SCHAEFFLER

Schaeffler India Limited · Pune · Maharashtra

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai-400001
Company Code: 505790

National Stock Exchange of India Limited
Exchange Plaza, C – 1, Block G,
Bandra-Kurla Complex, Bandra (E),
Mumbai-400051
Company Code: SCHAEFFLER

Sub: Investor Presentation

01/11/2026

Dear Sirs,

Pursuant to provisions of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and in furtherance to our letter dated October 28, 2026, we enclose herewith Investor Presentation of the Company.

Phone: +912068198464

Kindly take the same on your record.

Thanking you,

Yours faithfully,

For **Schaeffler India Limited**

ASHISH TIWARI

Digitally signed by ASHISH TIWARI
DN: cn=ASHISH TIWARI, c=IN, o=Personal, email=ashish.tiwari@schaeffler.com
Date: 2026.11.01 21:20:11 +05'30'

Ashish Tiwari,
General Counsel & Company Secretary

Encl.: As above

Registered and Corporate Office: 15th Floor, (ASTP) Amar Sadanand Tech Park, Baner, Pune, Maharashtra, India – 411045 Tel: +91-20-68198400 | Fax: +91-20-68198405
CIN: L29130PN1962PLC204515, www.schaeffler.co.in, info.in@schaeffler.com,



SCHAEFFLER

Schaeffler India Limited

Investor Presentation

November 2026
Mumbai

We pioneer motion

SCHAEFFLER

Key messages

1. **The Leading Motion Technology Company** – with around 110,000 employees and more than 250 locations in 55 countries, Schaeffler Group is one of the world's largest family-owned companies and one of Germany's most innovative companies.

2. **Comprehensive range of products and services** – Four pure play divisions and the 5th division for new business. Eight product families from bearing solutions and all type of linear guidance systems through to repair and monitoring services.

3. **Global reach, local presence** – 60+ years in India with 5 plants, 3 R&D centers and 3,800+ employees, backed by Group R&D hubs in Pune and Bengaluru.

4. **Trusted by leading OEMs** – Strong local customer base and high localization rate. Recognized supplier to leading OEMs with global reach. Growing exports supporting Schaeffler's international operations.

5. **Growth momentum –** Q3 2026 revenue from operations increased 27.4% Y-o-Y to INR 30.1bn, supported by growth across all divisions: Automotive Technologies (+34.9%), Vehicle Lifetime Solutions (+22.0%), Bearings & Industrial Solutions (+14.7%) and Intercompany Exports & Others (+46.3%).

6. **Sustainability leader** – #1 in India and #7 globally in the S&P Global Corporate Sustainability assessment (CSA 76/100) in the sector Machinery and Electrical Equipment, 100% utilization of renewable electricity across its plants and a clear sustainability roadmap.

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AGENDA

1 **Schaeffler Group – Overview**

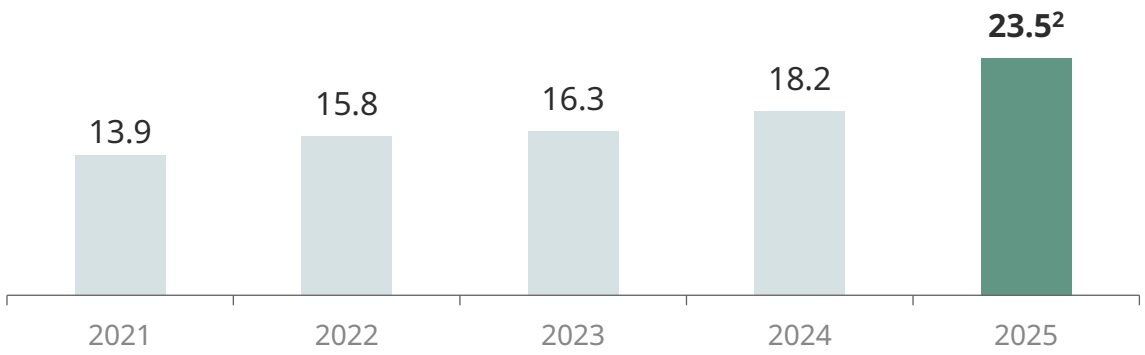
2 Schaeffler India Limited – Overview

3 Schaeffler India Limited – Q3 and 9M 2026

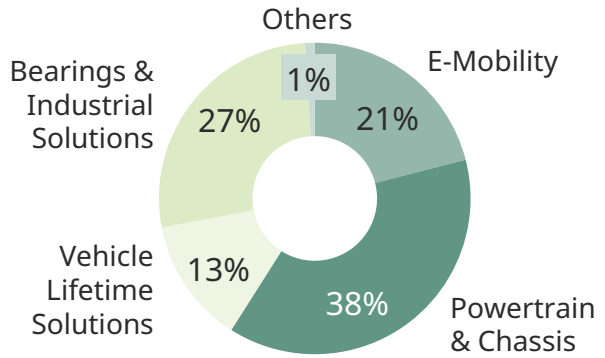
4 Schaeffler India Limited – Sustainability and Governance

