not be considered to be a report pursuant to articles 964j–964l CO.

Information disclosed in this report covers the period from January 1, 2024, to December 31, 2024, unless otherwise specified.

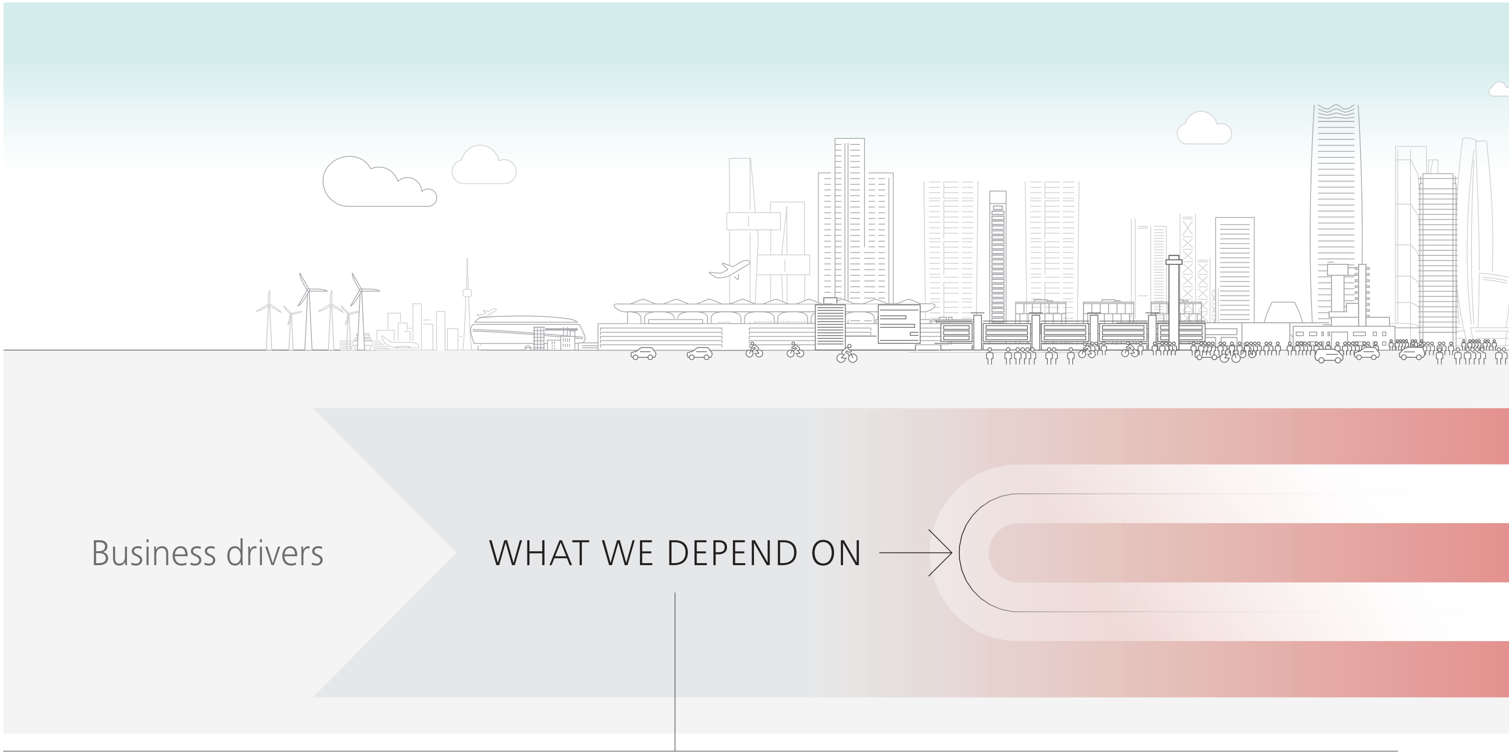
1 Corporate overview

1.1 Business model

Schindler is a supplier of elevators, escalators, and moving walks, and offers mobility solutions across the entire life cycle of a unit – from planning and production to installation, maintenance, repairs, modernization, and decommissioning. Moreover, Schindler's PORT technology optimizes traffic flow through buildings and infrastructure networks by reducing waiting times and congestion. Schindler Ahead is the Group's digital service that monitors elevators and escalators to improve uptime by detecting problems before they occur. It complements the maintenance service contract. Schindler operates, directly or through distributors, in more than 100 countries around the globe.

Schindler aims to enhance the quality of life in urban environments by providing the best mobility solutions across buildings. In the field of new installations, Schindler provides mobility solutions with elevators, escalators, and moving walks, whereas in the field of modernization Schindler offers replacement and transformation solutions for existing installations. Maintenance services are rendered for the full range of elevator, escalator, and moving walk installations of Schindler's own and third-party brands. The repair business includes a wide range of repair services for such installations. Occasionally, Schindler also offers maintenance and repair services for home lifts, dumbwaiters, moving platforms, chairlifts, and automatic doors.

Moreover, through its subsidiary BuildingMinds, Schindler offers real estate owners and managers a Software as a Service (SaaS) platform to take data-based decisions to drive portfolio performance and reduction in greenhouse gas (GHG) emissions, both in terms of day-to-day operations and long-term strategy. Using an integrated cloud platform, BuildingMinds provides actionable insights that advance efficiency, value generation, and decarbonization strategies of building portfolios.



People
Schindler relies on a highly skilled and diverse global team of more than 69 000 employees.

Brand
Since 1874, Schindler has been offering innovative mobility solutions to keep cities moving and to foster the Schindler brand as a reliable and responsible partner.

Operations
Schindler has production sites located in eight countries, where production and final assembly take place. Schindler relies on a global logistics network to transport components from production sites to consolidation hubs and construction sites. The Group operates across five continents in over 100 countries.

Suppliers
Schindler engages with a global network of over 45 000 suppliers, including subcontractors. Schindler purchases production materials from over 10 000 suppliers at a total cost of over CHF 1 890 million.

Technology and innovation
Schindler operates R&D and digital hubs, materialized by approximately 1 400 patent families and approximately 7 500 active patents and patent applications worldwide. In 2024, Schindler invested CHF 185 million in R&D to enhance products and services. In addition, Schindler runs a global network of Technical Operations Centers that monitor digitally connected elevators in real time.

Planet
Schindler relies on environmental resources, including energy and raw and recycled materials, for production, operations, and product use. The Group's total energy consumption in 2024 was 675 603 MWh.

Finances
Schindler's profitable business and strong balance sheet allow the Group to conduct the necessary investments in long-term sustainable business development.

People
Schindler offers a safe, inclusive, and diverse environment with growth opportunities and training. In 2024, the Group paid CHF 4 400 million in salaries and social benefits.

Society
Schindler aims to enhance the quality of life in urban environments by providing the best mobility solutions across buildings. As a responsible corporate citizen, Schindler also contributes to society via an effective global tax rate of 20.6%.

Customers
Schindler's products and services support customers in developing and operating more livable, efficient, and sustainable buildings and transportation hubs. With its global portfolio, Schindler moves over two billion people daily.

Planet
Schindler enables densely populated cities with limited land to grow vertically, by providing energy-efficient elevators and escalators, and making existing buildings more energyefficient through modernization.

Shareholders
Schindler strives to create long-term value for its stakeholders, including shareholders.

1.2 Sustainability strategy

Sustainability is integral to Schindler's business model, shaping its approach to creating long-term value for all stakeholders. Managing Schindler's most significant impacts on sustainability is essential to securing its long-term success. Schindler aims to embed sustainability across all aspects of its operations – through corporate policies, management systems, technical and leadership trainings – as well as through its focus on technological innovation, product development, and production. Proactive engagement with Schindler's stakeholders, including close collaboration across its supply chain and the broader ecosystem of clients, partners, and communities, ensures continuous improvement.

Sustainability has been a focus of Schindler for many years. Since publishing its first sustainability report in 2013, Schindler has made notable progress in its sustainability journey. In recent years, building upon the strategic foundation laid by its 2018 Sustainability Roadmap, Schindler has been proactive in addressing climate-related issues, setting ambitious targets for GHG emissions reductions that aim to achieve net zero by 2040. This net-zero goal has been validated by the Science Based Targets initiative (SBTi), reinforcing Schindler's dedication to aligning its operations with a 1.5-degree pathway outlined in the Paris Agreement.

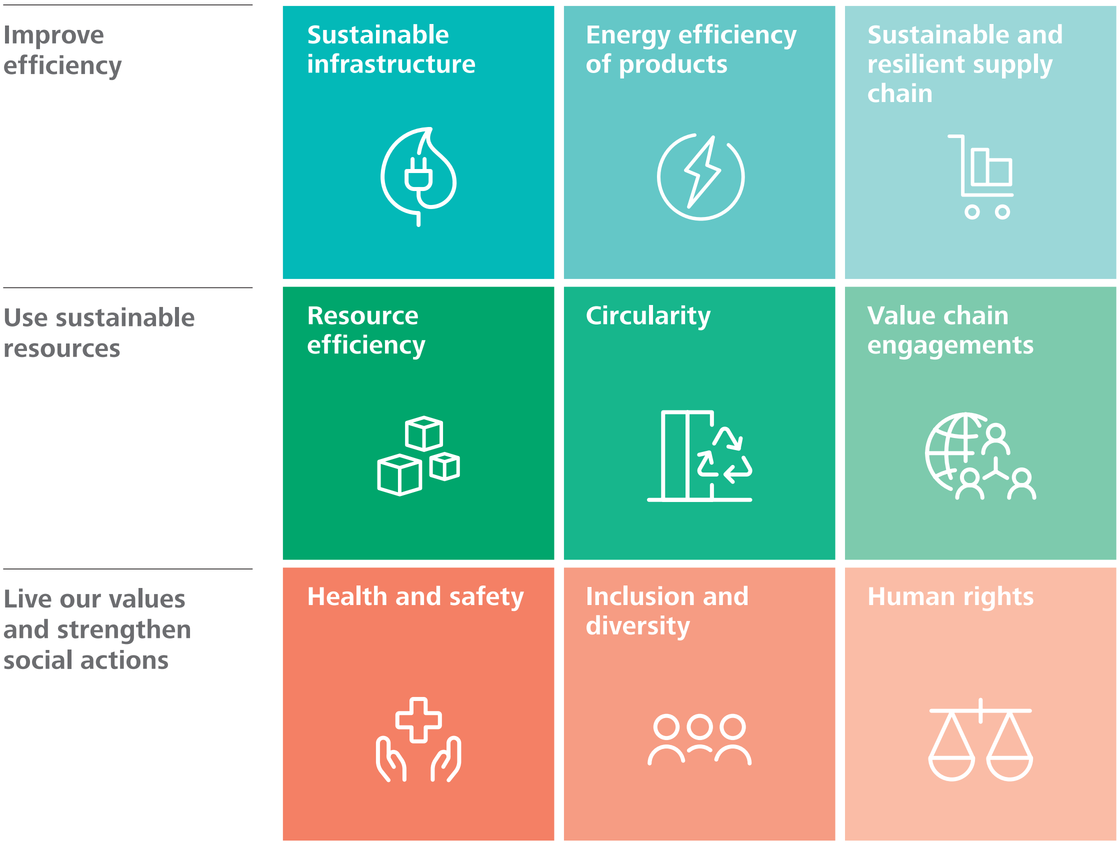
Schindler's transition to a low-carbon economy is anchored in its ambition to achieving net-zero emissions by 2040. To support this ambition, Schindler has developed a climate transition plan. This plan is an integral part of, and aligned with, Schindler's Sustainability Roadmap 2030 as well as its business strategy.

Schindler's short-term targets include an absolute reduction of scope 1 and 2 GHG emissions of 50% by 2030, and an absolute reduction of scope 3 GHG emissions of 42% over the same period, compared to the 2020 baseline. By 2040, Schindler aims to reduce absolute scope 1, 2, and 3 GHG emissions by 90% compared to the 2020 baseline. Schindler's ambition surpasses Switzerland's climate targets, which aim to achieve net-zero emissions by 2050.

Additionally, Schindler is preparing for the EU's Corporate Sustainability Reporting Directive (CSRD) and the EU Taxonomy for sustainable activities, to ensure compliance with evolving sustainability standards and enhancing transparency in its reporting. This commitment in nonfinancial disclosures is further evidenced by the Group's advancements in the EcoVadis rating. In 2024, Schindler received a Gold rating from EcoVadis. By January 2025, the Group had achieved a Platinum rating, placing it among the top 1% of all companies evaluated by EcoVadis.

In 2024, Schindler adopted its new Sustainability Roadmap 2030 to strategically steer its sustainability efforts over the next six years. The Sustainability Roadmap 2030 serves as the guiding framework for Schindler's environmental and social initiatives. It identifies nine focus areas, each with specific targets and metrics, aimed at improving energy efficiency, managing resources responsibly, and enhancing social responsibility. To support the implementation of the Sustainability Roadmap 2030, the Group can rely on a set of policies and measures described below in sections 3.2 and 3.3.

Sustainability Roadmap with nine focus areas



Schindler's sustainability strategy also reflects the results of its double materiality assessment performed in 2024, which identified Schindler's sustainability impacts, risks, and opportunities. The assessment resulted in seven topics deemed material for Schindler from both a financial and impact perspective (the Material Topics), selected from the ten potential topics provided by the European Sustainability Reporting Standards (ESRS) under the CSRD framework: (i) business conduct; (ii) climate change, (iii) consumers and end users, (iv) own workforce, (v) pollution, (vi) resource use and circular economy, and (vii) workers in the value chain.

