

The image features a blue-toned background with a close-up of a perforated metal surface and several spherical roller elements. The Schaeffler logo is positioned in the top right corner.

**SCHAEFFLER**

## **Schaeffler India Limited 59th Annual General Meeting**

April 27, 2022  
Harsha Kadam  
Managing Director

We pioneer motion

## Moving the world for decades | Schaeffler completes 60 years of its presence in India

Schaeffler celebrated 75 years on 30<sup>th</sup> November 2021



We celebrate 60 years of our presence in India<sup>1)</sup>



<sup>1)</sup> Incorporation date 27<sup>th</sup> April 1962

## Customer recognitions | For excellence



**Toyota Kirloskar  
awards**

**Hosur Plant for  
Zero-defect Supplies**



**TATA Fiat Chrysler  
awards**

**Pune and Hosur  
Plant for  
Zero-PPM and  
Zero- Warranty**



**CIOReview  
Recognizes us for**

**One of the 10 Most  
Promising I4.0  
Solution Providers**



**Mahindra  
Special award for**

**Exemplary  
contribution to one  
the most successful  
model, Thar**



**John Deere  
award for**

**Sustainability**

## Schaeffler Group recognition | Quality parameters

Fit for Quality award  
Zero complaint segment for 2 years (SILVER)



Fit for Quality award  
Zero complaint segment for 1 year (BRONZE)





# COVID-19 | Comprehensive actions enabling employee wellbeing

## Prevent

- Continued COVID-19 safety protocols at all locations
- Successful vaccination drive



## Support

- COVID-19 support –insurance, helpline for counselling and mental health
- No structural change across the organization – roles and compensations secured



## Motivate






- Care and Wellness @Schaeffler programs focusing on employee wellness
- Leadership outreach to all sections of employees

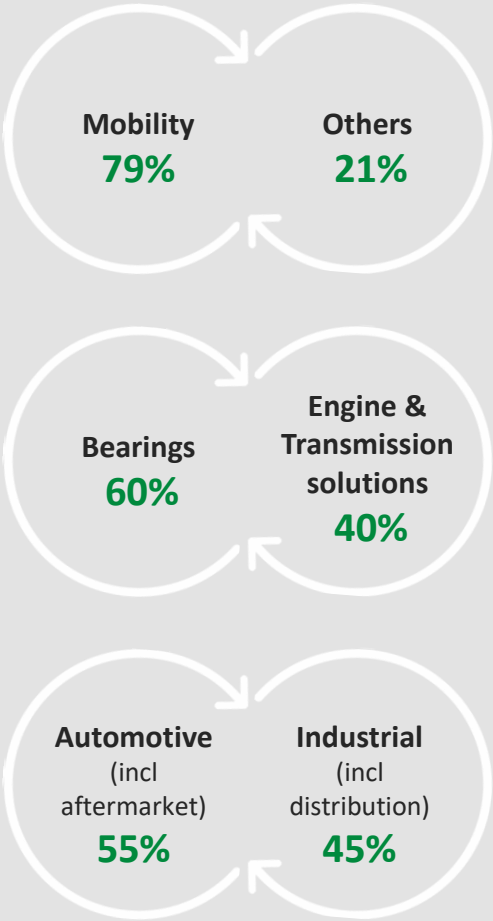




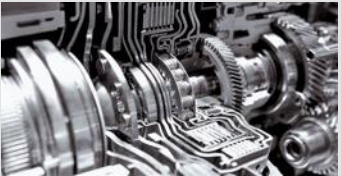


**100%**  
Workforce vaccinated



Our sectors | Facilitating motion across<sup>1)</sup>

Two Wheelers	
Cars & Light Commercial Vehicles	
Truck & Bus	
Off-road	
Rail	



	Raw Materials
	Industrial Automation
	Power Transmission
	Wind
	Aftermarket & Distribution

<sup>1)</sup>As of 31<sup>st</sup> December 2021



Manufacturing footprint | Strengthening localization and value-added services

Maneja (Industrial)



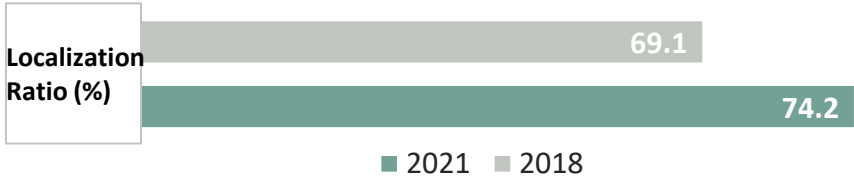
Savli (Industrial)



Hosur (Automotive)



Pune (Automotive)



## Year 2021 | Resilience and resurgence



- ① Yielding right results while combating headwinds
- ② Building customer trust - product development and QCD focus
- ③ Strengthening localization and building capacities for future
- ④ Engaging work environment and inclusive culture
- ⑤ Integrated reporting focusing financial and non-financial fronts