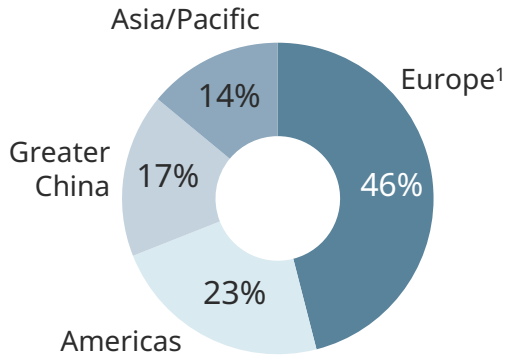
Schaeffler Group Company Profile – A Leading Motion Technology Company

Sales in 2025 in € billions



Sales by division and region 2025 in %

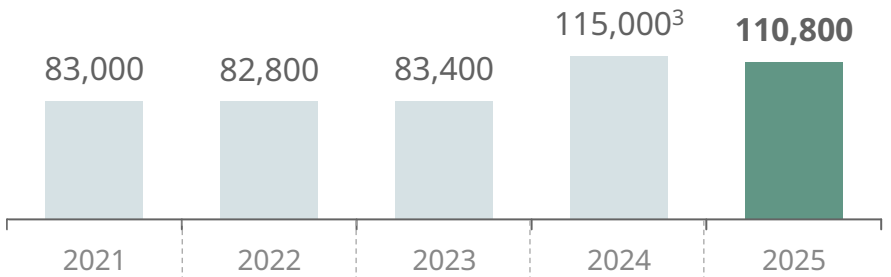




A globally active Motion Technology Company[3]

	Plants	R&D centers
Europe	56	20
Americas	19	9
Greater China	17	6
Asia/Pacific	12	6
Total	**104**	**41**

Employees worldwide



	2021	2022	2023	2024	2025
Number of employees in Schaeffler India Limited	2,922	3,190	3,384	3,605	3,826

[1] Including Germany, Western Europe, Middle East and Africa, as well as Central and Eastern Europe | [2] Increase primarily attributable to merger with Vitesco | [3]As of December 31, 2025.

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SCHAEFFLER

Origins of innovation – Driving tomorrow's technology



Dr. Wilhelm and Dr.-Ing. E.h. Georg Schaeffler found **INA**

1946

Global expansion: Plants opened in Asia, North and South America

1962: Incorporation of **Schaeffler India Limited**

1950-1990



Complete acquisition of **LuK GmbH**

2000

Schaeffler becomes the majority shareholder of **Continental AG**

2008



IPO of **Schaeffler AG**

2015

We pioneer motion – Start of Roadmap 2025

2020



Merger of **Schaeffler** and **Vitesco**

2024

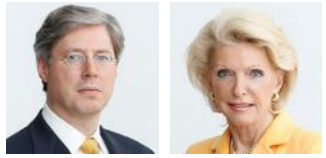
1950

Cage-guided needle roller bearing patent registered



1996

Maria-Elisabeth Schaeffler-Thumann and her son Georg F. W. Schaeffler take on responsibility for the business after the death of Dr.-Ing. E. h. Georg Schaeffler



2001

Acquisition of **FAG Kugelfischer** Georg Schäfer AG



2018

One Schaeffler India established with merger of three Indian legal entities



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Today

2026

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SCHAEFFLER

Our Vision – Becoming the leading Motion Technology Company

Yesterday[1]

Sales: EUR > 16 bn
Employees: 83,000
Plants: 82

Key Dimensions

1. 4 Divisions
2. 4 Regions
3. 8 Product Families
4. 12 Core Manufacturing Technologies
5. 10 Sectors
6. Broad and well-diversified Customer portfolio
+ One strong brand

Today[2]

The Motion Technology Company

Sales: EUR ~23.5 bn
Employees: ~110,000
Plants: ~100

We pioneer motion

[1] Refers to 2023, i.e. before the merger with Vitesco | [2] Refers to 2025, i.e. after the merger with Vitesco.

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SCHAEFFLER

Our Strategic Ambition – Divisional growth and product portfolios

8 Product Families

Sustain Motion	Repair & Monitoring Services
Energize Motion	Battery & Hydrogen Solutions
Drive Motion	E-Motors & E-Drives
Power Motion	Power Electronic Units
Generate Motion	Actuators
Control Motion	Electric Control Units & Sensors
Transmit Motion	Transmission & Engine Components
Guide Motion	Bearings & Linear Guides

E-Mobility



Establishing a global leader in E-Mobility with full range technology portfolio

Top 3 Powertrain Supplier

Powertrain & Chassis



Maintaining leadership position to secure high profitability and maximize value creation

Vehicle Lifetime Solutions



Becoming a leading player in the vehicle lifetime ecosystem with innovative products and services

Top 3 Player among comparable peers

Bearings & Industrial Solutions



Leveraging best-in-class bearings and linear solutions to expand strong market position