The process for identifying the Material Topics involved consulting with internal and external stakeholders, analyzing regulatory requirements, and reviewing industry-specific risks and opportunities to ensure the company's priorities align with both stakeholder expectations and Schindler's strategic focus on sustainability. The results of the double materiality assessment support and shape the content of Schindler's current and future reporting and play a central role in determining the Group's strategic focus on sustainability. Schindler's double materiality assessment also informs its nonfinancial risk management as it supports the identification of key risks and opportunities and their potential impact on the Group's financial performance, as well as Schindler's potential impact on environment and society.

The results of Schindler's materiality assessment were validated by the Group Executive Committee and the Supervisory and Strategy Committee and have clearly assigned senior management accountability. Further details regarding senior management accountability for each Material Topic are available in section 3.1.

The Sustainability Roadmap 2030 addresses both overarching business priorities, specific organizational needs, and relevant nonfinancial reporting obligations. By setting targets for each of the Roadmap's nine focus areas, Schindler reinforces its commitment to responsible environmental and social practices, while also safeguarding its long-term financial sustainability.

2 Main risks arising from Schindler's own business operations, the supply chain, and products and services

2.1 Introductory remarks

Section 2 describes Schindler's risk management of nonfinancial risks. Additionally, it identifies material risks with respect to environmental matters, social issues, employee-related issues, respect for human rights, and combating corruption (nonfinancial risks) arising from Schindler's own business operations and – to the extent relevant – arising from Schindler's supply chain, products and services. Nonfinancial risks are mentioned irrespective of how well Schindler already mitigates such risks. Further information on how Schindler tackles nonfinancial risks, including key figures, is disclosed in sections 3 and 4.

2.2 Schindler's nonfinancial Risk Management Framework

Overview of Risk Management Framework

The identification and assessment of Schindler's nonfinancial risks is embedded in its Risk Management Framework, which provides a structured approach to risk management. A combination of bottom-up and top-down processes is used to identify and assess material risks at local, regional, and global levels. These risks are taken into account in the Group companies' budget planning and risk mitigation strategies. The identified risks are assessed for financial or strategic impact by evaluating their likelihood of occurrence and potential severity, and are subsequently quantified. Risks with a significant potential impact on Schindler's net profit are categorized as financially substantive. This assessment is quantitative whenever possible while qualitative factors are considered for reputational, political, or socioeconomic risks.

The material identified risks are summarized in a risk catalogue. This catalogue is updated as part of the yearly review process to identify emerging risks and adapt existing risks if needed. The most material identified risks are signed off by the responsible person at country level and are forwarded to the Risk Council, which comprises the responsible heads of global functions. Based on the evaluation of the Risk Council, a detailed catalogue of measures to address the most important risks is presented to the Group Executive Committee.[1] Schindler's most material risks, including climate-related risks, are summarized in the Group Risk Radar, which is assessed and approved by the Board of Directors annually.

The risk definitions used by Schindler align with the COSO ERM Framework, the ISO 14001 Environmental Management System, the ISO 50001 Energy Management System, and, for climate-related risks specifically, with the categories defined by the Task Force on Climate-related Financial Disclosures (TCFD), namely (1) risks related to the transition to a lower-carbon economy and (2) risks related to the physical impacts of climate change.

[1] For additional information about the governance, refer to section 3.1 as well as the Corporate Governance Report.

2.3 Risks for environment, including climate

At Schindler, environmental risks are managed through its established Risk Management Framework, which includes ISO 14001 and ISO 50001 certifications, as well as training of Schindler's employees and suppliers. In 2024, the participation rate of office-based Schindler employees in the ISO 14001 training was 41%. The management of environmental risks includes a Group-wide location-based risk and incident monitoring approach covering also production sites, and a thorough assessment of suppliers, including an assessment of their financial situation as well as the mutual dependency between Schindler's business and the supplier's business. Schindler monitors high-risk facilities as part of its business continuity management to minimize the risk of operational disruption. Each business function must ensure that a yearly business impact analysis and risk assessments are conducted, and business continuity strategies and procedures are established. This process is reviewed through the regular audits of the Global Assurance department.

Schindler's approach to environmental risk identification considers both "outside-in" and "inside-out" perspectives. The "outside-in" approach involves examining external factors such as the changing climate, regulatory developments, market dynamics, and stakeholder expectations to assess their impact on Schindler. Such external factors have the potential to affect various aspects of Schindler's operations, including production, installation, maintenance, and other activities, ultimately impacting the company's financial performance. Conversely, the "inside-out" approach focuses on Schindler's impact on the environment, including climate.

Environmental risks and opportunities include, but are not limited to, climate change (e.g., physical and transition risks), pollution of natural ecosystems (e.g., air and water pollution, soil contamination, waste disposal), resource depletion (e.g., water or minerals), and natural disasters, which can cause significant damage to the environment and societies and also limit or halt Schindler's capacity to operate.

2.3.1 Climate risks

Through Schindler's own business operations and production, particularly through the use of electricity and fossil energy required by its vehicle fleet and production sites, Schindler generates GHG emissions (scope 1 and 2 emissions pursuant to the Greenhouse Gas Protocol) known to be a key contributing factor to climate change. Beyond Schindler's own operations, the main sources of GHG emissions come from purchased materials (such as emission-intensive materials like steel and aluminum), goods and services, and product use (scope 3 emissions pursuant to the Greenhouse Gas Protocol).

Schindler discloses its GHG emissions in accordance with the Greenhouse Gas Protocol. The detailed emissions for scope 1, 2, and 3 are disclosed in the tables in section 4.2. For details on the GHG emissions calculation methodology, see Appendix 1.

In 2024, to effectively address potential climate-related risks and opportunities, Schindler enhanced its approach to the climate risks and opportunities identification and assessment, in particular more comprehensive climate scenario analyses were developed and implemented to evaluate the impacts on Schindler's strategy, business operations, and financial planning.

The climate risk and opportunities assessment methodology employed by Schindler includes a comprehensive, structured approach to identify, prioritize, and evaluate climate-related impacts across various emissions scenarios and time horizons. The risks and opportunities selection process starts with the identification and categorization of a long list of potential risks and opportunities following the TCFD recommendations. Each risk and opportunity is described by its risk driver, transmission channel, and potential impact channel to Schindler's financial performance. This list is then further refined using objective criteria – such as likelihood and impact scores – to produce a short list of the most relevant risks and opportunities for Schindler. These include acute physical risks (e.g., disruption to critical public infrastructure due to extreme weather events) and chronic physical risks (e.g., reduced availability of key commodities), which are assessed with a medium- to long-term view, as well as transition risks and opportunities, such as rising energy and carbon prices or increased cost of transitioning to low-impact materials, which are assessed with a short- to medium-term view.

From this short list, the six most material risks and opportunities were finally selected for in-depth climate scenario analyses, which involved modeling specific climate-related scenarios and the quantification of their potential financial impacts. The climate scenario analyses cover three time horizons – near-term (2030), medium-term (2040), and long-term (2050) – under three potential climate scenarios: a low-emissions (net-zero) future, a moderate-emissions future, and a high-emissions (business-as-usual) future, acknowledging the trade-off between physical and transition risks.[2]

The results of the 2024 climate scenario analyses show that Schindler is exposed to climate change risks and opportunities with expected financial impacts varying from low to very high depending on the climate scenario and time horizon. The highest potential financial impacts are associated with transition risks, specifically market and technology risks where expected cost increases until 2040 can reach very high levels. The financial impact estimates reflect a conservative gross risk perspective, i.e. excluding any risk management, adaptation or mitigation measures such as insurance covers, see section 3.3.2.1 for details about climate risk management measures.

Physical risks are quantified with a focus on moderate- and high-emissions scenarios assessing medium-term (2040) and long-term (2050) impacts. The risk measure is the annual expected loss, either in terms of physical damage of assets or in terms of revenue loss due to business disruptions and downtime. The risk of disruption of operations at production sites and supplier sites leads to potentially medium financial impacts, especially as the value chain impact of disruption of key supplier sites should not be underestimated.

Low- (net-zero), moderate- and high-emissions scenarios are assessed in the climate scenario analyses for transition risks in the near (2030) and medium (2040) term. For transition risks, the potential financial impact is based on the additional costs for Schindler, whether or not the SBTi and energy efficiency targets will be achieved. The cost increase in the medium term is potentially very high for market and technology risks as energy and material prices for own operations and from suppliers have a strong direct impact on costs and a partial pass-through rate is assumed between the supplier and Schindler, while no change in pricing strategy for Schindler products is considered in these scenarios. The impact of the upstream value chain therefore leads to a very high potential cost increase in the medium-term scenarios.

For the transition opportunity, the potential increase in revenue related to the use of low-impact materials, is modeled assuming the SBTi targets will be achieved. The potential increase in revenue can be very high, if it is assumed the costs are partially passed on to the customers.

For a detailed description of the climate scenario analyses, refer to Appendix 2. For a description of the approaches implemented by Schindler to tackle the material risks identified in the climate risk assessment, refer to section 3.3.2.1.

[2] To simulate potential climate futures, carefully chosen scenario data were based on existing scenarios published by world-renowned institutions. For transition risks, these include the International Energy Agency (IEA) World Energy Outlook scenarios and the Network for Greening the Financial System (NGFS) scenarios. Schindler's SBTi and energy efficiency targets were also considered. Physical risk scenarios were based on the established IPCC SSP/RCP scenarios from the latest AR6 report.

The 2024 climate scenario analyses have led to the following outcomes:

Risk/opportunity type	Sub-category	Risk/opportunity	Description	Potential financial impact[1] 2040	2050
Physical risks	Acute	1. Damage to production sites, consolidation hubs, and office facilities	Damages to Schindler-owned production sites, consolidation hubs, office buildings, and other facilities could result in asset and inventory losses, leading to increased capital expenditures, write-offs, and operating costs, all of which would reduce annual profits.	Low	Low
	Acute	2. Disruption of operations at production sites and key supplier sites	Own production sites and key supplier sites in climate-vulnerable areas face heightened risks of operational disruption. Such disruptions could lead to delays in production and deliveries, resulting in lower revenues and reduced annual profits.	Medium	Medium

Risk/opportunity type	Sub-category	Risk/opportunity	Description	Potential financial impact[1] 2030	2040
Transition risks	Market	3. Increased energy pricing for Schindler and its suppliers	Energy prices may rise for Schindler and its suppliers in low-emissions futures. This would lead to higher costs of goods sold, potentially impacting sales and reducing overall profitability.	High	Very High
	Policy and legal	4. Increased exposure to carbon cost[2]	Rising exposure to direct (scope 1 and 2) and indirect (scope 3) carbon pricing could increase costs for Schindler, resulting in heightened costs of goods sold that may pressure profit margins. Additionally, increased carbon pricing may lead to reduced sales as customers may seek lower-priced alternatives, ultimately impacting overall revenue and market competitiveness.	Medium	Medium
	Technology	5. Increased costs for transitioning to low-emission materials	The costs associated with transitioning to low-emission materials in the supply chain (e.g., low-carbon steel) could challenge Schindler's ability to remain competitive in the market while meeting sustainability goals.	Low	Very High
Transition opportunity	Technology	6. Increased use of low-emission materials	Sourcing low-emission materials (e.g., low-carbon steel) ahead of projected resource constraints could enhance Schindler's competitive advantage. While this may require a potential upfront investment, it is expected to lead to increased revenues through enhanced market share and sales in the medium to long term, positioning the company as a leader in sustainability.	Low	Very High

[1] The financial impact estimates reflect a conservative gross risk perspective, i.e. excluding any risk management, adaptation or mitigation measures such as insurance covers.
Low: < 25m CHF; Medium: < 75m CHF; High: < 150m CHF; Very high: > 150m CHF
[2] Carbon cost, also known as carbon pricing, refers to the financial expense associated with CO_2 and other GHG emissions resulting from external mechanism such as carbon taxes, emissions trading systems, or emission fees.

2.3.2 Other environmental risks

Operating large production sites and maintaining a global portfolio of existing installations entails the risk of pollution to natural ecosystems. Conceivable risks include the waste these activities generate if not properly disposed of and the use of substances deemed hazardous or of very high concern in Schindler's final products.

Generated waste includes used oils and lubricants, scrap metals and packaging (e.g., wood, cardboard, plastic, and steel), as well as product components that need to be replaced, including batteries and electrical and electronic equipment.

Other environmental risks arising from Schindler's supply chain and its products include the impact of extracting and processing raw materials (e.g., steel, aluminum, and concrete), together with the use of rare earths required for the production of semiconductors and magnets, and the end-of-life treatment of Schindler's products.

Schindler does not reach the annual import and processing thresholds for minerals and metals stipulated under Swiss laws (article 964j para. 1 number 1 CO; article 4 and annex 1 of the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor [DDTrO]).

Schindler's water use is mainly limited to what is typically consumed in office environments in which wastewater is fed into the municipal treatment system. In production sites, water is principally used as part of the powder coat or water-based painting lines for elevator and escalator parts. Water is also used for cooling during the casting process.

2.4 Human rights, social and employee risks (including child labor)

The topics of human rights, social issues, and employee issues cannot be clearly separated as they have a high degree of overlap.

While Schindler does not attribute more importance to one human right over another, for the practical implementation of Schindler's human rights commitment (as defined in its Human Rights Policy), it prioritizes the following seven issues that are most salient to its business according to their scale, scope, and remediability. Saliency was assessed based on the inherent human rights risk, without considering how well the topic is already managed.
– Occupational health and safety
– Product safety issues
– Child labor
– Forced labor
– Employment practices (including fair remuneration)
– Freedom of association and collective bargaining
– Corruption issues

Schindler also considers corruption issues as a human rights topic. Corruption risks are addressed separately in section 2.5.