## Executive Leadership Team | Leading with passion and principles



**Harsha Kadam**  
Managing Director & CEO,  
President (Industrial)



**Satish Patel**  
Director - Finance,  
Chief Financial Officer



**Sameer Mathur**  
Chief Operating Officer



**Santanu Ghoshal**  
Vice President  
(Human Resources)



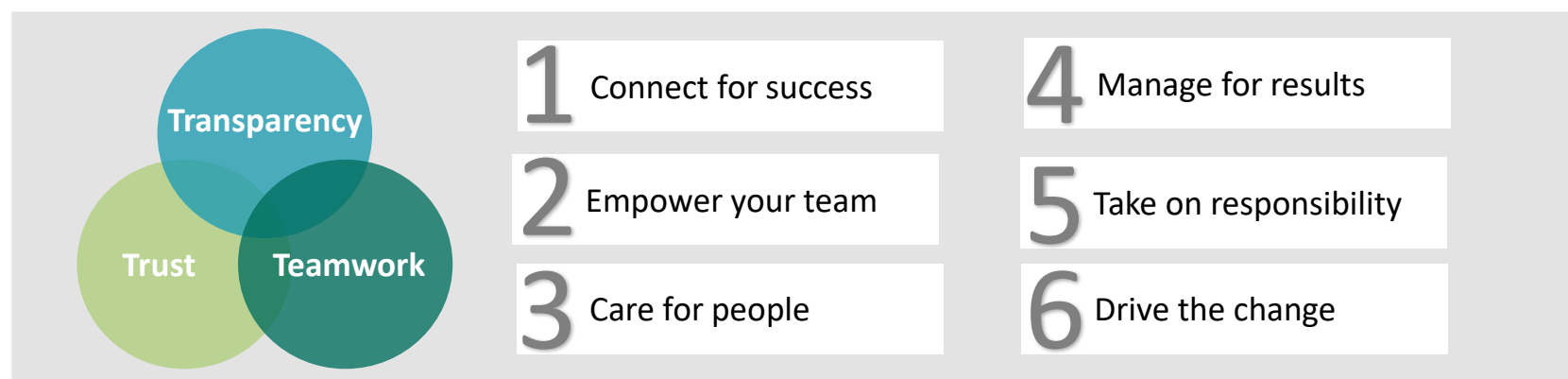
**Sanjeev Saxena**  
President  
(Automotive Technologies)



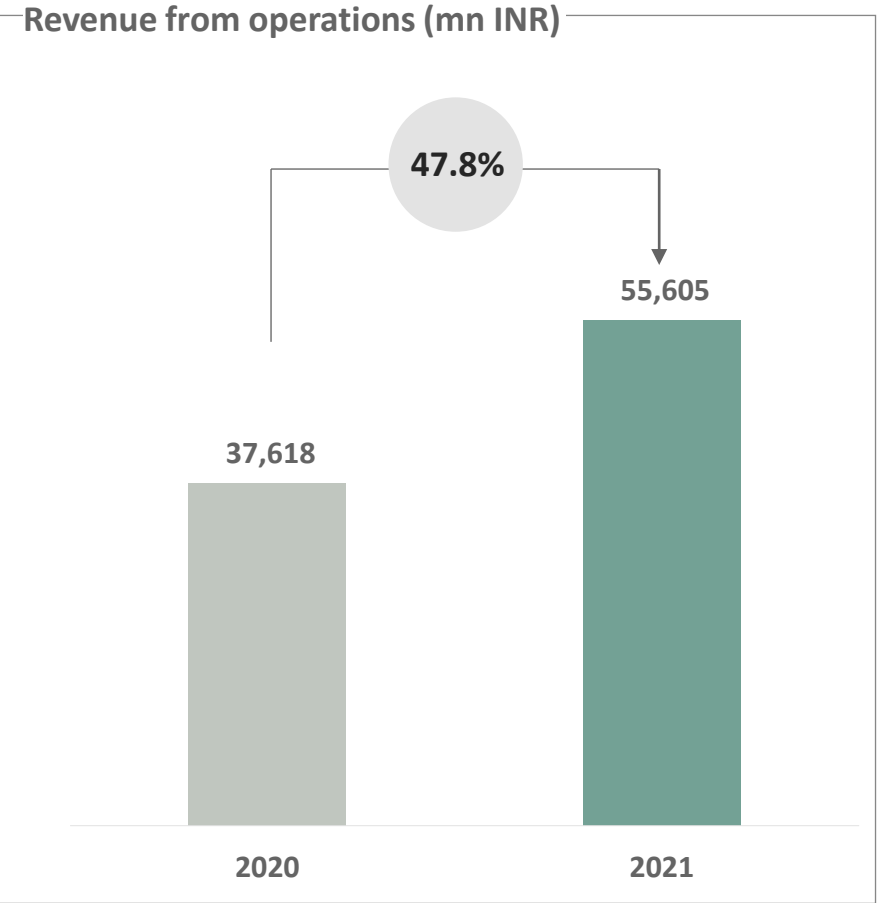
**Debasish Satpathy**  
President  
(Automotive Aftermarket)



