

Schaeffler AG Investor Presentation

Marc McGrath, CEO Americas
May 20, 2021

We pioneer motion

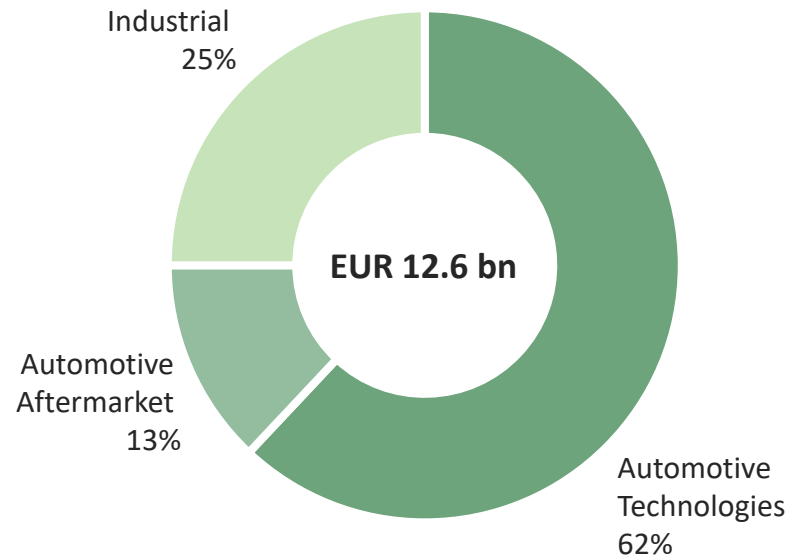
Agenda

- 1 Schaeffler Group Q1/2021 Financials
- 2 Schaeffler Group Q1/2021 Business Highlights & Deep Dive Americas Region

Schaeffler Group at a glance – We are an Automotive and Industrial supplier

3 Divisions

In % of Sales 2020

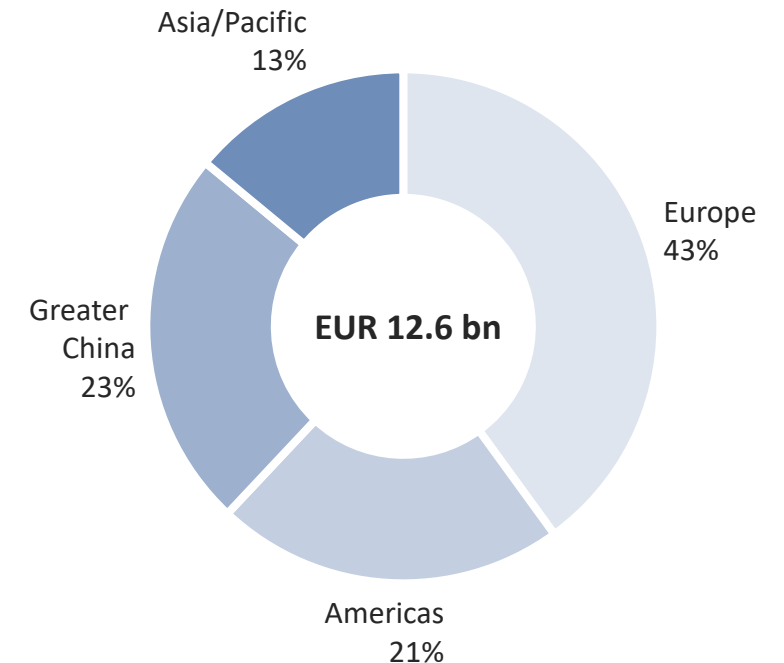


Schaeffler Group

- Leading position in technology and innovation
- Diversified customer base serving 10 customer sectors
- Market leading product offering from components, systems to services
- Global footprint with 75 plants and 20 R&D centers
- ~84,000 employees in more than 50 countries
- Highly experienced leadership team with focus on execution

4 Regions

In % of Sales 2020



Well-diversified Automotive and Industrial supplier with global reach and synergistic businesses

Roadmap 2025 – Building on our strong foundations and innovating as diversified Automotive and Industrial Group

Automotive Technologies

Mature

We **HARVEST** with our enabler-Technologies

We **EXIT/DIVEST** expiring businesses & consolidate our footprint

New

We **BUILD** Competencies in Power Electronics & Hydrogen

We **GROW** in Electrified Powertrains

We drive the transition to innovative propulsion and chassis technologies, to conquer leadership positions in New Business