Occupational health and safety risks

Risks to workers' physical integrity include exposure to demanding environments, where falling from heights, moving elements, electrical shock, and confined spaces are the most relevant hazards. More than two thirds of Schindler's workforce is either maintaining or installing products at customer and construction sites, which includes inherent risks.

Product safety issues

The products manufactured, installed, and maintained by Schindler are machines and thus carry inherent risks. Risks for users include the malfunctioning of equipment due to insufficient investment in repair and modernization. Another significant source of risk is lack of awareness of the safe use of products, especially escalators and moving walks.

Risks related to child and forced labor

Poverty, geopolitical instability, and demographic changes are among the root causes of child labor and forced labor. In that respect, as Schindler is operating in more than 100 countries, including developing markets, a potential risk of child and forced labor cannot be fully excluded in some parts of the value chain. In 2023, Schindler conducted an initial baseline child labor risk assessment, which revealed no reasonable suspicion of child labor within the company's own operations or its supply chain. In 2024, Schindler introduced a dedicated questionnaire to identify the potential presence of child labor, which was completed by the Group companies and production sites. The 2024 risk assessment efforts did not reveal any grounds for suspicion of child labor, neither in the company's own operations nor in its supply chain.

Risks related to employment practices (including fair remuneration)
As Schindler operates in developing markets and is exposed to fierce competition that triggers (inter alia) pressure on prices, it is important for the company to adopt sustainable employment practices that respect the basic needs and dignity of workers and their families, which may otherwise be at risk.

Risks relating to freedom of association and collective bargaining
Given the worldwide political landscape and differing labor frameworks, Schindler recognizes restrictions on the freedom of association and the right to collective bargaining in some countries as one of its seven salient human rights issues.

2.5 Corruption risks
Schindler is exposed to corruption risks in connection with business conduct. Corruption risks can be divided into active scenarios (where a bribe would be extended by a Schindler representative) and passive scenarios (where a bribe would be extended to a Schindler representative). Schindler has a strict zero tolerance policy against all forms of corruption, as outlined hereafter.

Active corruption scenarios
Risks in connection with sales of goods and services: Corruption can occur directly, e.g., if a bribe is extended to an employee of a customer (in the private or public sector) in exchange for the conclusion of a sales or service contract. Corruption can also occur indirectly via an intermediary, e.g., a bribe extended through an agent or through a customer intermediary (e.g., a customer's architect) in exchange for the conclusion of a sales or service contract.

Risks in connection with governmental approvals: Corruption can occur where the conduct of the business requires government approval, or an operating license or similar permit, and a bribe is extended to a government official to obtain such approval, license, or similar permit, or to accelerate the approval process.

Risks in connection with customs clearance: Internationally shipped products must undergo customs clearance processes. Corruption can occur if a bribe is extended to a customs official in order to obtain such customs clearance or accelerate the process.

Risks in connection with handover checks: Many jurisdictions require mandatory handover checks conducted by government officials when the installation of an elevator, escalator, or moving walk is completed. Corruption can occur if a bribe is extended to a government official in order to pass the handover check or accelerate the process.

Risks in connection with production site visits: Such visits can be contractually agreed as part of a specific project (e.g., a factory acceptance test or pre-shipment inspection); similarly, customers' management may visit Schindler's head office, e.g., to see product innovations. In both these examples, illicit benefits could include unjustified cost-bearing of flights, accommodation, or entertainment.

Passive corruption scenarios
Passive corruption can occur if a supplier, subcontractor, or freight forwarder extends a bribe to a representative of Schindler (being the customer) to facilitate the conclusion of a contract.

Possible benefits used as bribe
Possible benefits used as bribes in active and passive corruption scenarios include cash or cash equivalents, gifts, entertainment, sponsoring donations, and "commissions."

3 Addressing the main risks and due diligence

3.1 Governance
Effective management of Schindler's nonfinancial risks is built on a robust governance framework, with the Board of Directors and senior management playing a central role in overseeing and managing these risks while ensuring clear responsibility for nonfinancial matters. Additionally, all Material Topics identified by Schindler have clearly assigned senior management accountability.

Schindler's Board of Directors oversees, reviews, and approves Schindler's values and strategy, including sustainability, and receives regular updates regarding the implementation of the Sustainability Roadmap 2030. The Board of Directors also oversees the enterprise risk management process, which includes material nonfinancial risks.

The Group Executive Committee, which is chaired by the CEO and simultaneously forms Schindler's Sustainability Committee, implements Schindler's sustainability values. Together with the Supervisory and Strategy Committee, it supervises the implementation of the Sustainability Roadmap 2030 and leads and manages the progress on sustainability, establishing operational targets, driving implementation, and ensuring integration across the business. The Sustainability Committee meets regularly as part of the regular Group Executive Committee meetings.

The CFO leads the annual nonfinancial reporting and is advised by the Global Sustainability Office, which recommends strategies for integrating sustainability into the business, including target setting, progress tracking, and external commitments. Management updates the Board of Directors about climate-related issues through a structured reporting process. Before the approval by the Board of Directors, the Nonfinancial Report is reviewed by the Supervisory and Strategy Committee and the Audit Committee.

As part of their variable compensation, members of the Group Executive Committee receive an annual performance-related cash bonus, as well as a long-term compensation component designed to reward long-term value creation, which includes sustainability criteria linked to the achievement of climate transition plan KPIs, progress towards climate-related targets and achievement of the targets, reduction in absolute GHG emissions (scope 1, 2, and 3), as well as energy efficiency improvement.

Sustainability governance
As of December 31, 2024

Board of Directors

Supervisory and Strategy Committee

Sustainability Committee

Environmental, social, and governance matters

Climate change
CTO, CFO and Global Procurement

Pollution
CTO, CFO and Global Procurement

Circular economy
CTO, CFO and Global Procurement

Own workforce
Global HR

Workers in the value chain
Global Compliance and Global Safety

Business conduct
Global Compliance

3.2 Policies

Schindler's Code of Conduct, launched in 1997, requires its employees around the world to maintain the highest standards of professional and personal conduct in their relationships with customers, fellow employees, suppliers, competitors, governments, and communities. Every employee is required to sign it. The Schindler Code of Conduct and the guidelines promulgated thereunder comprise rules for fair and respectful business conduct, based on the applicable legal system, on internal rules, as well as general principles of ethical and moral conduct. Schindler monitors adherence to its Code of Conduct and imposes sanctions for any violations.

The goal of Schindler's Human Rights Policy is to foster a culture of respect for human rights and to comply with relevant regulations in the entire business operations and value chain. The policy which is informed by internationally recognized human rights and labor standards is being further embedded into Schindler's existing policies and guidelines, such as the Schindler Group Recruiting Guideline and the Guidelines to the Schindler Code of Conduct.

Schindler's Responsible Sourcing Policy is founded on Schindler's Code of Conduct and on internationally recognized guidelines, such as the principles of the United Nations Global Compact, the International Labour Organization (ILO) conventions, the ISO management standards, and other issue-specific standards.

In addition, Schindler has the following key policies in place that guide the management of nonfinancial risks, supporting alignment with its broader sustainability ambitions:
– Global Environmental Policy
– Corporate Policy against Discrimination and Harassment
– Employee Safety and Health Policy
– Corporate Quality Policy

3.3 Measures

3.3.1 General Information

The deployed measures to manage nonfinancial risks are informed by Schindler's Sustainability Roadmap 2030. They are part of Schindler's commitment to making sustainability a core dimension of its long-standing values.

Schindler implements its policies through various means, including binding rules for the entire Group, issuance of directions and clarifications, setting of clear targets, and consistent internal communication. Adherence to the internal rules is audited regularly by Schindler's internal compliance teams. Sanctions apply in case of breaches.

Schindler promotes a speak-up culture, encouraging employees to report concerns related to potential violations of applicable laws, regulations, and the Schindler Code of Conduct, without fear of retaliation. Concerns can be made known via various channels, including through the Schindler Speak-Up Line (schindler.integrityline.com). The Speak-Up Line allows reporting of concerns locally or at Group level and is available to internal and external stakeholders. Schindler's Speak-up Guideline (for all employees) and Concern Handling Guideline (for compliance officers handling concerns) are aligned with the EU Whistleblower Directive.

The implementation of the Responsible Sourcing Policy is supported by the Global Procurement Center of Excellence, further embedding sustainability into the Group's strategy and processes by aligning, coordinating, and standardizing procurement practices on a global scale.

In 2024, Schindler advanced its efforts to integrate sustainability across its global supply chain, highlighted by the Schindler Supplier Day, where the Global Head of Sustainability introduced the new Sustainability Roadmap 2030 to Schindler's main production material suppliers and nonproduction material and service providers.

Schindler has been using the EcoVadis platform since 2018 to evaluate key suppliers on criteria such as environmental practices, labor and human rights, ethics, and sustainable procurement. In 2024, Schindler strengthened the engagement with strategic production material suppliers (excluding subcontractors) to help them improve in the abovementioned areas and accordingly increase their EcoVadis average score, while also increasing the number of suppliers assessed with EcoVadis. At the end of 2024, suppliers representing 85% of Schindler's production materials factory spend and 60% of Schindler's nonproduction materials and services were assessed using the EcoVadis platform.

3.3.2 Climate and other environmental risks

3.3.2.1 Tackling climate risks

Section 2.3.1 outlines Schindler's approach to identifying and assessing climate-related risks and opportunities. This section summarizes how Schindler addresses risks based on its Risk Management Framework. Subsequently, the specific approaches implemented to address the material climate risks are described.

Schindler's Global Risk Engineering Department performs regular location assessments, which include natural hazard assessments and incident monitoring across operational and production sites to evaluate exposure to climate-related risks. These efforts help ensure business continuity and prevent operational disruptions caused by physical climate-related events, such as extreme weather. When it is not possible to increase infrastructure resilience on physical assets directly, the company makes use of disaster risk transfer solutions such as insurance covers.

Schindler assesses the resilience of its strategic production material suppliers and nonproduction material and service providers by evaluating their environmental performance, social practices, and governance through structured independent assessments such as EcoVadis.[3] Schindler strives to maintain a diversified supplier base to enhance supply chain stability and reduce the risk of disruptions caused by climate-related events.

Alongside adaptation measures, the company is equally focused on mitigation, with a commitment to reducing its carbon footprint through energy-efficient production processes, transitioning to renewable energy at its production sites, and optimizing logistics to lower emissions across its global supply chain. Similarly, Schindler engages with suppliers to strengthen their progress on climate mitigation.

Schindler places particular focus on managing the material climate risks identified in its latest climate risk assessment. The climate scenario analyses enable a thorough evaluation of Schindler's long-term strategy under varying climate conditions. In low-emissions scenarios, where transition costs are higher due to the shift towards a low-carbon economy, Schindler's strategy has shown resilience owing to the prioritization of renewable energy sourcing and early investments in low-carbon technologies and materials. In moderate- to high-emissions scenarios, marked by greater physical impacts of climate change, Schindler's strategy has demonstrated resilience through a strong Risk Management Framework, a proactive business continuity plan, and a diversified supply chain. Furthermore, this scenario analysis has highlighted areas where Schindler can enhance its strategy to bolster resilience against these evolving risks.

For each of the five risks and one opportunity highlighted in the table in section 2.3.1, Schindler has implemented targeted management approaches and is actively working on developing specific mitigation and adaptation measures. The respective risk management approaches are outlined on the following page.

[3] For more information about the assessment of strategic suppliers, refer to section 3.3.1.

Risk management approach for key climate risks

Risk/opportunity type	Sub-category	Risk/opportunity	Risk management approach
Physical risks	Acute	1. Damage to production sites, consolidation hubs, and office facilities	Schindler keeps focusing on improving both the physical resilience of its facilities and its processes to manage climate risks effectively. Schindler's production sites, consolidation hubs, and offices have reinforced infrastructure to withstand extreme weather as appropriate. Whenever feasible, climate-related physical risks are considered when planning new facilities and when maintaining or renovating existing ones. For instance, in Shanghai the production site's floors were elevated to prevent flood damage. Such individual measures are complementing contingency plans for emergency response and business continuity.
	Acute	2. Disruption of operations at production sites and key supplier sites	Schindler's business continuity management focuses on aiming to prevent and minimize disruptions and the potential impacts thereof to ensure ongoing operations at satisfactory levels. Dedicated business continuity plans are established for critical disruption scenarios, and key suppliers are required to have adequate business continuity processes in place. Schindler regularly assesses the resilience of its strategic suppliers and strives to maintain a diversified supplier base.
Transition risks	Market	3. Increased energy pricing for Schindler and its suppliers	Schindler invests in improving energy efficiency in its products and production processes. The Group aims to transition to 100% renewable electricity by 2025 for own operations, in line with RE100. As part of the climate transition plan towards Schindler's 2040 net zero targets, energy efficiency improvement plans are established across operations and products. In addition, Schindler is implementing a dedicated supplier engagement program for its key suppliers to enhance collaboration and drive energy efficiency improvements across the value chain. Key suppliers are also regularly evaluated through the EcoVadis platform.
	Policy and legal	4. Increased exposure to carbon cost	Schindler mitigates the risks related to carbon pricing by decarbonizing operations through energy efficiency measures, powering its operations with renewable energy, and prioritizing less carbon intense materials in its products. Schindler also plans to introduce an internal carbon pricing mechanism, with pilot programs starting in 2025, to guide investment decision-making and support its progress toward achieving its net-zero goal. The Group aims to achieve net-zero emissions by 2040 compared to the 2020 baseline. These targets align with the 1.5-degree pathway of the Paris Climate Agreement and are validated by the SBTi.
	Technology	5. Increased costs for transitioning to low-emission materials	Schindler is aiming to reducing the embodied carbon in its products by prioritizing low-carbon and recycled materials whenever possible and is implementing processes to promote the repair and reuse of components, reducing waste, and extending product life cycles. Schindler invests into long-term, sustainability-focused partnerships with key material and component suppliers and will manage the potential cost increase actively. Schindler also strives to maintain the balance between sustainability goals and market competitiveness and to that end will be implementing an internal carbon pricing mechanism in the coming years.
Transition opportunity	Technology	6. Increased use of low-emission materials	Schindler is actively developing and promoting products that incorporate advanced technologies and low-emission materials to reduce energy consumption and carbon emissions. Aiming to source these materials ahead of projected resource constraints, Schindler is positioning itself to address the growing demand for sustainable solutions in the market. This aligns with its Sustainability Roadmap 2030, enabling the Group to foster partnerships with innovative suppliers and meeting increasing customer expectations.