**Alok Dave**  
Vice President  
(Purchasing)



Revenue from operations | Outperforming market in every business vertical



Y-o-Y growth across our businesses

Automotive Technologies

50.0%

Automotive Aftermarket

50.0%

Industrial

39.0%

Exports

71.0%

## New products & services | Enhancing customer value

### Automotive Technologies



Hysteresis controlled clutch cover for AMT



Static seal clutch master cylinder



Aluminum concentric slave cylinder



Variable expansion dampers



Strut Bearing



Wheel Bearing

- 3% revenues from e-mobility
- New transmission system components

### Automotive Aftermarket



FEAD/Timing Kit



Serviceable type cover assembly



Tempo Traveler



TruPower anti-freeze coolant



BS VI



Universal joint and shock absorbers

- Applicability of BS VI norms
- REPPERT training programs

### Industrial



Angular Contact Ball Bearing



CRB wo outer ring



Tarol2



Tapered Roller Bearing



Industry 4.0 Products

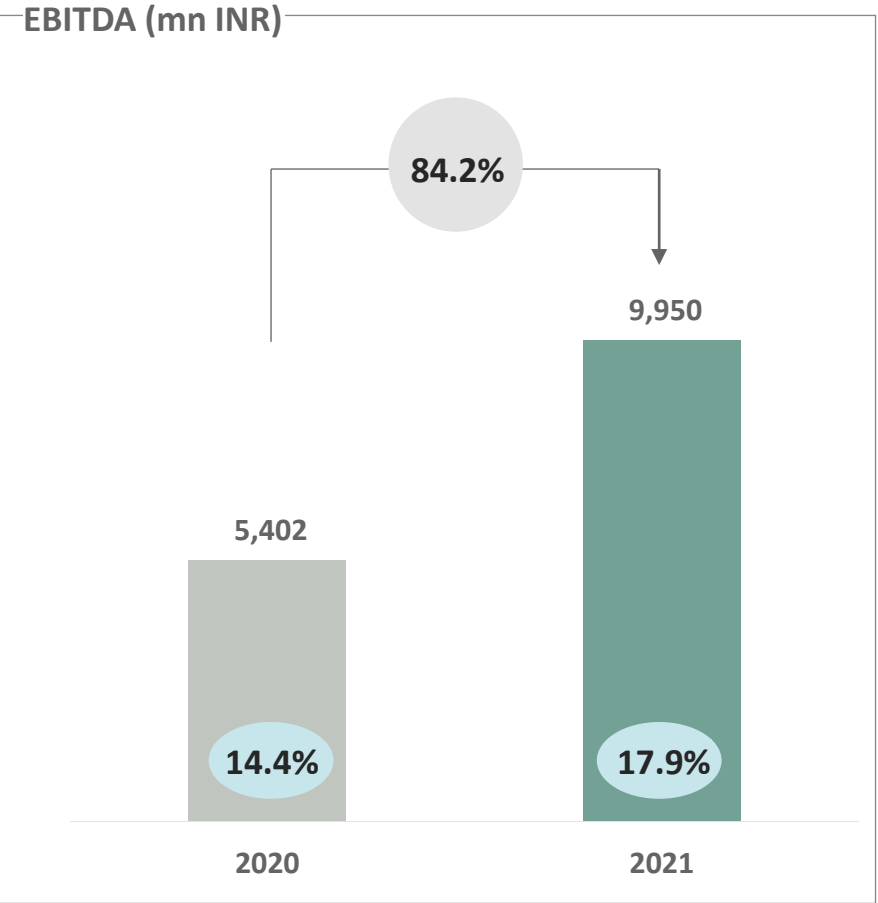


Large Size Bearings Refurbishment Center

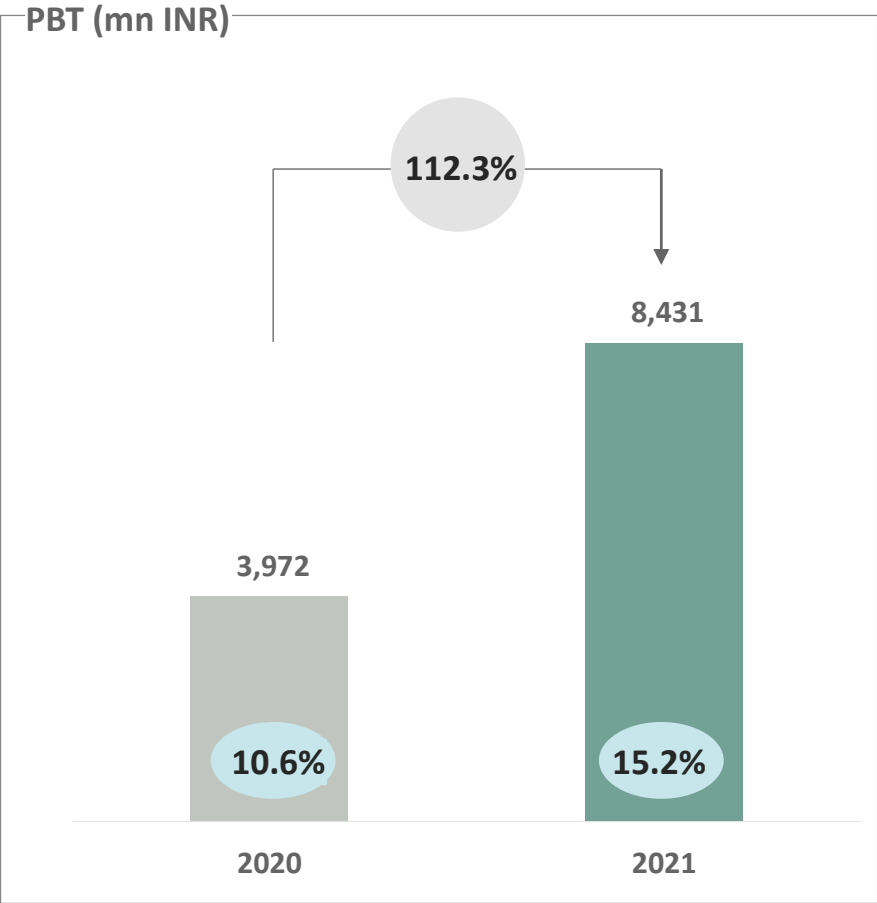
- Innovation with systems and services
- Strategic expansion of distribution network