Automotive Aftermarket



Platform business

- One-stop-shop
- Consolidated distribution



Advanced repair solutions & services

- Plug & Play solutions
- Also available for hybrids



Wheel bearings for passenger cars

- Independent of drive train
- High-performance parts

We capture growth opportunities in new markets and maintain a high margin level

Industrial

Driving innovation with systems and services

Robotics solutions



Wireless condition monitoring



Hydrogen solutions



Pushing growth in our core business

Large-size wind bearings



Rail bearings



Agricultural technologies



We further build on our profitability track record, while entering in promising new technologies

Strong Q1 2021 – Sales growth driven by China, double-digit margins in all divisions

Key messages

- 1 Q1 sales +11.2%¹, with recovery in Greater China in Automotive Technologies as main driver (+74%¹)
- 2 Q1 Gross margin with positive yoy development driven by Automotive Technologies; double-digit EBIT margin² in all divisions, supported by continuous overhead cost control
- 3 FCF³ positive with EUR 130 mn, supported by higher EBITDA and lower Capex; below PY due to restructuring cash-outs and Net Working Capital outflows
- 4 ROCE⁴ sequentially clearly up at 12.5% (Q1 20: 12.8%), supported by strict capital discipline leading to a substantial decrease of Capital Employed
- 5 Restructuring program initiated in September 2020 progressing well – Overall Net HCO reduction agreed as planned, financial impact unchanged
- 6 Guidance for 2021 upgraded – Higher sales growth¹ and EBIT margin², FCF³ more than EUR 300 mn

¹ FX-adjusted | ² Before special items | ³ Before cash in- and outflows for M&A activities | ⁴ Before special items, LTM

Sales growth¹

+11.2%

EUR 3,560 mn

Gross margin

26.9%

Q1 2020: 24.0%

EBIT margin²

11.3%

Q1 2020: 6.5%

Free Cash Flow³

EUR 130 mn

Q1 2020: EUR 137 mn

Schaeffler Group Q1 2021 – Highlights and lowlights



All regions growing in Q1, only Europe flattish; Region China with outstanding growth in all divisions, Region Americas with clear indications of a strong recovery



Increased need for individual mobility solutions leading to strong demand in all divisions



Beginning cyclical recovery in infrastructure and equipment as well as sustained high demand for renewable energy fueling orderbook



Cost and capital discipline continued, cost inflation in procurement still limited in Q1



Covid-19 pandemic situation in many European countries and even more in India still tense, requiring a clear focus on employee's health and safety



Market headwinds (especially semiconductor shortage and Covid-19 pandemic)



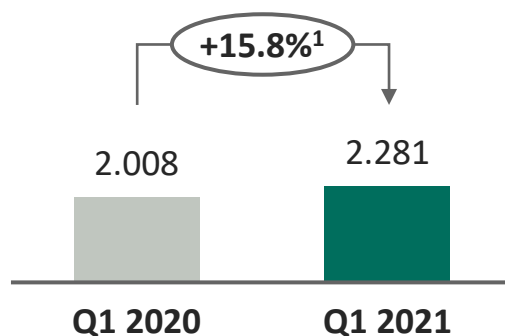
Special freights on a high level, indicating challenging supply chain situation



Cost inflation, especially for raw materials, will weigh on earnings 2021 and require proactive steering and preparedness

Automotive Technologies – Exceptional growth in China, strong mature business securing double-digit EBIT margin²

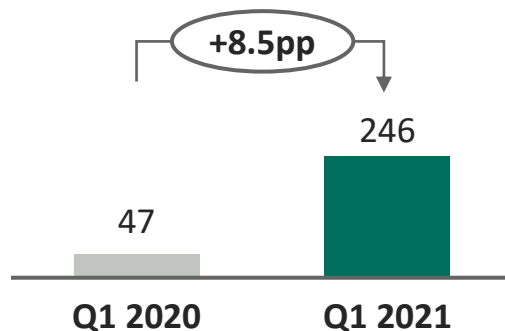
Sales
in EUR mn



Gross
margin

18.5% 24.5%

EBIT²
in EUR mn



EBIT margin²

2.3% 10.8%



Strong sales performance driven by market recovery in China; Outperformance of 180 bps impacted by base effect in China; continued above-market growth in Americas