Top 2 Player in Bearings and beyond

5th Division, incl. Humanoid Start-up



Exploiting new growth opportunities in existing and new customer sectors

Leading player in growth areas

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1 Schaeffler Group – Overview

2 **Schaeffler India Limited – Overview**

3 Schaeffler India Limited – Q3 and 9M 2026

4 Schaeffler India Limited – Sustainability and Governance

AGENDA

Schaeffler India Limited – Financial Track Record and Revenue Mix

Schaeffler in India – 60+ years of presence

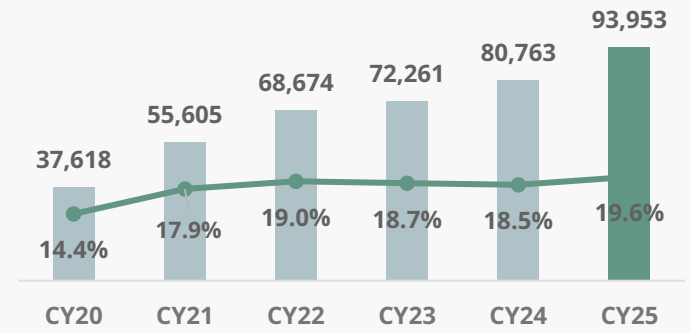
Consistent yield with 5-year revenue CAGR of 20.1%, diverse high-precision product portfolio

Balanced business portfolio across diverse customer sectors

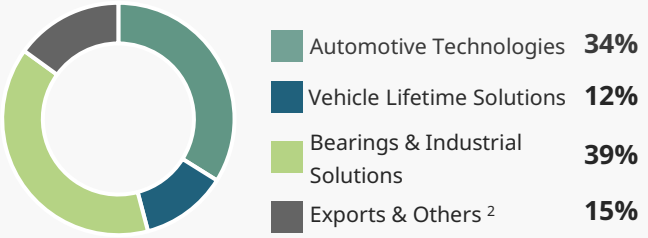
Footprint – Employing 3,800+ people across 5 state-of-the-art plants

Brand Equity – strong product and corporate brand

Revenue (in INR Mn) & EBITDA Margin[1] %



Revenue Mix (CY25)





[1] Standalone, EBITDA before exceptional items.
[2] Exports mainly include exports to group companies, scrap sale and other operating income

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Schaeffler India Limited – Covering Diverse Sectors

TWO-WHEELERS ✓



PASSENGER CARS ✓



COMMERCIAL VEHICLES ✓



RAIL ✓



AEROSPACE



CONSTRUCTION & AGRICULTURE ✓



INDUSTRIAL MACHINERY ✓



MEDICAL EQUIPMENT



CONVENTIONAL ENERGY ✓



RENEWABLE ENERGY ✓



Sectors shown represent markets served by Schaeffler Group. Green check marks indicate sectors relevant to Schaeffler India Limited's business.

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Schaeffler India Limited – Key Manufacturing Technologies

HOT FORMING ✓



COLD FORMING ✓



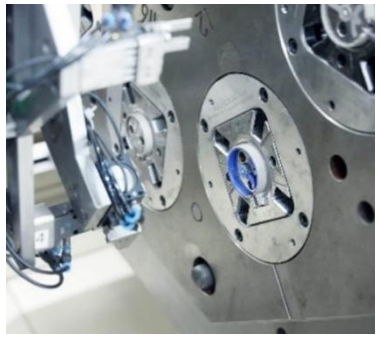
MACHINING ✓



HEAT TREATMENT ✓



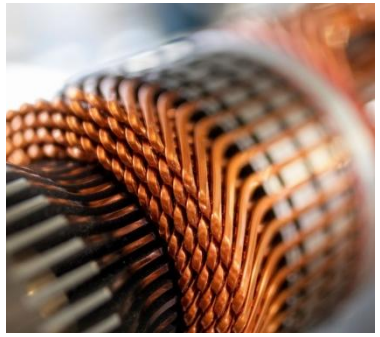
INJECTION MOLDING ✓



COATING ✓



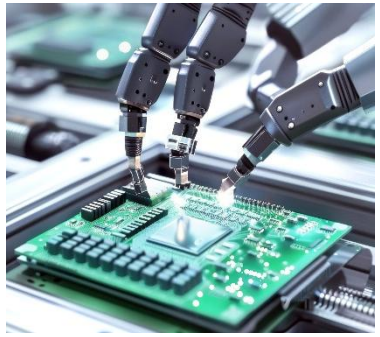
WINDING TECHNOLOGIES



ASSEMBLY & TESTING TECHNOLOGIES ✓



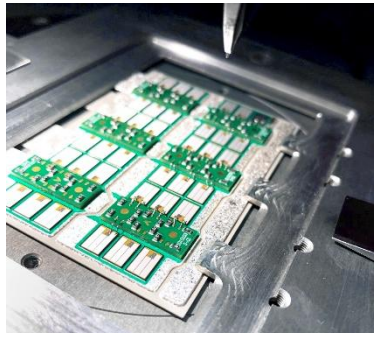
SURFACE MOUNTING TECHNOLOGIES (SMT)



ELECTRONICS PROTECTION TECHNOLOGIES



INTERCONNECTION TECHNOLOGIES



ADDITIVE MANUFACTURING



Technologies shown are part of Schaeffler Group's portfolio. Green check marks indicate technologies applicable to Schaeffler India Limited's business.