Earnings Quality | Sizeable growth in performance

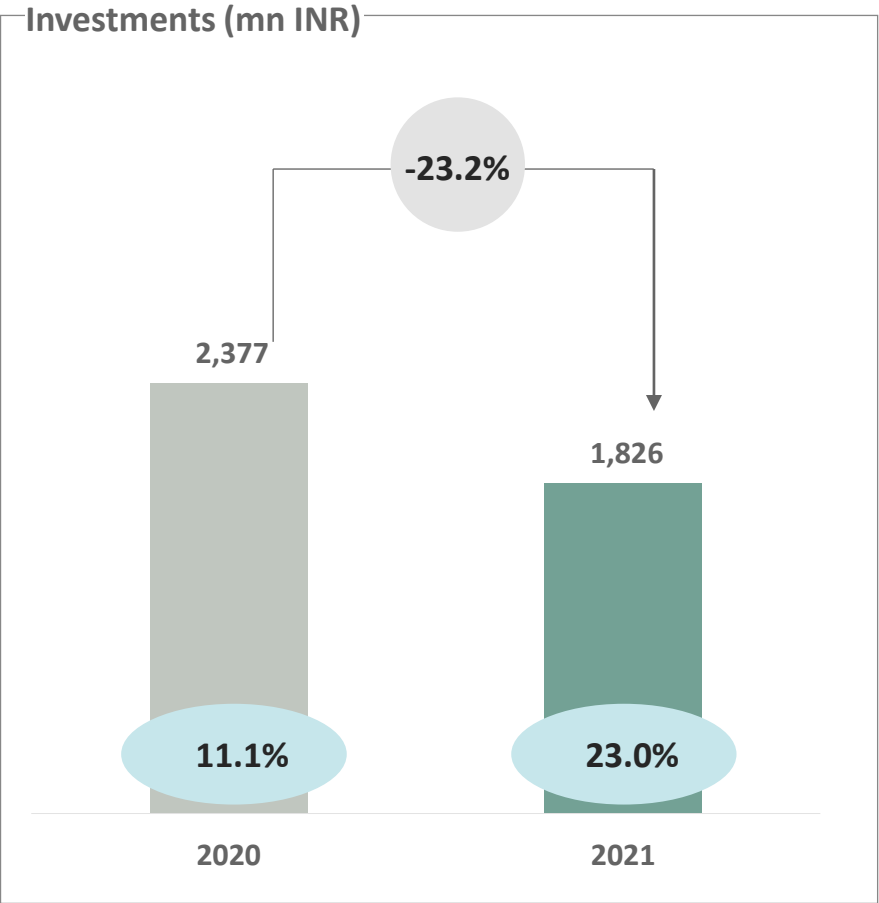
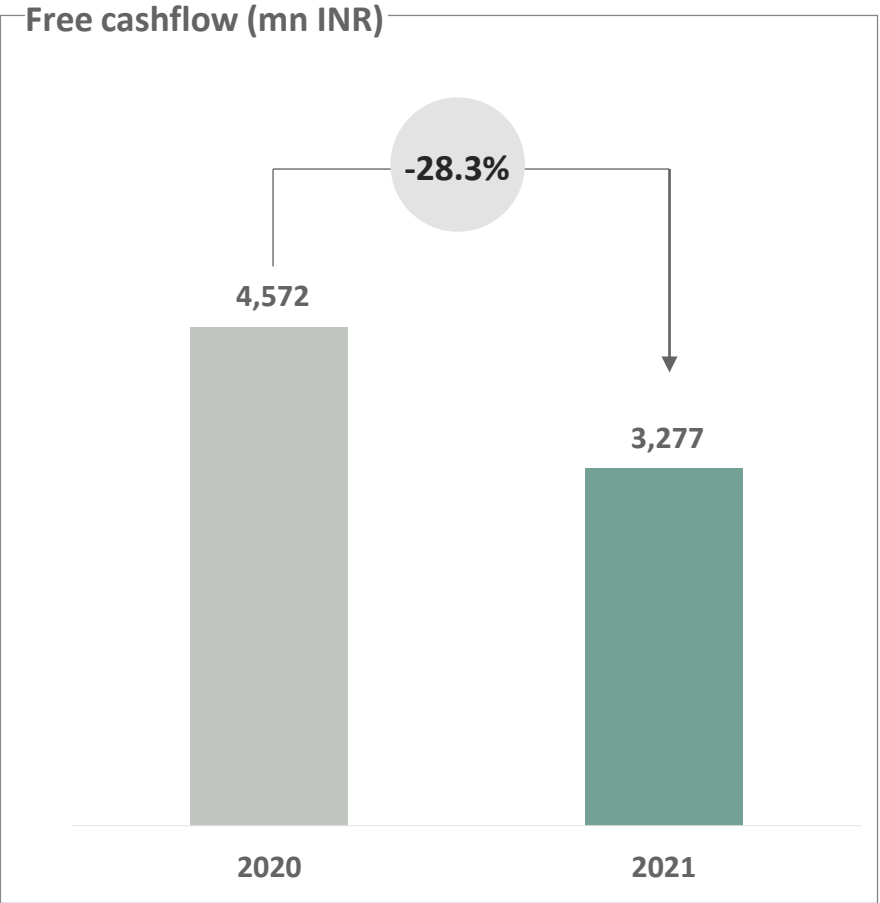


% to revenue



% to revenue

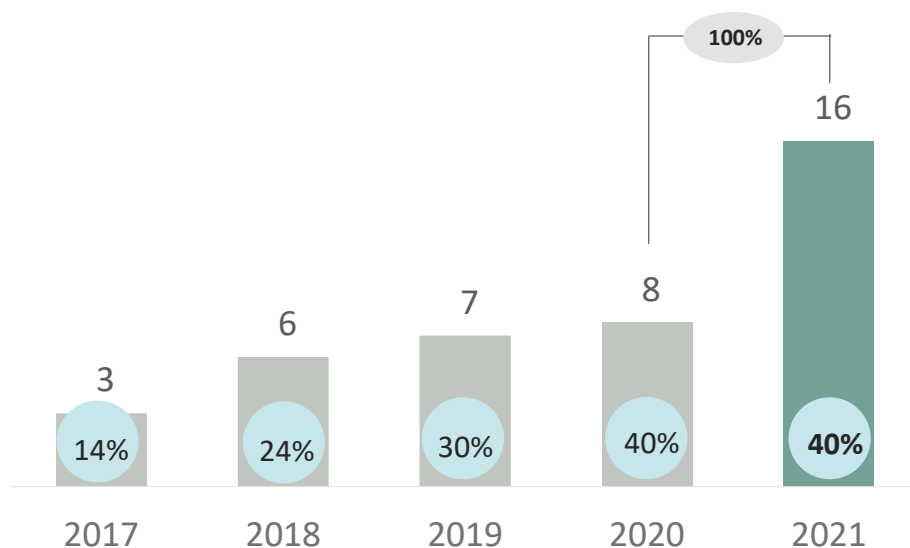
Free cashflow and Investments | Continued focus



Return on Capital Employed (ROCE)

## Consistent value creation | Dividend payout

### Dividend per share (INR)



● Pay out ratio (% to net profit before exceptional items)