3.3.2.2 Schindler climate transition plan

Schindler has set a climate ambition to achieve a reduction of 90% in absolute scope 1, 2, and 3 GHG emissions by 2040, compared to a 2020 base year. To accomplish this objective, it has integrated near-term 2030 targets in its climate transition plan against a 2020 baseline: a 50% absolute reduction in GHG emissions from Schindler's own operations (scope 1 and 2 pursuant to the Greenhouse Gas Protocol); and a 42% absolute reduction in Schindler's value chain (scope 3 pursuant to the Greenhouse Gas Protocol). Schindler's GHG key figures and performance indicators for 2024 are disclosed in section 4. These targets are aligned to a 1.5-degree pathway according to the Paris Climate Agreement and validated by the Science Based Targets initiative (SBTi).

To achieve its ambitious targets, Schindler has adopted several measures along its entire value chain, starting with a reduction in GHG emissions from its own operations.

To support a well-informed decision-making process in business development, strategy, and financial planning, Schindler has integrated a quantitative assessment of identified material climate-related issues into its Sustainability Roadmap 2030. A share of Schindler's capital expenditure is allocated to support its climate transition plan, primarily for the development of low-carbon products and circularity initiatives. Schindler anticipates an increase in innovation, research, and development expenditures related to its climate transition plan.

Reducing impact from maintenance and service

Schindler aims to reduce GHG emissions from its fleet of vehicles required for the installation of its products and servicing of its portfolio. As a result, Schindler has been implementing GHG reduction measures. Examples include: switching to low-carbon emission vehicles, investing in charging stations at Schindler sites, investigating alternatives to cars such as public transport and e-cargo bikes for city centers, deploying eco-driving trainings, and rightsizing vehicles. Schindler has also developed a fleet management planning tool that facilitates both the estimation of future costs associated with the ecological transition of its global vehicle fleet and the making of informed decisions to meet its commitments to reduce GHG emissions. In addition, Schindler is constantly optimizing spare parts, materials, and tools delivery to minimize trips.

Schindler has continued to deploy digital tools introduced to scale up advanced adaptive maintenance and remote services that can reduce the number of maintenance visits. Connected units now also include escalators. In 2024, Schindler achieved 40% connected units compared to its total maintenance portfolio of elevators, escalators, and moving walks (2023: 33%). In Germany, Schindler continued to roll out a low-carbon service contract. The carbon footprint of a digital service contract using electric vehicles has been reduced by 99.5% compared to a traditional physical maintenance visit, as certified by TÜV Rheinland. Schindler is considering the launch of this contract in other markets. In 2024, Schindler has expanded the low-carbon service offerings in markets where emission reductions can be achieved. The reduction potential varies across markets and respective regulations regarding mandatory physical inspection.

Transitioning to renewable electricity

In 2024, Schindler continued its transition to sourcing and using renewable electricity (scope 2 GHG emissions), with the Group's ambition to be fully RE100 compliant by 2025. Measures undertaken to advance Schindler's transition include: on-site generation of renewable electricity by investing in the installation of solar panels on Schindler buildings, entering into long-term power-purchasing agreements with renewable energy project developers, using a selection of green electricity products from local utilities, and purchasing energy attribute certificates. As a result, 99% of Schindler's purchased electricity came from renewable sources in 2024.

Seven Schindler production sites have implemented energy management systems and received ISO 50001 energy management certification.

Innovative solutions to reduce emissions

Besides eliminating emissions from Schindler's own operations, the Group strives to reduce emissions by working upstream and downstream in its value chain (scope 3 GHG emissions). Schindler assesses all its relevant sources of scope 3 GHG emissions. These include, by order of magnitude of CO_2 emissions: (i) use of sold products, (ii) purchased goods and services, (iii) upstream transportation and distribution, (iv) employee commuting, (v) business travel, (vi) end-of-life treatment of sold products.

As a leading provider of mobility solutions, Schindler continuously invests in energy efficiency, while also tackling the embodied carbon in its products. Examples include: investigating features to reduce standby energy consumption, switching to more energy-efficient components and to low-carbon and recycled materials, reducing material weight through product and component redesign, implementing measures that promote the repair and reuse of components, and strengthening sustainability-focused partnerships with material and component suppliers.

Schindler's new generation of modular elevators (Schindler 1000, 3000, 5000, 6000) and high-rise elevators (Schindler 7000), depending on configuration, can reach a class A energy efficiency rating according to ISO 25745-2:2015, the latest international standard for the energy performance of elevators, escalators, and moving walks.

Environmental Product Declarations (EPDs) are recognized by green building certification schemes, including LEED, DGNB, and BREEAM, which can help Schindler's customers receive credits for their building certification projects. In addition, several Schindler products have been certified in accordance with the Green Mark product certification scheme in Singapore. Schindler has EPDs for its main elevator product lines (Schindler 1000, Schindler 3000, Schindler 5000, Schindler 5500, Schindler 6000, and Schindler 7000), the Schindler 9300 and Schindler 9700 escalator lines, as well as the Schindler 9500 moving walks.

Energy classification of our main product lines

Schindler 1000
Our passenger elevator for low- to mid-rise residential buildings

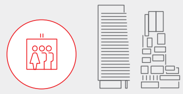
A*

Schindler 3000
Our flexible solution that unifies form and function

A*

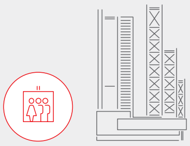
Schindler 5000
Our passenger elevator to deliver faster handling times for higher passenger volumes

A*



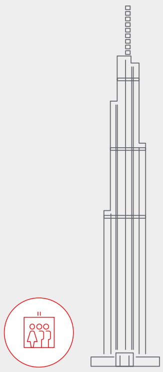
Schindler 5500
Modular passenger elevator for commercial and high-end residential buildings

A*



Schindler 6000
Our mid-rise passenger elevator that combines high-rise performance with maximum flexibility

A*



Schindler 7000 high-rise
Our elevator for tall buildings

A*

Schindler 9300, Schindler 9700 escalators, and Schindler 9500 moving walks
Escalators and moving walks

A+++**

Note: the classification and estimated annual energy consumption always depends on a specific configuration.

* ISO 25745-2: 2015
** ISO 25745-3: 2015

For existing buildings, modernization can improve the energy efficiency of the original elevator or escalator by using technologies developed for new generations of products.

In addition, Schindler's MetaCore solution enables the repurposing of existing buildings and thereby decreases the need for demolition and reconstruction, which helps to reduce the carbon footprint of the building industry.

Moreover, through the subsidiary BuildingMinds, Schindler offers real estate owners and managers a Software as a Service (SaaS) platform to take data-based decisions to drive reduction in GHG emissions.

3.3.2.3 Tackling other environmental risks

A product life cycle approach

Ecodesign principles are integrated in the product design to embed environmental considerations at the initial phase. In addition, Schindler's major product lines undergo a strict life cycle assessment (LCA), in accordance with the ISO 14040:2006 standard (Environmental management – Life cycle assessment – Principles and frameworks). This standard is embedded in Schindler's research and development approach, while the Group's overarching environmental management systems are certified according to ISO 14001. LCAs inform Schindler's EPDs, in line with the ISO 14025:2006 standard, which provides transparency throughout the product life cycle.

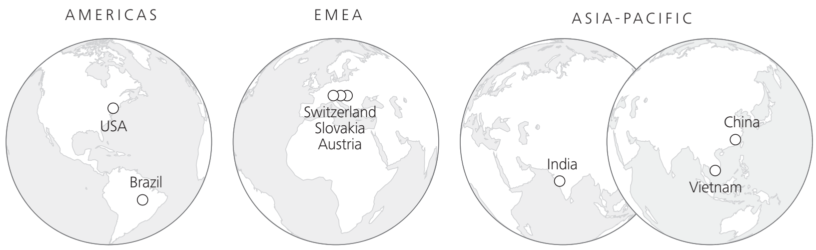
Schindler strives to eliminate substances deemed hazardous or of very high concern in its final products. Declarable and hazardous substances are managed at the product design phase, which includes observing banned substances lists and completing related checks within the product creation process. Clear requirements for suppliers are set through policies, and declarations of hazardous substances are requested. Schindler has defined a process for its suppliers to declare the hazardous substances contained in their components. If a supplier exceeds the limits specified in the EU Registration, Evaluation, Authorisation, and Restriction of Chemicals (REACH) Regulation and the EU Restriction of Hazardous Substances (RoHS) Directive,[4] the information is reported to the Group technology department. Schindler submits information to the EU SCIP database on substances present in its products, which are listed in the EU REACH Authorization List (Annex XIV of Regulation [EC] 1907/2006) and the European Chemicals Agency (ECHA) candidate list of substances. In addition, an overview of used materials and components is published in the Group's EPDs.

In addition, Schindler has in place a process to enable its suppliers to declare the presence of conflict minerals and metals (if any) contained in their components.

Schindler products are made of highly durable materials. At the end of a product's life, the majority of materials it contains are suitable for recycling. In addition, Schindler's modernization solutions limit the need for total replacement and can significantly extend the longevity of the original elevator or escalator.

[4] REACH: Regulation (EC) No 1907/2006 concerning the Registration, Evaluation, Authorisation, and Restriction of Chemicals and RoHS: Directive 2011/65/EU on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment.

Schindler's production sites
Schindler's production sites encompass final part production and assembly. Schindler measures the environmental footprint of its production sites and monitors reductions in waste, while continuing to improve quality. In 2024, all except one of Schindler's production sites were ISO 14001 certified, and 100% attained ISO 9001 certification for robust quality management systems. Production sites in India, Switzerland, and China have green building certification.



Packaging remains an indispensable part of Schindler's business as it is needed to transport Schindler's products and those of its suppliers safely to their destinations. Schindler is expanding the initiative of introducing modular packaging, started in Europe in 2023, which combines standardized components with customizable solutions globally. This approach has increased loading capacity for trucks from production sites to consolidation hubs, and nearly 99% of materials used are recyclable. Schindler is also advancing efforts to reduce plastic packaging across its operations by eliminating plastic where it is not needed or switching to alternative materials (e.g., corrugated paper).

Waste
Schindler strives to track waste data and disposal methods on a yearly basis. The highest amount of waste is related to categories with low-risk "nonhazardous waste." In 2024, 86% of Schindler's total volume of waste was diverted from disposal through recycling. Hazardous waste represented around 4% of the total waste generated; 83% of the hazardous waste was recycled, while less than 0.2% was sent to landfill.

In 2024, industrial waste disposed to landfill represented less than 1% of the total waste. The amounts of hazardous and nonhazardous waste to landfill are disclosed in section 4.2.

Group-wide initiatives include: improving or changing equipment for waste management, holding training courses for employees and subcontractors, engaging with suppliers to procure sustainable packaging materials, and working with customers to increase recycling opportunities on construction sites.

3.3.3 Human rights, social and employee-related measures (including child labor)
Following the establishment of the Global Human Rights Office in 2023, Schindler reshaped its Human Rights Due Diligence Implementation Plan 2022 – 2024 into a human rights excellence strategy with four key pillars (Engage, Empower, Embed, and Enforce). This strategy outlines clear objectives aimed at embedding the Human Rights Policy in relevant policies and processes, and boosting a culture of respect for human rights through the following activities: (i) raising employees' awareness of the Human Rights Policy and salient human rights issues; (ii) developing an assessment and monitoring system aimed at assessing the impact of Schindler's business practices on human rights; and (iii) strengthening the Group's grievance mechanism with an additional speak-up channel provided by an independent service provider (the Schindler Speak-Up Line; see also section 3.3.1).

Further engagement and communication initiatives were launched in 2024. One of the efforts included a dedicated human rights intranet page to keep Schindler employees informed, engaged, and empowered on the human rights excellence journey. An initial human rights training module was developed, rolled out, and translated into 28 languages for all office employees to provide them with a fundamental understanding of Schindler's Human Rights Policy and governance framework and its importance to the company. In 2024, over 70% of office-based employees completed this training module. In 2025, training efforts will focus on all field employees.

Since 2023, Schindler has invested considerably in gradually developing a human rights governance framework with multiple elements, from self-assessments, spot checks and on-ground visits to impact assessments.

One important priority is the identification and assessment of human rights risks related to subcontractors. In 2024, Schindler developed a systematic methodology and comprehensive tool kit to address human rights risks related to subcontractors, with a pilot implementation scheduled until 2025.

Occupational health and safety

Group companies and subcontractors have to follow Schindler's Employee Safety and Health Policy. It focuses on four areas that constitute the foundation of Schindler's occupational health and safety management system and programs: (i) product improvement, (ii) methods and tools, (iii) mindset and behavior, and (iv) risk and incident management.

Compliance with safety procedures is mandatory and controlled through systematic field evaluations reported to the Group. Technical compliance and safety audits are integrated in the Group audits with a defined calendar every year. Results are reviewed by the Audit Committee on a regular basis.