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Footprint – Headquartered in Pune with 5 state-of-the-art manufacturing plants across India



Maneja (Bearings & Industrial Solutions)
est. 1962



Savli (Bearings & Industrial Solutions)
est. 2012



Hosur (Automotive Technologies)
est. 1977

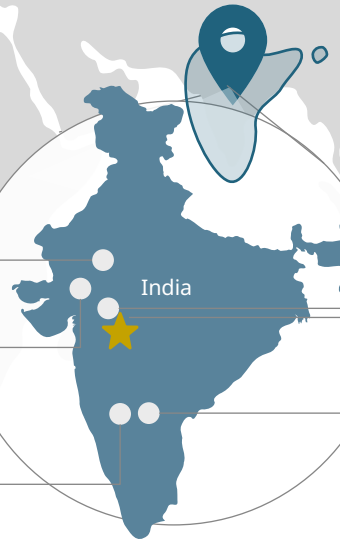














Pune (Automotive Technologies)
est. 2001



Pune
Schaeffler India Registered Office



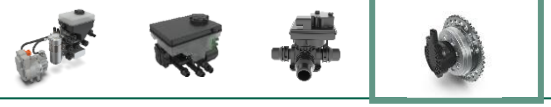
Shoolagiri (Automotive Technologies)
est. 2025

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Schaeffler India Limited – Broad product portfolio

8 PRODUCT FAMILIES		PRODUCTS & SERVICES
1 Sustain Motion	Repair & Monitoring Services	
2 Energize Motion	Battery & Hydrogen Solutions	
3 Drive Motion	E-Motors & E-Drives	
4 Power Motion	Power Electronic Units	
5 Generate Motion	Actuators	
6 Control Motion	Electric Control Units & Sensors	
7 Transmit Motion	Transmission & Engine Components	
8 Guide Motion	Bearings & Linear Guides	

Diverse Indian product portfolio

Products within the boxes form part of Schaeffler India Limited's product portfolio.

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Automotive Technologies – Overview

PORTFOLIO OFFERINGS

Electric Drives



Hybrid Drives



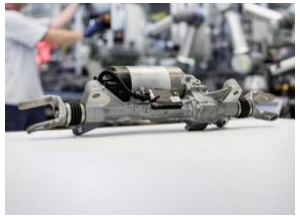
Clutch Systems



Engine & Transmission Systems



Chassis Systems



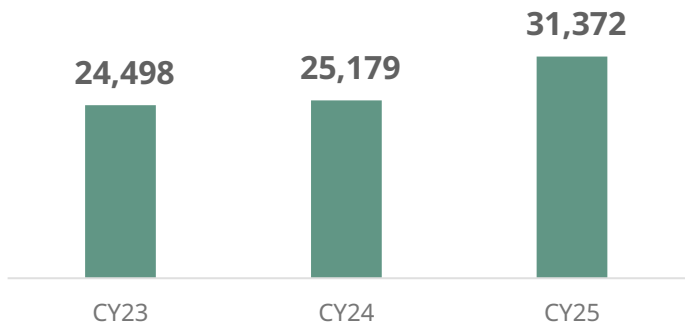
KEY MILESTONES 2025

- Fifth plant opened at Shoolagiri, Tamil Nadu
- E-axle line inaugurated at Talegaon, Pune
- Advanced tractor dampers developed locally

WHERE THE DIVISION PLAYS TODAY

- **Today:** Operational scale, manufacturing depth, customer continuity
- **Tomorrow:** E-Mobility builds scalable electrification capability for India's EV roadmap

SEGMENTAL REVENUE (mn INR)



BUSINESS WINS

- Global OEM nomination for transmission components
- Cam phasing and CAFE-ready ICE solutions
- Split-torque clutch with advanced damper for a tractor OEM
- First e-axle delivered to a leading Indian OEM

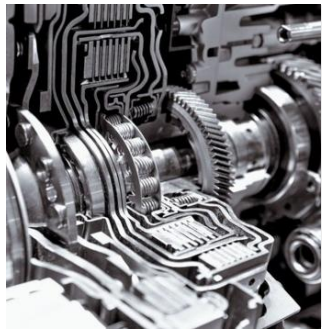
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Vehicle Lifetime Solutions – Overview