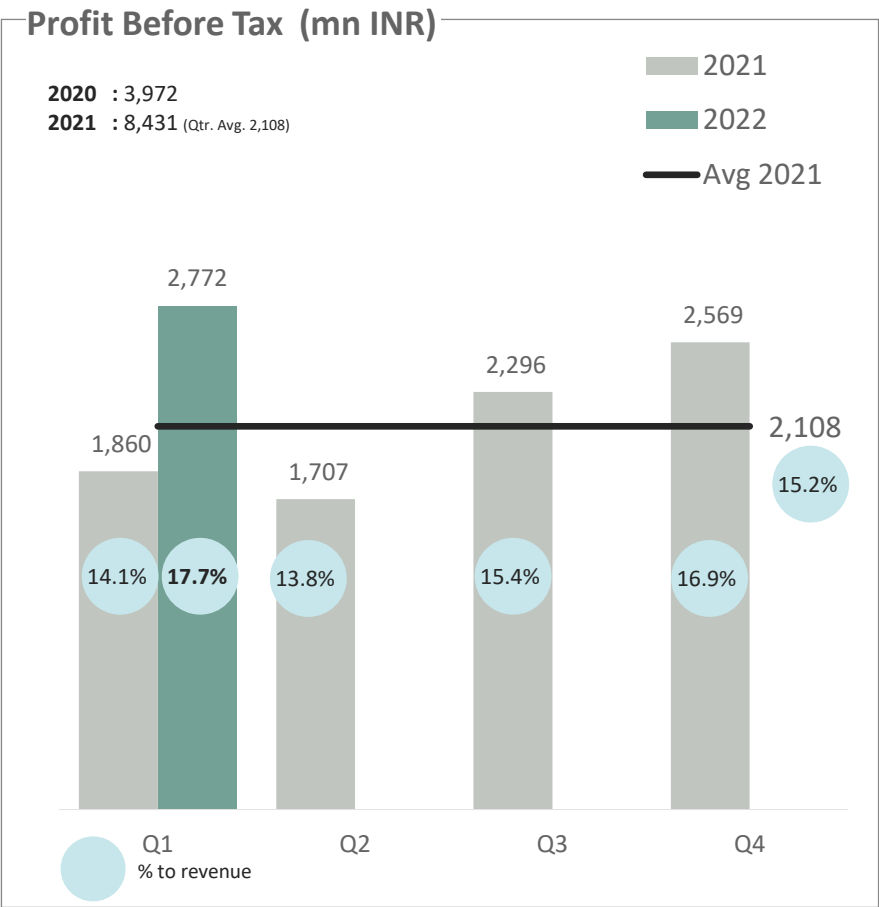
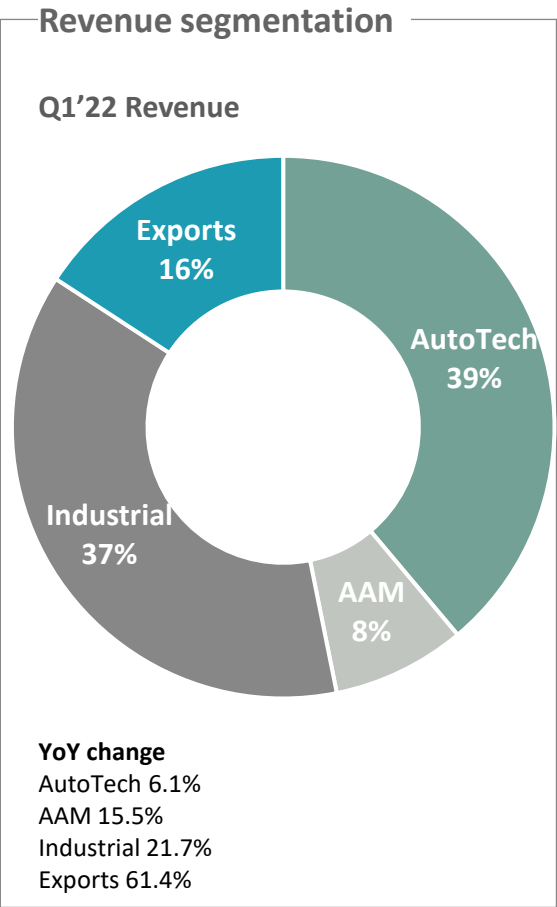
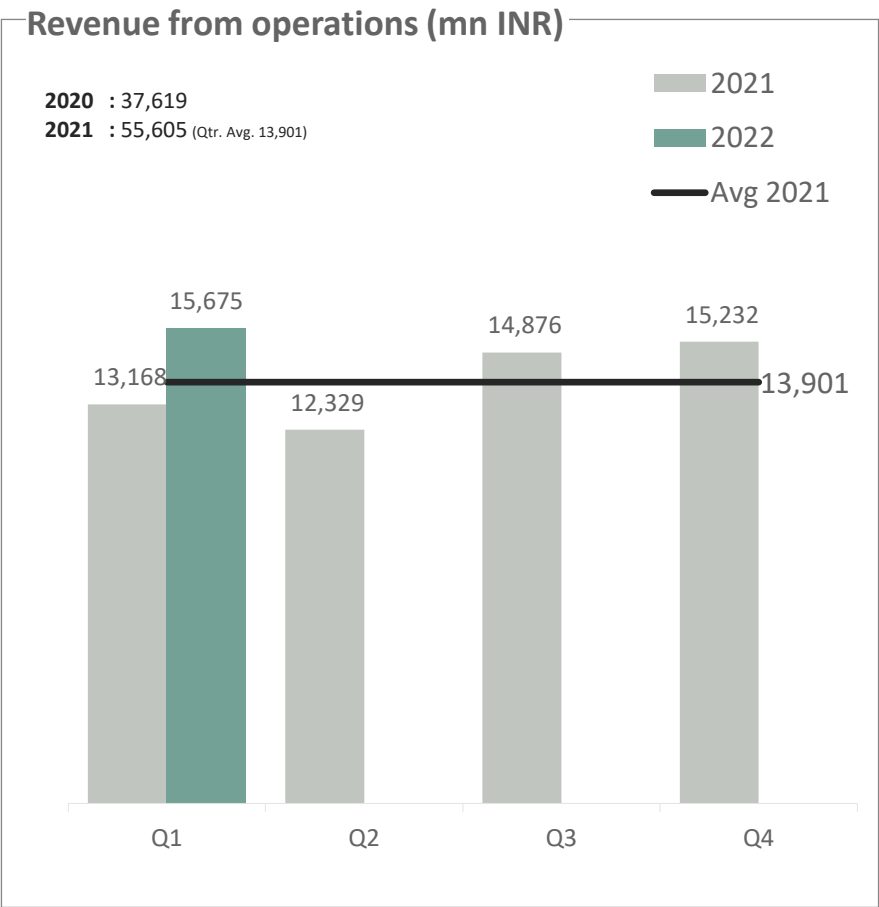
*Note: Dividend per share for previous years restated considering face value of INR 2 per equity share for comparable presentation. CY2021 dividend is subject to approval of shareholders*