Schindler employees and subcontractors are encouraged to voice safety concerns and suggest improvements. In particular, service technicians and fitters working on new and existing installations and modernizations can report on-site concerns through mobile apps and can share ideas on incident prevention via a dedicated email contact. A culture of Stop Work Authority (SWA) is being reinforced and fostered on a continuous basis. SWA gives workers the authority and responsibility to stop work if they observe unsafe conditions or behaviors on the job site.

For subcontractors, especially in the field of new installations, clear expectations and responsibilities are defined, communicated, and monitored through safety performance standards following a qualification process. Group companies perform internal assessments of subcontractor safety management, using a tool provided by the Group. Subcontracted employees are trained and certified in safety. Safety inspections are carried out to check compliance with the standards. Violations are documented, communicated, and used in annual evaluations, and can lead to termination of the contract.

Technical training programs delivered by certified experts provide technicians and fitters with the tools and skills required to install and maintain products safely. The programs include theory and hands-on practical training in over 200 elevator shafts and escalators specially set up for learning. Coordinated by training centers around the world, the programs are supervised by the Head of Field Quality and Excellence at Group and country level. In 2024, field employees received an average of 5.6 days of technical training (2023: 5.2). In addition, Schindler's Behavior Lab aims to tackle the most frequent hazards and risks, such as working at height, fatigue, and the dangers of rushing through behavior change interventions targeting employees, subcontractors, and passengers. These interventions – or nudges – are prepared, tested, and disseminated to encourage the development of habits that promote safety.

With deep regret, Schindler acknowledges that in 2024, it had 2 workplace-related fatalities (2023: 2), and subcontractors reported 2 workplace-related fatalities (excluding traffic accidents) (2023: 3). For each incident, Schindler conducted a thorough investigation, culminating in a report outlining proposed corrective actions to be implemented at Group company level aiming to prevent future occurrences. Schindler monitors the occupational health and safety progress by tracking the frequency rate (Fh) of Lost Workday Cases, with a goal of maintaining this rate at or below 1.5. In 2024, the rate was 1.7 (2023: 1.6).

Product safety

Schindler elevators, escalators, and moving walks are engineered, manufactured, installed, maintained, and finally dismantled in compliance with applicable safety standards. Schindler's approach to keeping everyone safe focuses on building safety into the design of its products, observing relevant codes and regulations, and providing guidance for those installing and maintaining the products. Schindler follows safety and quality protocols that apply to the products' entire life cycle. This includes complying with requirements related to development, design, and installation, as well as to maintenance, modernization, and dismantling. Insights and expertise from fitters and service technicians are shared globally with others performing these roles and with product developers. Schindler's products are checked and tested for safety after installation and before the final handover to the customer, according to the rules of Schindler's Acceptance Inspection Standard (SAIS). SAIS inspection confirms compliance not only with legal safety requirements, but also with Schindler's own more stringent safety requirements.

Schindler conducts a Confirmation of Periodic Safety Inspection (CPSI) every five years for elevators, and every two years for escalators. The CPSI is a proprietary global safety standard that was introduced by Schindler for periodic inspections of critical safety components of units under maintenance. The inspections for elevators are made up of over 70 individual tests and checks on components, and are conducted by certified inspectors.

In 2024, Newsweek listed Schindler as one of the top ten most trustworthy companies in the category "Machines & Industrial Equipment."

Schindler's products and services conform to its own requirements, as well as country-specific laws, regulations, and norms. Schindler proposes appropriate modernization solutions to the owners of the equipment to continuously meet the latest safety standards.

Safety campaigns to raise awareness on the safe use of elevators, escalators, and moving walks are developed and implemented at Group and country level. Based on behavioral science, these programs target especially vulnerable groups such as children.

Mitigation measures relating to child and forced labor

Schindler's Code of Conduct provides that Schindler employees must comply with all applicable laws and regulations. Schindler has customary processes to assess risks in its own operations and continues to review those processes to further improve the ability to detect and mitigate nonfinancial risks (including for child and forced labor). As part of the implementation of the existing processes, Schindler has conducted sample visits to its sites (including production sites, installation sites, warehouses, and offices). None of those on-site visits have revealed incidents of child or forced labor. Employees at Schindler are registered in Schindler's Human Resources databases. The employee data – including name, birth date, and function – enables Schindler to detect potential cases of child labor in Schindler's own operations.

Schindler also has customary processes to assess supplier risks. Such risks are assessed when evaluating and selecting the suppliers, and also, depending on the relevance of the supplier for Schindler's business, during the term of the supply relationship. Schindler is maintaining its focus on enhancing these processes to improve detection and mitigation of nonfinancial risks at supplier level, including for child and forced labor. Child and forced labor are specifically addressed in the Group's Responsible Sourcing Policy.

Employment practices (including fair remuneration)

Employee engagement

The Schindler Employee Engagement Survey is the communication channel through which Schindler gets systematic feedback from its employees on how they experience Schindler as an employer. In 2024, the participation rate was 85% (2023: 84%).

The organization also utilizes pulse surveys that can be deployed on an ad hoc basis and used locally. They enable Schindler to deep dive into specific business questions and support informed decision-making.

In addition, to further evolve Schindler's culture and drive leadership development, the Group regularly conducts the Leadership Effectiveness Survey on a global level, allowing employees to provide structured feedback to their line managers. Schindler wants to lead through its values and develop its leaders to ensure the best talent attraction and retention.

Learning, development, and leadership

Investing in people's development and careers is important for maintaining quality and leadership in technological innovation, while creating exceptional value for Schindler's customers.

Schindler enables employees to do their best work by providing them access to an extensive range of tools and resources dedicated to development. Schindler's digital career center empowers employees to take the lead in designing and developing their own career path. This helps employees define their career goals and facilitates discussions with their line managers, for example during regular Performance and Development reviews at Schindler, which were streamlined into a single, simplified process called PDS in 2024.

In addition, Schindler's online library provides thousands of courses in different formats, including videos, courses and audiobooks, to fit the development needs of its employees. Cross-functional mentoring programs, job rotations, and international mobility are also on offer.

Various internal programs have garnered international recognition annually since 2019. The Brandon Hall Group's annual Human Capital Management (HCM) Excellence Award recognizes organizations that have successfully deployed programs, strategies, processes, systems, trainings, and tools with measurable results. In 2024, Schindler won two more awards in the category "Best Use of Blended Learning." Additionally, Schindler was ranked among the top 50 of Forbes' World's Best Employers for 2024 and was recognized by Time and Statista as one of the World's Best Companies of 2024, with key factors for the ranking including employee satisfaction, revenue growth, and ESG performance.

Leadership development is a key priority at Schindler. Schindler's leadership training programs offer a virtual and blended learning experience developed in collaboration with Group companies and business functions to combine local expertise with market and customer intelligence. Schindler's holistic learning approach offers courses throughout the year, such as live webinars, e-learning modules, videos, and opportunities to interact and learn from peers and trainers.

Schindler promotes the next generation of leaders through its Global Talent Programs, which provide challenging and purposeful opportunities for high potential and high performers. There is a total of around 350 global talents and alumni in two distinct talent programs: the Schindler Career Development Program, launched in 2008, which focuses on developing leaders in field operation roles, and the Schindler Global Functions Talent Program, established in 2021, which focuses on the development of functional leaders and experts. The programs, which have a duration of two to six years, provide field operational, cross-functional, international rotations and leadership job opportunities, and offer dedicated learning and development interventions. In the last seven years, the number of graduates from the Global Talent Programs entering senior leadership positions has tripled.

Inclusion and diversity

Schindler recognizes that having an inclusive and diverse workforce is a source of strength. It contributes to an innovative and engaging work environment that opens opportunities for Schindler to better serve its customers and unlock competitive advantages. Being inclusive and diverse helps us attract and retain employees, thus supporting future success.

Inclusion and Diversity (I&D) is driven from the top. The Group Executive Committee regularly reviews the progress and works to align and prioritize Schindler's efforts globally. Schindler's Global I&D Leads Network implements the strategy decided by Schindler's Board of Directors. The strategy focuses on reinforcing inclusive behaviors – especially among Schindler's leaders – developing and nurturing a diverse talent pool, as well as engaging employee networks to identify and address inclusion challenges. Schindler's largest entities (based on revenue) and major global functions report progress on diversity annually, using the Group's internal I&D scorecard.

To help employees understand the expectations set out in Schindler's Corporate Policy against Discrimination and Harassment, a gamified e-learning module is assigned to current and new employees. In addition, Schindler has integrated inclusive modules into its leadership development programs and launched a specific inclusive leadership program called "The Power of Inclusion," which focuses on putting inclusive actions into practice. In 2024, Schindler accelerated the rollout of the multiyear training program, prioritizing its largest entities in Europe and the Americas. The program, comprised of various modules, was designed for the top management of these entities, enabling them to cascade the training to their respective teams.

The Group has created resources to promote inclusive language and LGBTQ inclusion, and has provided local guides and seminars. Because diversity relates to more than gender, Schindler's Employee Inclusion Networks cover a broader set of topics, while continuing to raise awareness and work with leaders to enact change.

To mitigate any potential unconscious biases, the Group launched a global e-learning module for hiring managers that creates awareness and provides specific tips for minimizing the impact of biases during the hiring process. Additionally, a dedicated global Inclusive Communications work group meets regularly to continuously improve the inclusivity of Schindler's imagery and communication materials.

As a signatory to the UN Women's Empowerment Principles (WEPs), Schindler is committed to promoting gender equality. Schindler aims to have 30% of senior leadership positions held by women by 2030. To meet this goal, Schindler continued the implementation of the "Gender Inclusion Boost" plan, which includes a global sponsorship initiative where over 60 senior leaders support a network of female talent and work against any potential biases in recruitment and promotion. In 2024, 21% of senior leadership positions were held by women (2023: 18%).

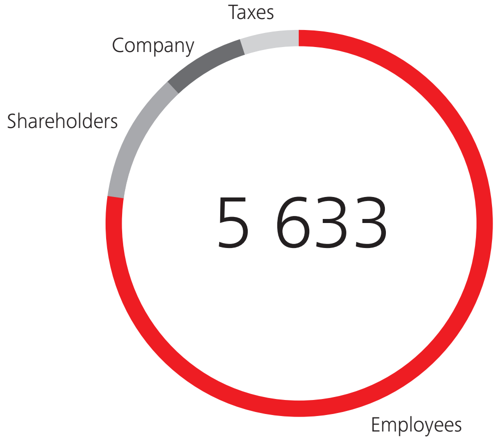
Fair remuneration

It is Schindler's goal that its employees are compensated equitably in consideration of the responsibility of their role, their skill level, and their performance. Schindler's global positioning system aims to evaluate and grade all positions on the same basis, which thereby provides the foundation for equitable pay internally, facilitates transparency for mobility between jobs, and lays the basis for external market benchmarking. Moreover, Schindler complies with applicable wage laws.

Allocation of added value[1]

In CHF million

	2024	In %
to the employees (salaries, social benefits)	**4 400**	**78**
to the shareholders (dividends)	**605**	**11**
to the company (reserves)	**405**	**7**
to the public (taxes)	**279**	**5**
to the creditors (net interest charges)	**–56**	**–1**
Total	**5 633**	**100**



[1] The Group's added value is defined as revenue less cost of materials, other operating expenses, as well as charges for depreciation, amortization, and impairments. The allocation of the Group's added value shows the extent to which the above stakeholders participate in this economically relevant amount.

Schindler conducts worldwide gender equal pay assessments on a regular basis, most recently at the end of 2024, to detect discriminatory gender pay gaps and to adopt measures if necessary.

Schindler's Responsible Sourcing Policy stipulates that suppliers shall ensure that compensation paid to their personnel complies with or exceeds all applicable wage laws. Adherence to the standards contained in the Responsible Sourcing Policy is one of the criteria used in the Schindler supplier evaluation and selection process.

Freedom of association and collective bargaining

Schindler recognizes restrictions on the freedom of association and the right to collective bargaining in some countries as one of its seven salient human rights issues. Schindler is committed to complying with the laws of each country where it operates. To the extent legally permitted, Schindler respects the right to unionize and to collective bargaining, and, pursuant to its Responsible Sourcing Policy, also expects its suppliers to respect this right.

Other social-related measures

With youth unemployment being a global challenge, Schindler aims to give young people the opportunity to take their first steps into the world of work and develop the skills and experience they need to move forward in their careers.

Within the Group, apprenticeships help to prepare the future generation of service technicians and fitters, ensuring a continuity in the skills Schindler needs. These programs run in different parts of the world.

In India, for example, where people under the age of 25 account for more than 40% of the country's population, the impact of apprenticeships in helping to lift families out of poverty and in meeting the increasing demands of the growing and rapidly expanding Indian economy should not be underestimated. An expansion of the apprentice system in India is one approach the government and industry have been seeking to address together.

Schindler India set up its own apprenticeship program to hire new employees straight out of the Industrial Training Institute (ITI), a post-secondary school institution set up by the government in 1950 to provide training in various trades, including those of fitter, lift and escalator mechanic, and operator. After graduating from ITI, tradespeople are ready to undergo a three-year apprenticeship training at Schindler. In the thirteen years that Schindler India's apprenticeship program has been running, over 3 500 apprentices have passed through the system.

Schindler offers apprenticeship programs covering a variety of professions in Switzerland, Germany, Ireland, Mexico, China, New Zealand, Australia, the UK, and other countries.

At the end of 2024, 3 410 students were engaged in vocational education and training programs in over 40 countries.

3.3.4 Corruption

Schindler has a strict zero tolerance policy against all forms of corruption applying to its own workforce and to interactions with its business partners.