PORTFOLIO OFFERINGS

Drive Solutions



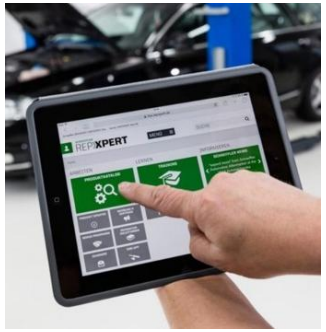
Engine Solutions



Chassis Solutions



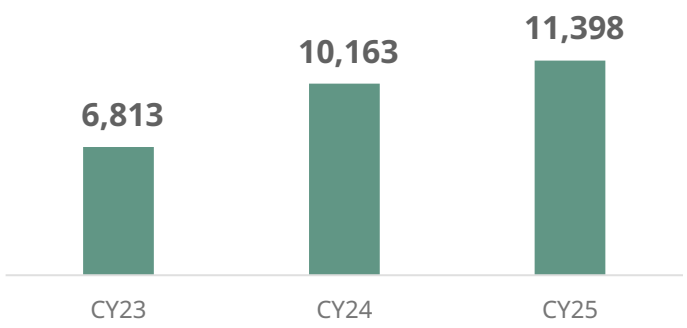
Repair Shop Services



KEY MILESTONES 2025

- First lubricants vending machine, Maneja plant
- Bharat Mobility Global Expo: 75,000+ visitors
- Partner of the Indian National Supercross Championship

SEGMENTAL REVENUE (mn INR)



PORTFOLIO DEPTH

- Drive, Engine and Chassis Solutions plus Repair Shop Services
- Brands: LuK, INA, FAG, TruPower, backed by REPXPERT
- Priorities: e-commerce, brand visibility, training

BUSINESS WINS

- Safety-critical products relaunched across car, tractor and truck
- REPXPERT in 35 cities with a mobile app
- Timing kit and tapered roller bearing wins in passenger vehicles
- Tailored after-sales services and a wide range of spare parts through Koovers platform

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Bearings & Industrial Solutions – Overview

PORTFOLIO OFFERINGS

Industrial Bearings



Automotive Bearings



Linear Motion



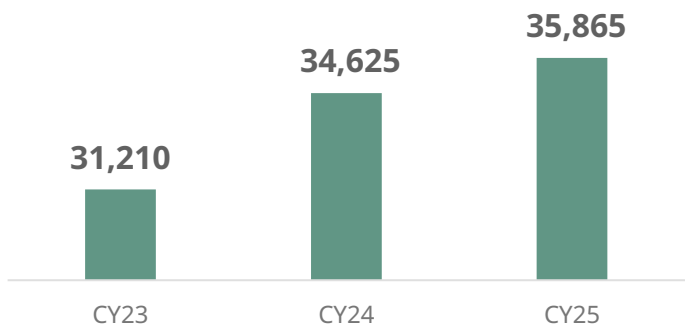
Lifetime Solutions



KEY MILESTONES 2025

- Thermax collaboration on AI-enabled energy analytics
- Heat treatment facility commissioned at Maneja
- New lifetime, acoustics and friction test rigs

SEGMENTAL REVENUE (mn INR)



INDUSTRIAL DEVELOPMENTS

- Demand led by rail, renewables (wind), steel and cement
- Shift from standard to engineered, application-driven solutions
- Growth from share gains, key accounts and white space

BUSINESS WINS

- High-value rail and wind projects, heavy-industry orders
- Largest OPTIME deployment in India: 1,677 sensors at one plant
- New two-wheeler nominations, incl. EV
- Savli plant adds 10,000+ sq. m. for spherical roller bearings

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1 Schaeffler Group – Overview

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3 **Schaeffler India Limited – Q3 and 9M 2026**

4 Schaeffler India Limited – Sustainability and Governance

AGENDA

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Q3 2026 Performance

Key messages

1. Double digit growth momentum in domestic and exports business
2. Earnings quality marginally impacted given increased input costs and continued adverse effects of fuel price
3. Working capital increase is mainly due to inventories and overdues, remains in focus
4. Capex – framework remains on track

Revenue
30,058
mn INR
27.4% vs Q3'25
12.1% vs Q2'26

EBITDA
5,617
mn INR
18.7% Q3'26
19.1% Q2'26

PAT
3,704
mn INR
12.3% Q3'26
12.6% Q2'26

FCF
408
mn INR
-81.7% vs Q3'25
-57.8% vs Q2'26

EBITDA : Earning Before Interest, Tax, Depreciation and Amortization (before exceptional item), FCF : Free Cashflow, PAT: Profit After Tax
Note : Q3 2026 performance comments on Standalone Financials

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Performance Indicators – Q3 and 9M 2026

	Unit	Q3 2026	Q2 2026	Q3 2025	9M 2026	9M 2025
Revenue	mn INR	**30,058**	**26,814**	**23,601**	**81,942**	**67,523**
Revenue growth (YoY)	%	**27.4%**	**17.5%**	**13.9%**	**21.4%**	**12.7%**
Revenue growth (QoQ)	%	12.1%	7.0%	3.4%	-	-
EBITDA[1]	mn INR	5,617	5,132	4,760	15,579	13,320
EBITDA Margin	%	**18.7%**	**19.1%**	**20.2%**	**19.0%**	**19.7%**
EBIT	mn INR	4,718	4,259	3,920	12,938	10,916
EBIT Margin	%	**15.7%**	**15.9%**	**16.6%**	**15.8%**	**16.2%**
EBT	mn INR	4,970	4,525	4,129	13,752	11,666
EBT Margin	%	**16.5%**	**16.9%**	**17.5%**	**16.8%**	**17.3%**
PAT	mn INR	3,704	3,367	3,067	10,268	8,683
PAT Margin	%	**12.3%**	**12.6%**	**13.0%**	**12.5%**	**12.9%**
Capex[2]	mn INR	1,822	958	843	3,568	2,670
FCF	mn INR	408	965	2,232	2,742	7,471