**Target dividend payout ratio  
30% to 50% of net income<sup>1)</sup>**

<sup>1)</sup> Net Income – annual standalone profits after tax (PAT)



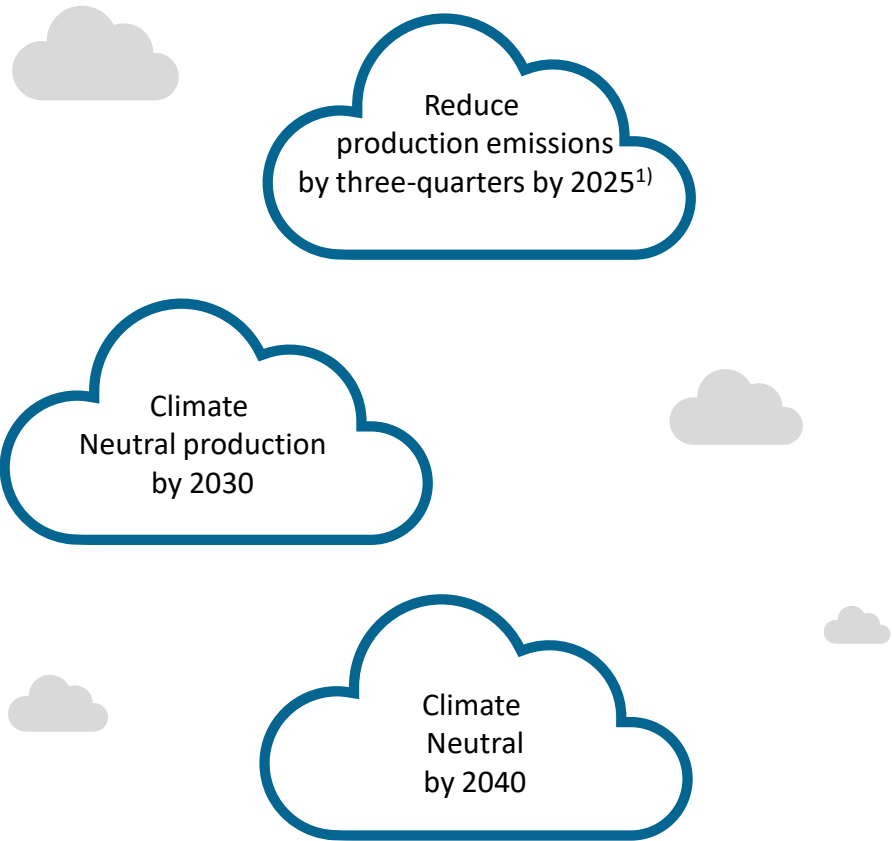
Q1 2022 performance | Revenue and Earnings



Schaeffler Group | Sustainability goals with clear milestones and action fields



Milestones

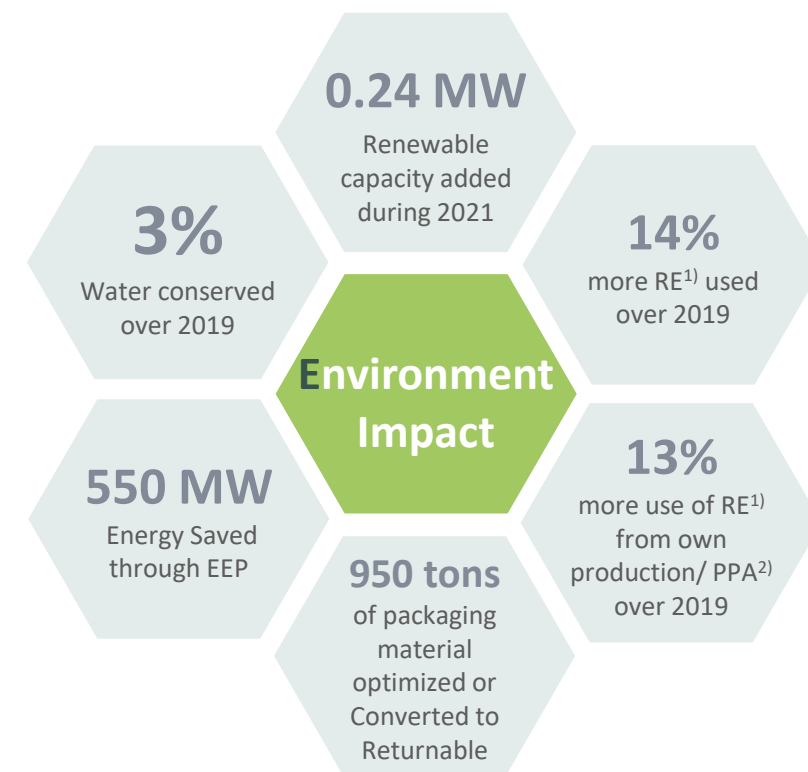


The base year for all calculations is 2019

Action fields

	Customers and products
	Environment & energy
	Suppliers and materials
	Employees and society

## ESG at Schaeffler India | Moving towards environment friendly manufacturing



<sup>1)</sup> RE = Renewable Energy. <sup>2)</sup> PPA = Power Purchase Agreements