The implementation of Schindler's anti-corruption rules follows three pillars: Educate – Examine – Enforce. Schindler educates employees regularly on how to handle corruption compliance risks, detect hints of possible violations and deficiencies, and enforce compliance by taking appropriate corrective actions if any breaches occur.

The major elements of Schindler's anti-bribery compliance program are:
– Mandatory anti-bribery e-learning training for new joiners and annual case-based training for all employees in risk-exposed functions, e.g., sales.
– Rejection and reporting of bribery attempts as part of the "We say No" campaign
– All employees with an email account are asked twice per year to answer corruption-related questions ("Compliance Radar")
– All Schindler entities are asked to arrange and annually update a "Risk Radar Corruption" questionnaire. The identified risk exposures are eliminated or mitigated respectively as part of a "Joint Prevention Plan" (JPP).
– The use of intermediaries, invitations of customers to events, granting of sponsorships and donations, and involvement of politically exposed persons require prior clearance by Schindler's responsible compliance functions
– Regular audits by Schindler's Global Compliance team that review corruption risk exposure and preventive measures

Educate

Schindler's annual compliance training program, "The big five," ensures that the following five groups are trained: new employees, existing employees, exposed functions such as sales and purchasing, management, and third parties (e.g., subcontractors and suppliers). Annual training targets are set for each of the five groups. Various anti-corruption training methods are used:
- e-learning modules on mobiles and desktops, enabling employees who work in the field to easily access training
- On-site or classroom training
- Case-based training for employees in market-focused functions such as sales and procurement, which must be completed every year
- Periodic training based on real Schindler case studies ("spot trainings")

The Global Compliance training team verifies that the training targets of the five aforementioned target groups are completed based on a training plan and control dashboard.

Examine

All Schindler entities (100%) identified their corruption risk exposures as part of a Risk Radar Corruption in 2023. In 2024, all Schindler entities (100%) arranged a Joint Prevention Plan (JPP) to eliminate/reduce identified risks.

Schindler monitors compliance with the anti-corruption rules through audits conducted by its Global Compliance team according to an ongoing audit cycle aiming to regularly evaluate 100% of the Schindler entities that fall into Schindler's financial consolidation scope within a three-year cycle. Global Compliance supports and supervises a team of 132 local compliance officers at area, regional, and local level. Schindler's Group Compliance Officer has a direct reporting line to the Group General Counsel and periodically reports to the Audit Committee, the Supervisory and Strategy Committee, and the Board of Directors. The reports to these supervisory bodies include information on compliance resources per entity, major compliance activities (e.g., Prevent – Detect – Respond), evaluation of compliance risks, and main violations, including trends and corrective actions taken.

Third-party compliance is monitored by Schindler's dedicated due diligence programs which apply before and during business engagements. Suppliers' compliance risks are evaluated during the selection process as part of Schindler's Supplier Qualification Audits, while compliance evaluation is part of Schindler's Supplier Consistency Audits. The distributor compliance support program includes a mandatory annual compliance questionnaire, audits, and training. For acquisitions, Schindler conducts a compliance due diligence prior to the transaction; moreover, a Code of Conduct implementation plan is established, with its implementation being audited at the latest one year after completion of the acquisition.

Schindler's annual compliance audit plan is reviewed and approved by the Audit Committee and applies clear selection criteria, such as risk exposure, size of entity, and time since the last audit was performed. Corruption risks are assessed at every compliance audit. Prior to the audit, Schindler companies complete a self-assessment that also covers bribery risks. The results are discussed during the audit with the managers of Schindler's main business functions. The audit report issued by Global Compliance includes recommendations on how to better manage and mitigate anti-bribery risks (where needed). Any action required following an audit is recorded in compliance upgrade modules. Global Compliance conducted 45 compliance audits in 2024, all of which included checks for compliance with anti-bribery and corruption rules.

From time to time, Schindler receives hints regarding alleged corruption practices. All hints of compliance violations are investigated by local compliance officers, with the support and under the supervision of the Global Compliance team.

Enforce

If a Schindler employee is found to be involved in bribery, Schindler enforces its zero tolerance policy by dismissing the employee in question. Members of Schindler's management who benefit under the annual bonus share plan lose their entitlement to bonus shares if found to be involved in key violations of the Code of Conduct, including bribery. In addition, members of Schindler's management who benefit under the long-term incentive schemes forfeit their right to receive shares and are subject to a clawback obligation allowing for a partial or full loss of shares in the event of any qualified breaches of the Code of Conduct, including bribery.

Further, employees are asked to actively disclose bribery attempts and are recognized (with nonmonetary rewards) through Schindler's "We say No" campaign.

In 2024, Schindler continued the implementation of a technology-assisted approach to compliance with the introduction of additional modules to the monitoring program that help identify potential Code of Conduct infringements based on real-time data analytics. This includes, for example, verifying commissions paid to agents.

4 Key figures and performance indicators

4.1 Targets

As part of managing Schindler's global sustainability commitment, including managing climate-related risks and opportunities, Schindler has key climate-related targets such as Schindler's SBTi-approved GHG emissions reduction commitment in the near (2030) and medium (net-zero target in 2040) terms and the use of 100% renewable electricity by 2025 following the RE100 initiative led by the Climate Group (a nonprofit organization with a mission to drive climate action). In 2024, Schindler's scope 1 and 2 emissions were reduced by 27% and its scope 3 emissions were reduced by 35% compared to the 2020 base year. The reduction rates are aligned with Schindler's climate transition plan and are faster than the linear rate defined by the SBTi. Schindler's commitment does not only address climate issues, but also includes social and governance dimensions as defined in the table below.

Topic	Target	**Results 2024**
Health and safety	Maintain the frequency rate (Fh) Lost Workday Cases (LWDC) at or below 1.5	**1.7**
Inclusion and diversity	30% share of women in senior leadership positions by 2030	**21%**
Technology and innovation for sustainable building design	> 50% connected units by 2025 compared to total maintenance portfolio of elevators, escalators, and moving walks	**40%**
Energy management and climate change	– 100% renewable electricity by 2025	**99%**
	– 50% GHG emissions reduction for scope 1 and 2 by 2030	**–27%**
	– 42% GHG emissions reduction for scope 3 by 2030	**–35%**
	– Net zero in GHG emissions by 2040	**in progress**
Resilient supply chain management and procurement	– EcoVadis assessment of suppliers representing > 85% of production material factory spend by 2025	**85%**
	– Increase the average EcoVadis assessment score for the top 100 production material factory suppliers (by spend) to 55 by 2025	**50**
Ethics and integrity	Maintain the completed corruption risk evaluations in every country where Schindler is doing business at 100%	**100%**

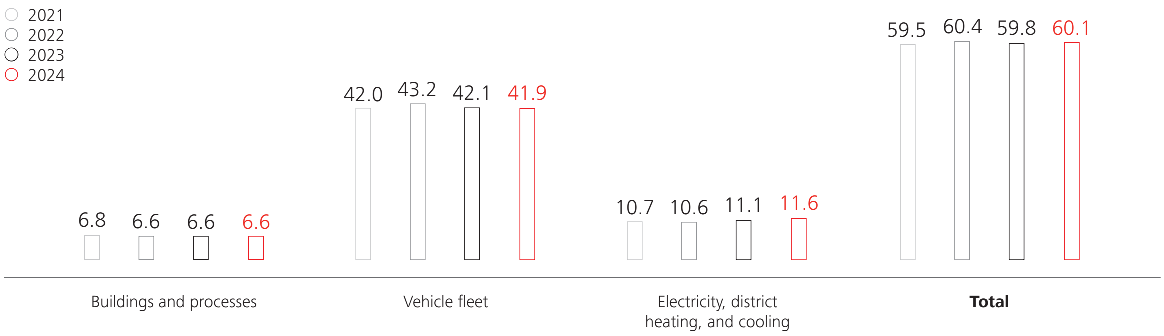
4.2 Key figures

Energy consumption

MWh	**2024**	2023	2022	2021	2020
Natural gas	**69 336**	71 537	70 424	71 480	62 008
Fuel oil	**1 440**	1 433	1 780	1 872	2 059
Other fuels (mainly liquefied petroleum gas and diesel)	**3 013**	3 280	2 917	3 179	2 091
Subtotal buildings and processes	**73 789**	76 250	75 121	76 531	66 158
Petrol/gasoline	**240 661**	235 243	238 680	215 250	187 277
Diesel	**212 887**	230 182	237 020	238 832	245 956
Other fuels (mainly ethanol)	**17 550**	18 876	14 782	17 095	13 643
Subtotal vehicle fleet	**471 098**	484 301	490 482	471 177	446 876
Total direct energy	**544 887**	560 551	565 603	547 708	513 034
Purchased electricity	**110 229**	108 895	102 026	100 677	98 962
District heating and cooling	**8 979**	8 005	8 816	12 164	12 091
On-site generated solar energy consumed	**11 508**	10 033	8 856	8 082	5 835
Total indirect energy	**130 716**	126 933	119 698	120 923	116 888
Total energy consumption	**675 603**	687 484	685 301	668 631	629 922

Energy consumption trends relative to revenue

MWh/CHF million



Greenhouse gas (GHG) emissions overview: scope 1, 2, and 3

Scope 1 and 2[1]

t CO_2e	**2024**	2023	2022	2021	2020
Buildings and processes	**15 223**	15 767	15 483	15 729	13 604
Refrigerants	**1 219**	2 116	2 417	2 469	1 008
Vehicle fleet	**114 783**	121 645	124 263	117 707	115 068
Total scope 1	**131 225**	139 528	142 163	135 905	129 680
Purchased electricity	**53 079**	55 133	52 810	48 534	40 427
District heating and cooling	**1 822**	1 647	1 899	2 624	2 367
Total scope 2 (location-based)	**54 901**	56 780	54 709	51 158	42 794
Purchased electricity	**708**	5 668	6 997	8 032	52 550
District heating and cooling	**542**	530	521	777	907
Total scope 2 (market-based)	**1 250**	6 198	7 518	8 809	53 457
Total scope 1 and 2 (location-based)	**186 126**	196 308	196 872	187 063	172 474
Total scope 1 and 2 (market-based)	**132 475**	145 726	149 681	144 714	183 137

[1] Biogenic CO_2 emissions are not reported separately.

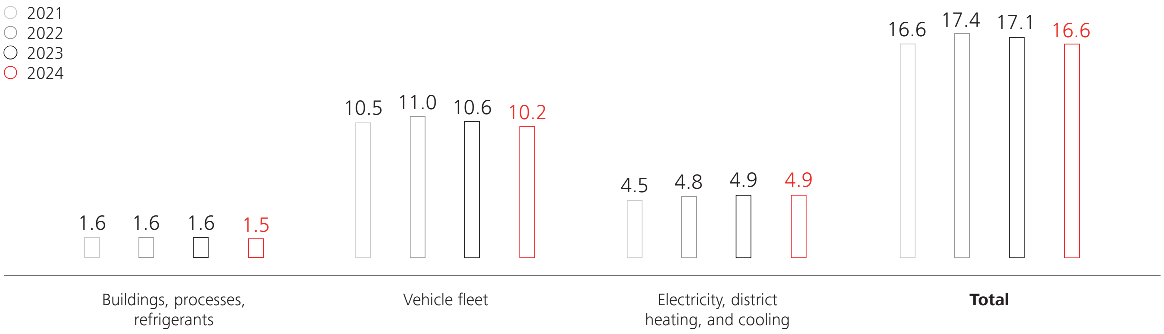
Scope 3[1, 2]

t CO_2e	**2024**	2023	2022	2021	2020
Category 1 – Purchased goods and services	**2 764 297**	3 119 737	3 344 540	3 396 918	3 040 103
Category 4 – Upstream transportation and distribution	**71 131**	58 162	90 608	88 909	58 581
Category 6 – Business travel	**10 013**	10 047	7 566	6 157	5 840
Category 7 – Employee commuting	**113 694**	115 465	114 796	113 184	109 345
Category 11 – Use of sold products	**7 124 197**	8 173 228	8 920 373	11 629 219	12 370 288
Category 12 – End-of-life treatment of sold products	**44 803**	46 047	42 006	38 653	27 216
Total scope 3	**10 128 135**	**11 522 686**	**12 519 889**	**15 273 040**	**15 611 373**

[1] The scope 3 categories disclosed are aligned with Schindler's target setting. In 2024, Schindler refined the emission calculation for scope 3 category 11. For further details, see Appendix 1.
[2] Biogenic CO_2 emissions are not reported separately.

GHG emissions trends relative to revenue (scope 1 and 2)

t CO_2e/CHF million



Waste overview[1]

t	2024	2023	2022	2021
Waste diverted from disposal				
Hazardous waste to recycling	**1 642**	1 659	1 530	2 817
Nonhazardous waste to recycling	**43 091**	42 904	37 683	37 496
Total	**44 732**	44 563	39 213	40 313
Waste directed to disposal				
Hazardous waste to landfill	**3**	0	0	14
Hazardous waste to incineration	**343**	362	426	517
Nonhazardous waste to landfill	**2 230**	1 181	1 334	2 016
Nonhazardous waste to incineration	**4 999**	9 385	7 130	3 565
Total	**7 575**	10 928	8 890	6 112

[1] The values given in the table do not take into account construction and demolition waste for work carried out at Schindler production sites.