[1] EBITDA (before exceptional items) - Earning Before Interest, Tax, Depreciation and Amortization - interest income (net) at 252 mn INR in Q3'26 (209 mn INR in Q3'25) ; [2]Capex includes CWIP
Note : Performance indicators on Standalone Financials

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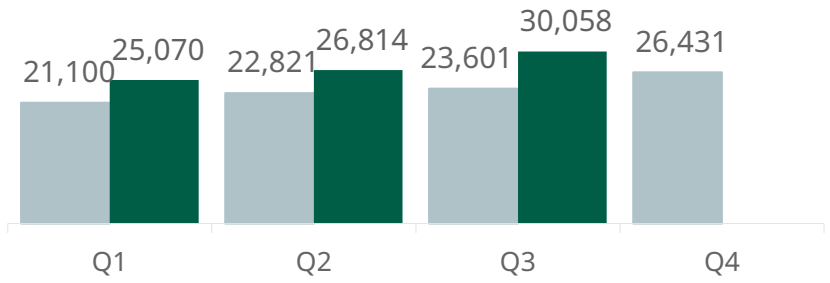
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Revenue from operations

2025 2026

Total revenue

mn INR

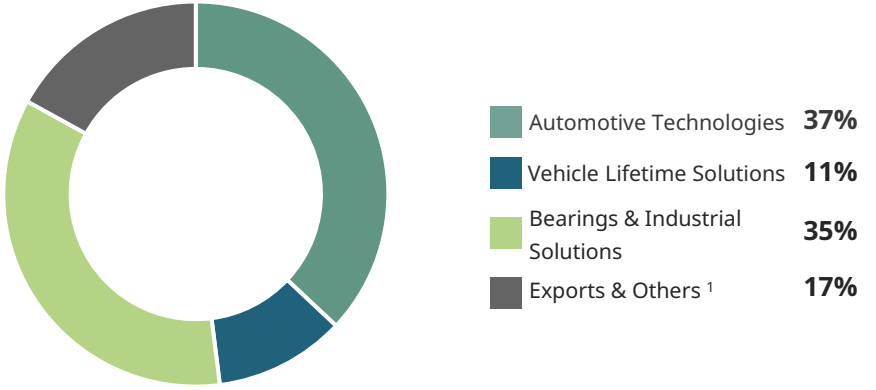


	Q1	Q2	Q3
QoQ Growth	-5.1%	7.0%	12.1%
YoY Growth	18.8%	17.5%	27.4%

Growth	Q3'26 vs Q2'26	Q3'26 vs Q3'25
Automotive Technologies	17.3%	34.9%
Vehicle Lifetime Solutions	2.0%	22.0%
Bearings and Industrial Solutions	10.2%	14.7%
Intercompany Exports & others	12.7%	46.3%

Sales Mix

Q3 2026



Key aspects

- YoY double digit growth across all businesses, domestic business up 24.0% and exports up 46.3%
- QoQ domestic business showed strong growth at 12.0% and exports at 12.7%

[1]Exports mainly include exports to group companies, scrap sale and other operating income
Note : Business highlights on Standalone Financials

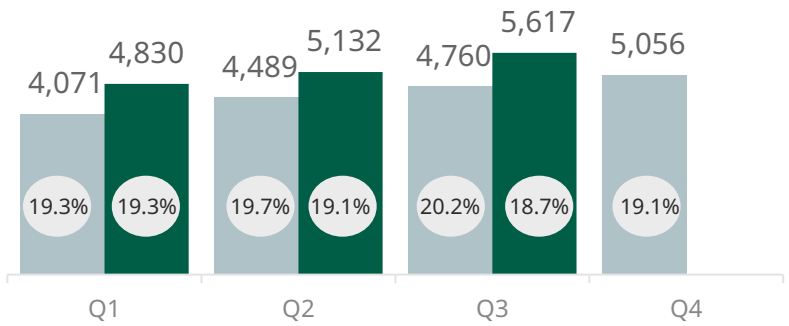
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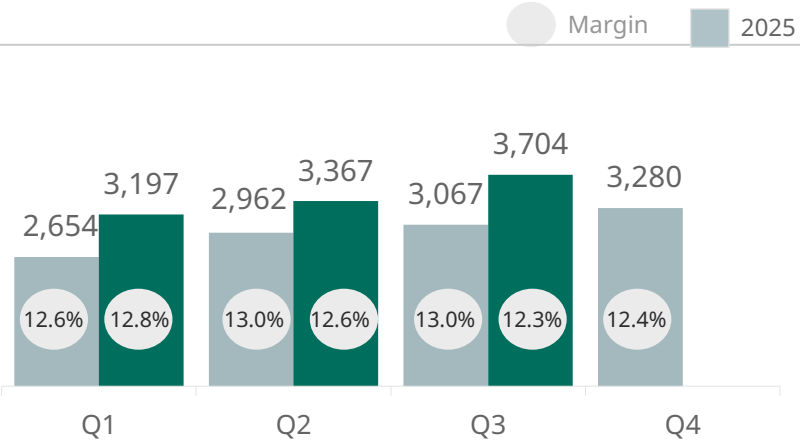
Earnings Quality