ESG at Schaeffler India | Enabling holistic social development



**H**

Healthcare

**₹19.3 million**  
Spend

**80,000**  
Lives impacted

**O**

Occupational skill for better employability

**₹17.7 million**  
Spend

**854**  
Youth impacted

**P**

Preservation of national heritage, art and culture

**₹1.3 million**  
Spend

**₹88.3 million**  
CSR spend

**91,354**  
Lives impacted

**1,074 hours**  
Volunteered by 96 employees across 21 CSR initiatives

**E**

Empowerment of the society

**₹44.7 million**  
Spend

**10,500**  
Lives impacted

**1.6%**  
Women in Leadership

**100%**  
Vaccination of employees

**Social Impact**

**~48%**  
reduction in injury rate


**91,354**  
Lives benefited from CSR

## Schaeffler India | Strengthening our brand




We pioneer motion  
**Precision Without Compromise**

**SCHAEFFLER**

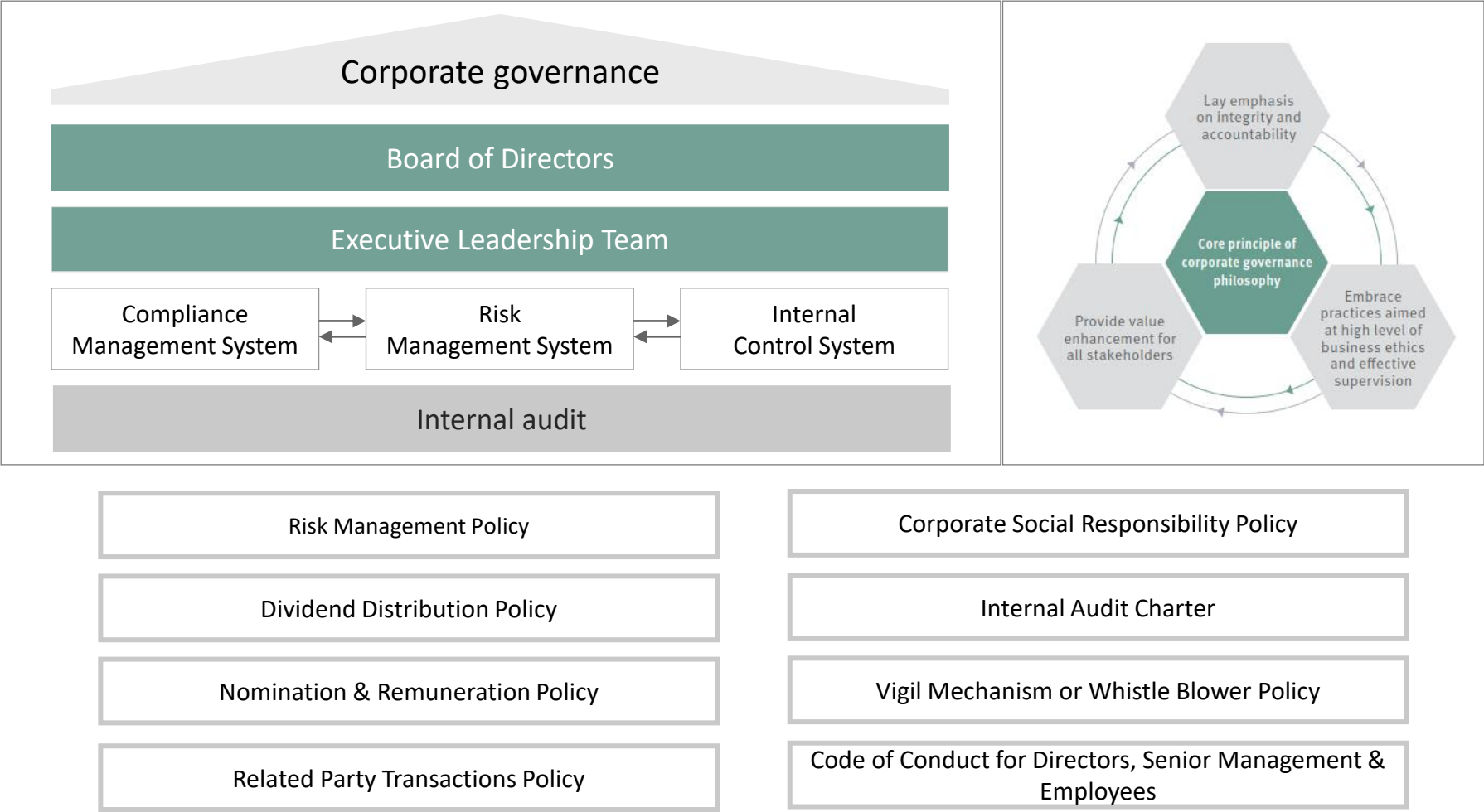
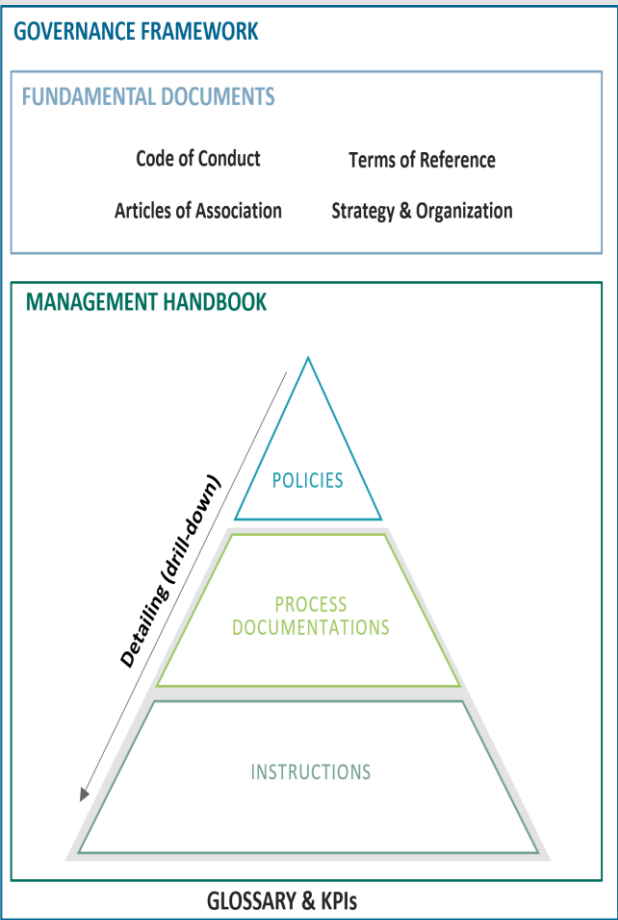