Nonhazardous/hazardous waste

t	2024	2023	2022	2021
Total nonhazardous waste	**50 320**	53 470	46 147	43 077
Total hazardous waste	**1 988**	2 021	1 956	3 348

Waste disposal

t	2024	2023	2022	2021
Recycling and incineration	**50 074**	54 310	46 769	44 395
Landfill: nonhazardous waste	**2 230**	1 181	1 334	2 016
Landfill: hazardous waste	**3**	0	0	14

Other air emissions

Refrigerants

	2024	2023	2022	2021	2020
Refrigerant loss refilled (t)	**1.1**	1.4	1.9	1.8	1.2
ODP[1] of refrigerants (kg R-11 equivalents)	**0.0**	0.0	0.0	0.0	0.0
GHG emissions from refrigerants (kt CO_2e)	**1.2**	2.1	2.4	2.5	1.0

[1] Ozone Depletion Potential

Volatile organic compounds (VOCs)

t	**2024**	2023	2022	2021	2020
Nonchlorinated	**233**	211	89	195	224
Chlorinated	**0**	0	0	0	0

Gender diversity overview[1]

	2024	2023	2022	2021
Women on the Board of Directors	**3**	3	4	3
Women on the Group Executive Committee	**1**	1	1	1
Women in senior leadership positions (%)[2]	**21**	18	18	
Women in the overall workforce (%)[2]	**12**	13	13	12

[1] Schindler recognizes that gender is not a binary concept. At present, we are only able to present binary statistics on gender globally due to data constraints in some countries.
[2] This figure is based on 96% of Schindler's workforce within the scope of consolidation.

Water

	2024
Total water withdrawn (m^3)	**637 404**
Total water recycled and reused (m^3)	**8 675**
Total water discharged (m^3)	**548 140**
Total number and financial value of all material water-related fines (CHF million)	**0**
Number of production sites operating in water sensitive areas	**5**

5 About this report

The Nonfinancial Report 2024 was approved for publication by the Board of Directors of Schindler Holding Ltd. on February 11, 2025, and will be presented to the General Meeting of Shareholders for approval on March 25, 2025.

In addition to the information required by article 964b CO, the Swiss Ordinance on Climate Disclosures, and the TCFD recommendations, the GRI Standards 2021 serve as a basis of preparation for the information disclosed in the Nonfinancial Report.

Aligning with Group financial reporting, the figures disclosed in section 4 as well as the figures disclosed elsewhere in this Nonfinancial Report were prepared based on the consolidation scope applied for the Group's consolidated financial reporting (see section 3.1 of the Notes to Schindler's Consolidated Financial Statements 2024). Changes in the consolidation scope due to acquisitions or divestments between 2021 and 2024 did not lead to any restatement of the figures disclosed in section 4 for scope 1 and 2 GHG emissions.

Appendix 1

The information disclosed in this report reflects best efforts to ensure accuracy and reliability of the results presented. Key figures and performance indicators might be partially data based or estimated and subject to measurement uncertainties given inherent limitations in the nature and methods for data collection, estimation and measurement approaches. Furthermore, certain information or data is sourced externally or from third parties.

Schindler's corporate carbon accounting (scope 1, 2, and 3) follows the guidelines of the Greenhouse Gas Protocol: a Corporate Accounting and Reporting Standard (revised edition, 2004). For the calculation of scope 2 emissions, Schindler uses the Greenhouse Gas Protocol Scope 2 Guidance. Emissions were calculated using the Sphera-curated GaBi v14 (12/2021) factors for scope 2 and the Greenhouse Gas Protocol/IEA (11/2021) factors for Scope 1, except for refrigerants (HFCs), which were calculated using Defra v10.0 (09/2021) factors. For the calculation of scope 2 market-based emissions, the emission factors based on the data sources of the Association of Issuing Bodies (AIB) European residual mix and Green-e residual mix factors are applied. In order to report GHG emissions data in time for the publication of the 2024 annual report, the source data for the GHG emissions calculation for scope 1 and 2 was collected from January to October 2024 and estimated for November and December 2024.

Scope 3 emissions cover the categories considered relevant for Schindler's science-based targets and are measured as follows:

Category 1: Purchased goods and services

Schindler uses a hybrid model for the emission calculation methodology for scope 3 category 1 which combines spend-based and quantity-based methods. The spend-based method uses procurement spend data, inflation rates, and location-based emissions factors from Exiobase v. 3.8.2. The quantity-based method uses procurement quantity data and emissions factors from Ecoinvent v. 3.7.1 (for the years 2020, 2021, and 2022) and Ecoinvent v. 3.9.1 (for the years 2023 and 2024).

The hybrid model excludes procurement data from dual brands. The emissions from dual brands are calculated based on spend data for production materials, average material prices, order intake data, environmental impacts related to packaging and auxiliary materials sourced from life cycle assessment (LCA) studies, and location-based emissions factors sourced from Ecoinvent v. 3.7.1 (for the years 2020, 2021, and 2022), Ecoinvent v. 3.9.1 (for the year 2023), and Ecoinvent v.3.11 (for the year 2024), whenever location-based factors were available. Given that not all product lines have a LCA study, similar product lines are taken as proxies.

Category 4: Upstream transportation and distribution
The calculation approach for scope 3 category 4 emissions is based on procurement spend data and inflation rates. The emissions are calculated by applying location-based emissions factors from Exiobase v. 3.8.2.

Category 6: Business travel
Schindler applies a model based on procurement spend data taking into account inflation effects. The emissions are calculated by applying location-based emissions factors from Exiobase v. 3.8.2.

Category 7: Employee commuting
Schindler uses an average-data method, which involves estimating emissions from employee commuting based on average national data on commuting patterns.

Category 11: Use of sold products
The weighted annual energy consumption is calculated by region based on the share of products sold per energy class each year (A to D for elevator products, A++++ to B for escalator products), as defined in the relevant ISO standards for elevators and escalators. In 2024, Schindler increased the granularity of the approach for the calculation of scope 3 category 11 emissions, adopting county-specific emission factors and increasing the use of primary data. For the calculation of the emissions, the annual weighted energy consumption is multiplied by the expected lifetime of the products, the order intake values, and the country-specific emission factors. The emissions factors are sourced from Ecoinvent v. 3.7.1 (for the years 2020, 2021, and 2022), Ecoinvent v. 3.9.1 (for the year 2023), and Ecoinvent v.3.11 (for the year 2024).

Category 12: End-of-life treatment of sold products
Schindler calculates the emissions based on order intake data and environmental impacts related to waste processing and waste disposal sourced from life cycle assessment (LCA) studies. Given that not all product lines have a LCA study, similar product lines are taken as proxies.

Further metrics and targets disclosed in the Nonfinancial Report were defined as follows:
- The frequency rate is calculated by multiplying the total number of lost workday cases for the year by 1 000 000, divided by the total number of working hours
- Senior leadership refers to the individuals who hold top-level positions within the organization and are responsible for making critical decisions that impact the overall direction, strategy, and success of the company. Internally, this is defined following an analytical evaluation of the position and its impact on Schindler, and is designated as Global Senior Management in our HR position ranking scale
- A connected unit is an elevator, escalator, or a moving walk that is maintained by Schindler and connected with a data gateway to Schindler's IoT (Internet of Things) ecosystem
- Vocational education and training students refer to individuals who hold an apprenticeship or traineeship contract within the organization, which can be either in technical or support functions
- The baseline for the top 100 production material factory suppliers is based on spend data as of December 31, 2023. The average EcoVadis assessment score is calculated as a weighted average score based on spend.
- Some Group companies and production sites use specific approaches to consolidate non-financial information, such as estimates based on actual data collected in the previous year, or calculations pro rata to the number of employees or the surface area of Schindler's premises where applicable.

PricewaterhouseCoopers AG has performed assurance procedures to provide limited assurance on a selection of key performance indicators, including Schindler's carbon footprint (see Independent practitioner's limited assurance report on page 168).

Appendix 2

Schindler's climate risks and opportunities assessment methodology follows a comprehensive and structured approach to identifying, prioritizing, and evaluating climate-related impacts across different emissions scenarios and time horizons. The process for selecting and short-listing risks and opportunities for analysis and quantification follows three steps:

1. Develop an initial list of risks and opportunities (R&O) potentially relevant to Schindler following the TCFD recommendations. The R&O list includes acute and chronic physical risks, transition risks, and transition opportunities, and it is informed by Schindler internal information, including the Double Materiality Assessment, and external sources.

2. Determine the short list of the most relevant R&O for Schindler, based on climate risk drivers, transmission channels, likelihood, magnitude, quantifiability and potential financial impacts for each R&O.

3. Identify key risks from the short list for the scenario analyses based on a materiality-quantifiability heatmap, and quantify the potential financial impact by performing climate scenario analyses.

The short-listed risks are reviewed at least annually to ensure their continued relevance and materiality. In 2024, the six most material risks and opportunities were selected from the short list for in-depth, climate scenario analyses, which involved modeling specific climate-related scenarios and a quantification of their potential financial impacts. The climate scenario analyses cover three time horizons – near-term (2030), medium-term (2040), and long-term (2050) – under three potential future scenarios, acknowledging the trade-off between physical and transition risk:

– A low-emissions (net-zero) future leading to a warming of 1.5 degrees Celsius by the end of the century compared to preindustrial times, thereby reducing the likelihood of severe climate events and shifting climate patterns. Such a scenario involves rapid decarbonization via stringent climate policies, a major shift to renewable energy, phasing out fossil fuels, and electrification of sectors like transport and heating. Significant technological advancements and behavioral shifts to reach ambitious emission targets are also considered.
– A moderate-emissions future, driven by announced climate policies (some of which have not yet been implemented), leading to a warming of 2–3 degrees Celsius by the end of the century, thus resulting in significant, though not catastrophic, climate impacts. Such a scenario involves slower emissions reductions and continued reliance on fossil fuels, with moderate growth in renewables. Governments implement climate policies, but not at the scale required for net zero, leading to moderate transition risks and higher physical risks.
– A high-emissions (business-as-usual) future leading to a warming of more than 3 degrees Celsius by the end of the century in line with the latest scientific projections leading to severe physical risks. In such a scenario, limited climate action results in continued fossil fuel use, slower decarbonization, and minimal policy changes. Transition risks are lower in the near term, but leave businesses exposed to greater long-term physical impacts in a greatly changing climate.

The climate scenarios are based on established models, such as the International Energy Agency (IEA) World Energy Outlook (WEO) scenarios and the Network for Greening the Financial System (NGFS) Scenarios for transition risks, as well as the Intergovernmental Panel on Climate Change (IPCC) Shared

Socioeconomic Pathways/Representative Concentration Pathway (SSP/RCP) scenarios for physical risk from the latest AR6 report. For the physical risk assessment, data and results from Munich Re's Location Risk Intelligence climate tool are used. The modeling approach also incorporates Schindler-specific information, including the Group's SBTi-approved GHG emissions reduction targets and energy efficiency targets for the near (2030) and medium (2040) terms.

Forward-looking climate scenario analyses are based on a variety of assumptions and estimates which might change over time, potentially resulting in material deviations in the financial impact projection compared to the figures disclosed in this report. Differences in the results can be caused by changes in market, policy and legal conditions, scientific or technological developments, changes in assumptions, evolving sustainability strategies as well as other risks, uncertainties and correlations with external factors.

The following physical risks are assessed as part of the climate scenario analyses: cold, drought, fire, heat, and precipitation stress; (river) flooding; storm surges; and tropical cyclones. The financial impact quantification is performed for extratropical storms, (river) flooding, storm surges, tropical cyclones, and wildfires.

The potential financial impact from physical damage to the Group's production sites, consolidation hubs, and office facilities is estimated as the gross annual expected loss of the asset value, i.e., excluding potential mitigation by risk management measures, e.g., insurance coverage. The scope for modelling this risk covers 18 production sites and 71 owned buildings, mainly offices and warehouses, across 30 countries. The potential financial impact is estimated for moderate- and high- emissions scenarios.

For the risk of disruption to operations at production sites and key supplier sites, the potential financial impact is measured as the potential revenue lost (annual expected loss) due to downtime based on the expected number of days lost. The climate scenario analysis was performed for 18 production sites and 97 suppliers in 35 countries.

The transition risks modeled as part of the scenario analyses include market, policy and legal, and technology risks. The approach to measure the potential financial impact is based on the additional costs for Schindler, whether or not SBTi and energy efficiency targets will be achieved. For all risks, the conservative assumption is that none of the costs are passed on to the clients, while costs of suppliers are passed on partially to Schindler. Similarly, for the transition opportunity, the pass-through rate to clients is assumed to be partial.

The potential financial impact due to increased energy pricing for Schindler and its suppliers reflects the change in energy cost for own operations and suppliers to be borne by Schindler. The model takes into account the current and future energy mix and future needs for own operations and suppliers. For the different time horizons and the scenarios, the quantification of the impact is estimated comparing the costs of meeting or not meeting the SBTi targets.

The impact due to policy and legal risks, in particular the risk of increased exposure to carbon pricing for Schindler's own operations and of costs incurred by suppliers that are passed on to Schindler is estimated as the additional cost for Schindler depending on whether or not SBTi targets are met, leveraging the respective transition risk scenarios. The scenario considers the GHG emissions of own operations and of Schindler suppliers by country and the corresponding forward-looking carbon price and emission scenarios.

As part of transition risks, the key technology risk for Schindler relates to increased costs for transitioning to low-emission materials. The climate scenario analyses take into account the development of the raw material prices, the conventional-innovative material mix, and emission factors.

Finally, the transition opportunity for Schindler is the flip side of the technology risk above and reflects the potential for an increase in revenue from using low-emission materials assuming Schindler meets its SBTi targets.