EBITDA
mn INR



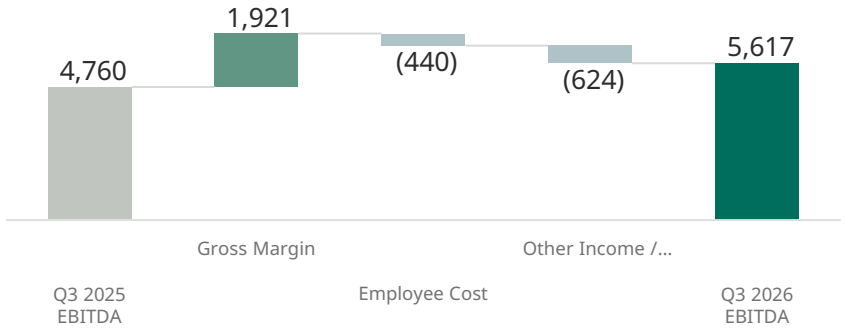
	Q1	Q2	Q3	Q4
QoQ Growth	-4.5%	6.3%	9.4%	
YoY Growth	18.6%	14.3%	18.0%	

PAT
mn INR



	Q1	Q2	Q3	Q4
QoQ Growth	-2.5%	5.3%	10.0%	
YoY Growth	20.5%	13.7%	20.8%	

EBITDA Bridge
mn INR



Key aspects

- Earnings quality continued to be marginally impacted given input price increase, fuel prices and depreciating INR

EBITDA (before exceptional items) – Earning Before Interest, Tax, Depreciation and Amortization) - interest income (net) at 252 mn INR in Q3'26 (209 mn INR in Q3'25)
PAT: Profit After Tax
Note : Performance indicators on Standalone Financials

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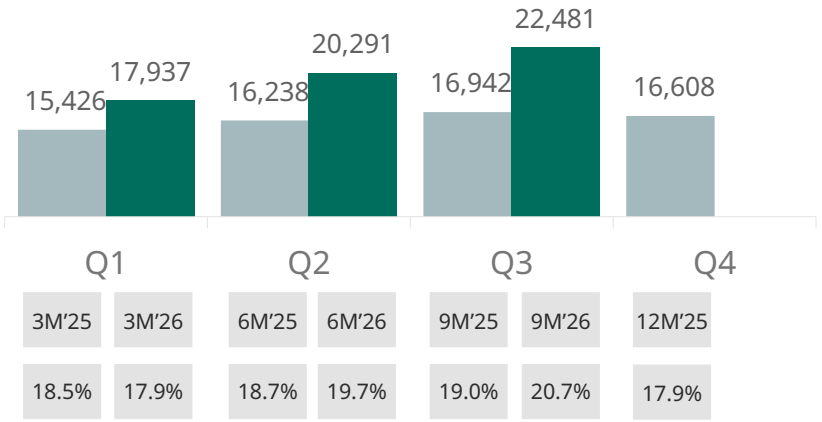
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Working Capital and Capex

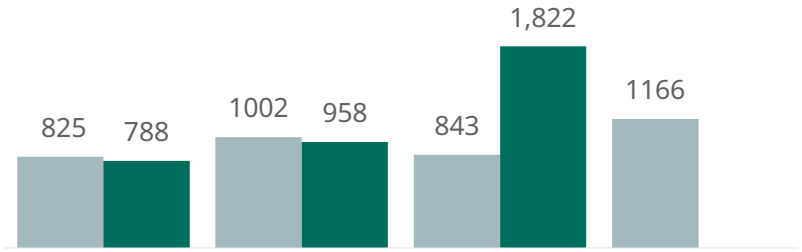
2025 2026

Working Capital
mn INR



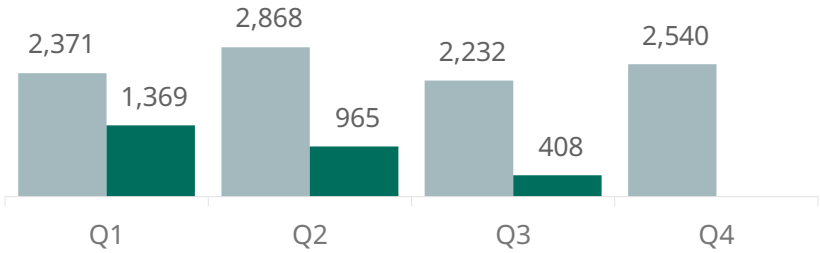
% to sales	3M'25	3M'26	6M'25	6M'26	9M'25	9M'26	12M'25
	18.5%	17.9%	18.7%	19.7%	19.0%	20.7%	17.9%