**AXLR8R FORMULA RACING**  
is happy to announce  
**SCHAEFFLER**  
as our  
**GOLD SPONSOR**



**#TheTrackThatHasToBeWon**

ESG at Schaeffler India | Governance framework driven by integrity and accountability





ESG at Schaeffler India | Steps up in its reporting journey

2021

2017

2018

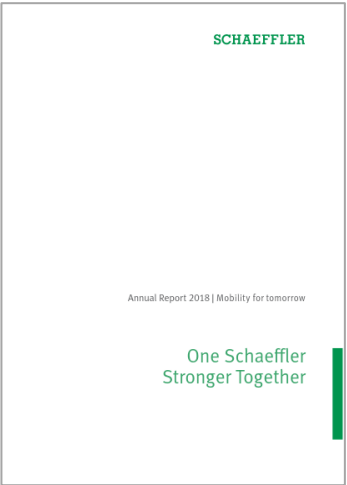
2019

2020

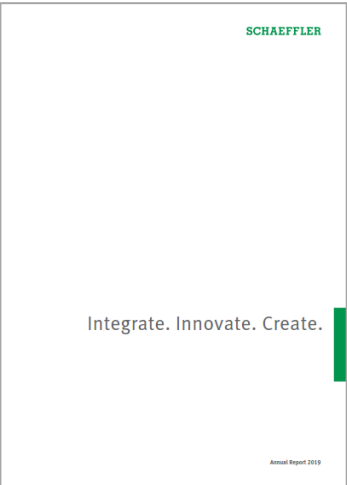


Together we grow

Annual Report - conventional



One Schaeffler. Stronger Together.



Integrate. Innovate. Create.

Annual Report <IR> framework



Resilient today. Empowering tomorrow.



Leading ahead

Integrated Annual Report

## Divisional strategies | Overarching global direction

### Our purpose

We pioneer motion to advance how the world moves



#### Automotive Technologies

- Engine and Transmission Solutions
- Enhanced bearing technology focus
- E- mobility Solutions R&D focus



#### Automotive Aftermarket

- Product diversification
- Network expansion and effectiveness
- Core product focus and value add
- Enhanced digital presence



#### Industrial

- Sectoral Focus
- Network Expansion and Effectiveness
- Product Management & Strategy
- Services Focus & Industry 4.0 solutions



## Strategic initiatives | Investing in future

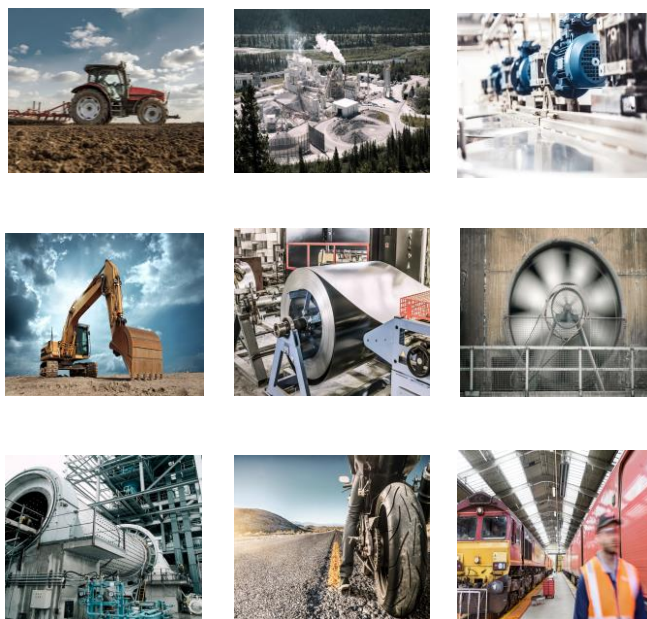
### Innovation across all business fields

R&D footprint for conventional as well as new products aimed at  
“Closer to customer”



### Exports – Strategic Focus

Capacity expansion and competence development across the value chain aimed at ‘Enhancing Opportunities’



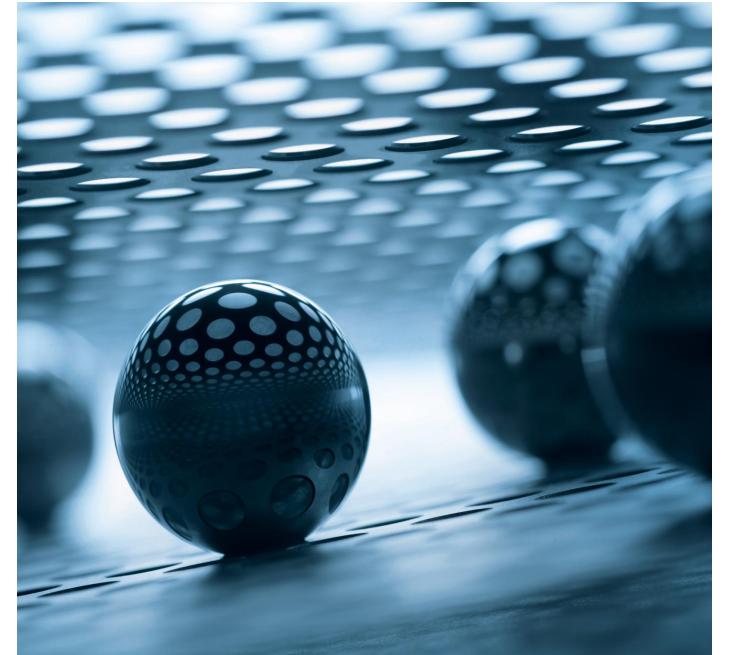
### Leveraging Global E-Mobility solutions

Schaeffler as a “System Partner” for sustainable drivetrain solutions



## Summary

- ① Outperformance: significant wins across all businesses in 2021
- ② Balanced business portfolio and sustained countermeasures continue to pay off
- ③ ESG strategy to reshape the way we think and conduct business
- ④ Progressing well on our strategic initiatives; ready for future growth and competitiveness
- ⑤ Year 2022 started well amidst uncertainties around geopolitical environment





We pioneer motion