Definition of time horizons

Time horizon	baseline 2024	near-term 2030	medium-term 2040	long-term 2050
Scope	Reflects historical exposure and vulnerability to climate change impacts.	Examines near- to medium-term impacts, with a focus on transition effects driven by decarbonization efforts	Considers medium- to long-term physical impacts of climate change and the on-going transition to a low-carbon economy	Focuses on long-term physical impacts resulting from climate change

Definition of climate scenarios

Schindler Scenario	Risk focus and scenarios	Time horizon focus	Core assumptions	Warming in 2100 (vs. preindustrial)
Low emissions (net-zero)	Transition risks (NGFS Net Zero 2050, IEA Net Zero by 2050)	Near-term (2030), Medium-term (2040)	Climate policy: Rapid response Technology: Fast change, high electrification, higher efficiency Carbon Capture and Storage: High application	~1.5°C
Moderate emissions	Transition risks (NGFS Nationally determined contribution, IEA Announced Pledges Scenario) and physical risks (IPCC SSP2-/RCP4.5)	Near-term (2030), Medium-term (2040), Long-term (2050)	Climate policy: Announced pledges Technology: Medium change Carbon Capture and Storage: Medium application	~2-3°C
High emissions (business-as-usual)	Transition (NGFS Current Policies Scenario, IEA Stated Policies Scenario) and Physical risks (IPCC SSP5-/RCP8.5)	Near-term (2030), Medium-term (2040), Long-term (2050)	Climate policy: Business-as-usual Technology: Slow change Carbon Capture and Storage: Low application	3°C+

GRI content index

Schindler Holding Ltd. has reported the information cited in this GRI content index for the period January 1–December 31, 2024, with reference to the GRI Standards.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Corporate Governance 2024, p. 75–76 Consolidated Financial Statements 2024, p. 54–55 Group Review 2024, p. 88
	2-2 Entities included in the organization's sustainability reporting	Nonfinancial Report 2024, p. 160 Consolidated Financial Statements 2024, p. 12 and p. 54–55
	2-3 Reporting period, frequency and contact point	Nonfinancial Report 2024, p. 127 and p. 138–139 Consolidated Financial Statements 2024, p. 10 Nonfinancial Report 2024, p. 160 sustainability@schindler.com
	2-4 Restatements of information	Nonfinancial Report 2024, p. 160–162
	2-5 External assurance	Nonfinancial Report 2024, p. 168–171 Consolidated Financial Statements 2024, p. 124–125
	2-6 Activities, value chain and other business relationships	Nonfinancial Report 2024, p. 127–129 and 145–147 Consolidated Financial Statements 2024, p. 13–14
	2-9 Governance structure and composition	Nonfinancial Report 2024, p. 138–139 Corporate Governance 2024, p. 75–76 and 79–80
	2-11 Chair of the highest governance body	Corporate Governance 2024, p. 90
	2-13 Delegation of responsibility for managing impacts	Nonfinancial Report 2024, p. 132–133 and 138–139
	2-14 Role of the highest governance body in sustainability reporting	Nonfinancial Report 2024, p. 132–133, 138–139 and 160
	2-15 Conflicts of interest	Schindler's Code of Conduct Corporate Governance 2024, p. 92–95
	2-16 Communication of critical concerns	Nonfinancial Report 2024, p. 139–140 Speak-up Guidelines and Concern Handling Guidelines schindler.integrityline.com
	2-19 Remuneration policies	Compensation Report 2024, p. 102–105 Nonfinancial Report 2024, p. 138
	2-20 Process to determine remuneration	Compensation Report 2024, p. 104–105
	2-22 Statement on sustainable development strategy	Group Review 2024, Statement of the Board of Directors, p. 6 and Milestones, p. 4
	2-23 Policy commitments	Nonfinancial Report 2024, p. 139 group.schindler.com/en/responsibility.html
	2-24 Embedding policy commitments	Nonfinancial Report 2024, p. 139–155
	2-25 Processes to remediate negative impacts	Nonfinancial Report 2024, p. 139–153 group.schindler.com/en/responsibility.html
	2-26 Mechanisms for seeking advice and raising concerns	Nonfinancial Report 2024, p. 139–140 and 153–155

GRI STANDARD	DISCLOSURE	LOCATION
GRI 3: Material Topics 2021	3-2 List of material topics	Nonfinancial Report 2024, p. 131
	3-3 Management of material topics	Information is disclosed in the section 3.3 of the Nonfinancial Report, p. 140–155
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Nonfinancial Report 2024, p. 127–129 Nonfinancial Report 2024, p. 152 Consolidated Financial Statements 2024, p. 4, 9 and 45
	201-2 Financial implications and other risks and opportunities due to climate change	Nonfinancial Report 2024, p. 133–135, 141–142 and 162–164 For further information, refer to the submission to the CDP climate questionnaire
	201-3 Defined benefit plan obligations and other retirement plans	Consolidated Financial Statements 2024, p. 15–21
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption	Nonfinancial Report 2024, p. 153–155
GRI 301: Materials 2016	301-1 Materials used by weight or volume	An overview of used materials and components across key product categories is published in our EPDs available at environdec.com.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	2 432 170 800 MJ (Megajoule) Nonfinancial Report 2024, p. 156
	302-3 Energy intensity	Nonfinancial Report 2024, p. 157
	302-4 Reduction of energy consumption	Nonfinancial Report 2024, p. 156
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Nonfinancial Report 2024, p. 157
	305-2 Energy indirect (Scope 2) GHG emissions	Nonfinancial Report 2024, p. 157
	305-3 Other indirect (Scope 3) GHG emissions	Nonfinancial Report 2024, p. 157
	305-4 GHG emissions intensity	Nonfinancial Report 2024, p. 158
	305-6 Emissions of ozone-depleting substances (ODS)	Nonfinancial Report 2024, p. 159
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Nonfinancial Report 2024, p. 159
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Nonfinancial Report 2024, p. 147 and 158
	306-3 Waste generated	Nonfinancial Report 2024, p. 158
	306-4 Waste diverted from disposal	Nonfinancial Report 2024, p. 158
	306-5 Waste directed to disposal	Nonfinancial Report 2024, p. 158
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Nonfinancial Report 2024, p. 136 and 148–149
	403-2 Hazard identification, risk assessment, and incident investigation	Nonfinancial Report 2024, p. 148–149
	403-4 Worker participation, consultation, and communication on occupational health and safety	Nonfinancial Report 2024, p. 148–149
	403-5 Worker training on occupational health and safety	Nonfinancial Report 2024, p. 148–149
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Nonfinancial Report 2024, p. 148–149

TCFD / Swiss Ordinance on Climate Disclosures content index

Schindler Holding Ltd. has reported the information cited in this TCFD content index in the current Nonfinancial Report, as required by the Swiss Ordinance on Climate Disclosures. Requirements specific to the Swiss Ordinance on Climate Disclosures are also included in the current Nonfinancial Report.

Independent practitioner’s limited assurance report

On Selected Indicators in the Nonfinancial Report 2024 in the Annual Report 2024 to the Management of Schindler Holding Ltd. Hergiswil NW

We have been engaged by Management to perform assurance procedures to provide limited assurance on the Selected Indicators 2024 (including the GHG statement) of Schindler Holding Ltd. and its consolidated subsidiaries (“Schindler”) for the period ended 31 December 2024. The Selected Indicators 2024 will be published in the Nonfinancial Report 2024 as well as in the Annual Report 2024 of Schindler Holding Ltd.

Scope and subject matter

The following selected 2024 indicators were subject to our engagement (“Selected Indicators”):

Energy consumption (page 156):
- Direct energy
  - Subtotal buildings and processes; and
  - Subtotal vehicle fleet.
- Indirect energy
  - Purchased electricity
  - District heating and cooling; and
  - On-site generated solar energy consumed.

Greenhouse Gas Emissions (page 157):
- GHG Emissions scope 1 (Buildings and processes, Refrigerants and Vehicle fleet);
- GHG Emissions scope 2 (Purchased electricity and District heating and cooling, location-based and marked-based);
- GHG Emissions scope 3:
  - Category 1: Purchased goods and services;
  - Category 4: Upstream transportation and distribution;
  - Category 6: Business travel;
  - Category 7: Employee commuting;
  - Category 11: Use of sold products; and
  - Category 12: End-of-life treatment of sold products.

Other air emissions (page 159):
- Refrigerants (Refrigerant loss refilled, ODP1 of refrigerants and GHG emissions from refrigerants); and
- Volatile organic compounds (VOCs) (Nonchlorinated and Chlorinated).

Gender diversity overview (page 159):
- Women in senior leadership position; and
- Women in the overall workforce.

Water (page 159):
- Total water withdrawn;
- Total water recycled and reused;
- Total water discharged; and
- Number of production sites operating in water sensitive areas.

Training (page 153):
- Number of vocational education and training students

Health and safety (page 156):
- Frequency rate (Fh) Lost Workday Cases (LWDC).

Ethics and integrity (page 156):
- Completed corruption risk evaluations in every country where Schindler is doing business.

Resilient supply chain management and procurement (page 156):
- Percentage of EcoVadis assessment of suppliers representing > 85% of production material factory spend; and
- Number of Average EcoVadis assessment score for the top 100 production material factory suppliers (by spend).

Technology and innovation for sustainable building design (page 156):
- Share of connected units compared to total maintenance portfolio of elevators, escalators, and moving walks.

We do not comment on, nor conclude on any prospective information nor did we perform any assurance procedures on the information other than those stated above for the reporting period 2024.

Criteria

The Selected Indicators 2024 (including the GHG statement) were prepared by the Management based on the criteria in the section "About this Report" in the Nonfinancial Report 2024 (page 160). The section "About this Report" was developed based on the GRI Sustainability Reporting Standards (GRI Standards 2021), published by the Global Reporting Initiative (GRI), and the Greenhouse Gas (GHG) Protocol Corporate Standard (Revised edition) (the 'suitable Criteria').

Inherent limitations

The accuracy and completeness of the Selected Indicators 2024 (including the GHG statement) are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the Indicators 2024 are subject to inherent limitations because of incomplete scientific knowledge used to determine factors related to the Selected Indicators 2024 the values needed to combine e.g. emissions of different gases. Our assurance report will therefore have to be read in connection with the suitable Criteria.

Management's responsibility

The Management of Schindler Holding Ltd. is responsible for preparing the Selected Indicators 2024 and their publication in the Nonfinancial Report 2024 in the Annual Report 2024 in accordance with suitable Criteria. This responsibility includes the design, implementation and maintenance of the internal control system related to the preparation of the Selected Indicators 2024 and their publication that are free from material misstatement, whether due to fraud or error. Furthermore, the Management is responsible for the selection and application of the suitable Criteria.

Independence and quality management

We are independent of the Schindler Holding Ltd. in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

PricewaterhouseCoopers AG applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner’s responsibility

Our responsibility is to perform an assurance limited engagement and to express a conclusion on the Selected Indicators 2024 (including the GHG statement). We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) ‘Assurance engagements other than audits or reviews of historical financial information’ and the International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements (‘ISAE 3410’), issued by the International Auditing and Assurance Standards Board. Those standards require that we plan and perform our procedures to obtain limited assurance whether anything has come to our attention that causes us to believe that the Selected Indicators 2024 (including the GHG statement) were not, in all material respects, in accordance with the suitable Criteria.

Based on risk and materiality considerations, we performed our procedures to obtain sufficient and appropriate assurance evidence. The procedures selected depend on the assurance practitioner’s judgement. A limited assurance engagement under ISAE 3000 (Revised) and ISAE 3410 is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement and therefore less assurance is obtained with a limited assurance engagement than for a reasonable assurance engagement.

Summary of the work performed

We performed the following procedures, among others:

- Assessment of the section "About this Report", including the criteria to determine whether they are appropriate when applied in relation to the Selected Indicators 2024 (including the GHG statement);
- Inquiries and detailed walkthroughs with relevant stakeholders for the Selected Indicators 2024 (including the GHG statement);
- Inspection of process and control descriptions and other internal guidelines and relevant documents;
- Analytical procedures;
- Reperformance of relevant calculations (including the GHG statement);
- Additional assurance procedures as deemed necessary (e.g. sample-based source tracing) as well as in relation to the publication of the Selected Indicators 2024 (including the GHG statement) in the Nonfinancial Report 2024 in the Annual Report 2024; and
- Local level procedures (2 site visits to inspect local processes and reconcile source evidence).

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Conclusion

Based on the work we performed, nothing has come to our attention that causes us to believe that the Selected Indicators (including the GHG statement) of Schindler Holding Ltd. for the period ended 31 December 2024 on pages 153, and 156 – 159 in the Nonfinancial Report 2024 in the Annual Report 2024 are not, in all material respects, prepared in accordance with the suitable Criteria.

Intended users and purpose of the report

This report is prepared for, and only for, the Management of Schindler Holding Ltd, and solely for the purpose of reporting to them on Selected Indicators 2024 (including the GHG statement) and no other purpose. We do not, in giving our conclusion, accept or assume responsibility (legal or otherwise) or accept liability for, or in connection with, any other purpose for which our report including the conclusion may be used, or to any other person to whom our report is shown or into whose hands it may come, and no other persons shall be entitled to rely on our conclusion.

We permit the disclosure of our report, in full only and in combination with the suitable Criteria, to enable the Management to demonstrate that that they have discharged their governance responsibilities by commissioning an independent assurance report over the Selected Indicators 2024 (including the GHG statement), without assuming or accepting any responsibility or liability to any third parties on our part. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of Schindler Holding Ltd. for our work or this report.

PricewaterhouseCoopers AG

Thierry Troesch Cyrill Ivo Manetsch

Zurich, February 11, 2025

The Annual Report of the Schindler Group for 2024 consists of the Group Review and the Financial Statements.

The original German version is binding. English and Chinese translations of the Group Review are available.
The Financial Statements are published in German and English.

Overall responsibility, concept, and text
Schindler Management Ltd.
Global Communications & Branding
Ebikon, Switzerland

Overall concept and design
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Zurich, Switzerland

Premedia and online
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Zurich, Switzerland

Printing
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Baar, Switzerland

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