Capex
mn INR



% to sales	3M'26	6M'26	9M'26
	3.1%	3.4%	4.4%

Free Cash Flow
mn INR



YoY Change	-42.2%	-66.3%	-81.7%

Key aspects

- Capex – framework on track
- Free cash flow generation – impacted by increase in working capital

Note : Business highlights on Standalone Financials

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1 Schaeffler Group – Overview

2 Schaeffler India Limited – Overview

3 Schaeffler India Limited – Q3 and 9M 2026

4 Schaeffler India Limited – Sustainability and Governance

AGENDA

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Sustainability Ranking – Measuring our impact



MEMBER OF
Dow Jones Sustainability Indices

Schaeffler India Limited has been classified by S&P Global in **'Machinery and Electrical Equipment'** industry segment

Rankings

#1

In India
Highest-ranked in India within the sector

#7

Globally
7th worldwide within the same sector

Score

76/100

S&P Global CSA score
Corporate Sustainability Assessment 2025

Top 2%

98th percentile globally
Machinery and Electrical Equipment industry

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Steering Sustainability Strategy in defined KPIs

CLIMATE ACTION



70% of electricity sourced in the supply chain from renewable sources

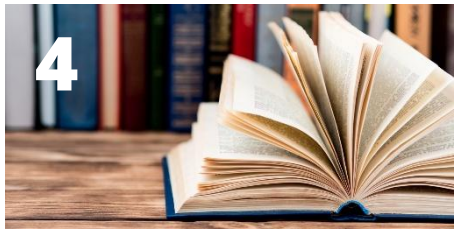


Install 140 MWp direct-line renewable energy production capacity



Achieve 150 GWh cumulated energy savings

HUMAN RIGHTS & WORKING CONDITIONS



Achieve Human Rights awareness – at least 95% in mandatory trainings



Reduce Lost-time Incident Rate (LTIR) below 1.0

CIRCULAR ECONOMY



Reduce non-recycled waste rate to a maximum of 6%



Realize 750,000 m^3 cumulated freshwater savings

PEOPLE & CULTURE



Reach a 25% share of women in top management



≥80% of positive responses in Global Engagement Survey

INTEGRITY & COMPLIANCE



Achieve compliance awareness – at least 95% in mandatory trainings

Defining non-financial ambition levels is key driver for sustainable transformation

KPIs shown are Schaeffler Group-wide 2030 targets

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Schaeffler India Limited – Executive Leadership



Harsha Kadam
Managing Director & CEO



Hardevi Vazirani
Director – Finance & CFO



Amit Bhalerao
Chief Operating Officer



Madhurisha Vippatoori
Chief Technology Officer



Shibi Mathew
Human Resources & CSR

30%
Female representation in Leadership

8 years
Average tenure in the organization



Vinod Acharya
Purchasing



Omkar Kulkarni
E- Mobility



Viswanathan Sambasivam
Powertrain & Chassis



Sharad Bhatia
Vehicle Lifetime Solutions



Seshan Iyer
Bearings & Industrial Solutions

52 years
Average age of Leadership Team

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Schaeffler India Limited – Board of Directors



AC SRC RMC NRC

Eranti Sumithasri
Chairwoman, Non-Executive & Independent Director



AC NRC CSR

N. V. Sivakumar
Non-Executive & Independent Director



CSR AC NRC

Arvind Balaji
Non-Executive & Independent Director



AC RMC CSR

Chetan Kumar Maini
Non-Executive & Independent Director



AC RMC

Christophe Hannequin
Non-Executive & Non-Independent Director



RMC CSR

Jens Schüler
Non-Executive & Non-Independent Director



NRC RMC CSR

Maximilian Andreas Fiedler
Non-Executive & Non-Independent Director



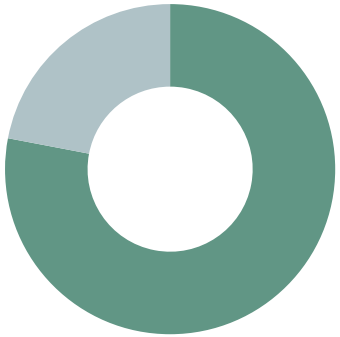
SRC CSR RMC

Harsha Kadam
Managing Director & CEO
Executive & Non-Independent Director



AC RMC SRC

Hardevi Vazirani
Director – Finance & CFO
Executive & Non-Independent Director



22%
Female Directors



44%
Independent Directors

AC Audit Committee
RMC Risk Management Committee
NRC Nomination and Remuneration Committee
CSR Corporate Social Responsibility Committee
SRC Stakeholders' Relationship Committee

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