BD E-Mobility with highest growth rate (+26.5%¹), but also Mature Business a strong growth driver in Q1



Strong result driven by market recovery, scale effects and structural cost savings while commodity price increases did not yet materially impact Q1



Semiconductor shortages affecting several end customers in Q1, implications on Q2 expected to be even stronger

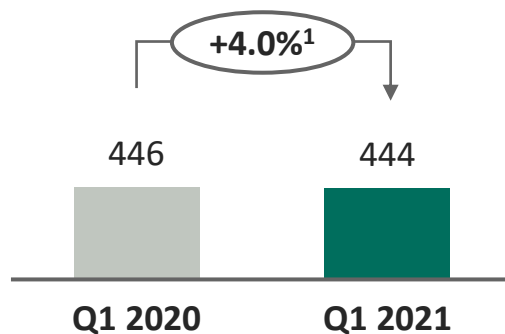


Tight supply chain situation in key commodities leading to higher input costs and freight expenses – Elevated negative impact on profitability expected for upcoming quarters

¹ FX-adjusted | ² Before special items

Automotive Aftermarket – Stable sales development, margin lower on higher product costs and ramp-up of new AKO³ in Europe

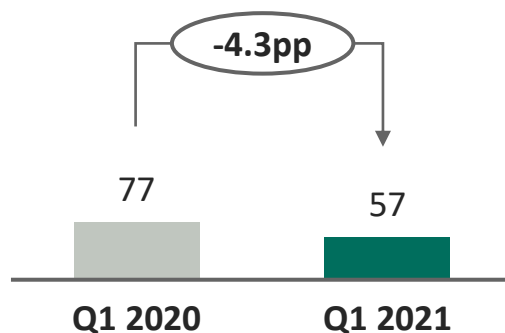
Sales
in EUR mn



Gross
margin

35.8% 32.3%

EBIT²
in EUR mn



EBIT margin²

17.2% 12.9%



Continued strong customer demand across all regions



New E-Commerce Platform ETC in China with strong sales performance, contributing to the overall sales growth in China



Sales growth adversely impacted by limitations in material availability



Lower Gross margin due to increased internal sourcing contributions

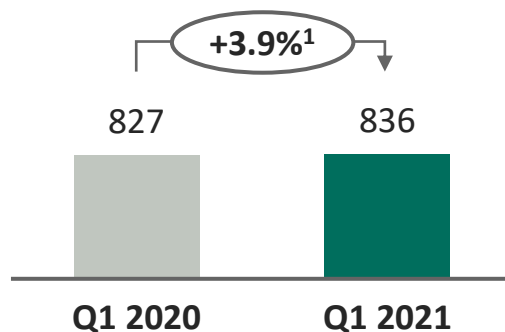


Functional expenses affected by double cost structure related to the ramp-up of the new AKO³ in Europe

¹ FX-adjusted | ² Before special items | ³ Aftermarket Kitting Operation

Industrial – Strong March signaling market recovery, high profitability

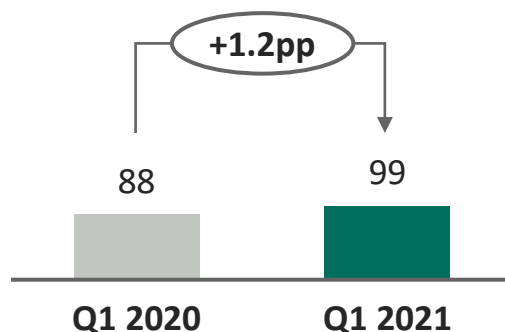
Sales
in EUR mn



Gross margin

Quarter	Gross margin
Q1 2020	31.0%
Q1 2021	30.5%

EBIT²
in EUR mn



EBIT margin²

Quarter	EBIT margin ²
Q1 2020	10.7%
Q1 2021	11.9%



First positive growth¹ after 5 quarters of decline – Driven by China and Asia/Pacific, Americas improved to flat, Europe with recovering momentum



Sectors Offroad and Two-Wheelers with highest yoy growth driven by beginning cyclical recovery and increased need for mobility



Increased volumes and good cost control leading to highest margin since 10 quarters, despite FX headwinds

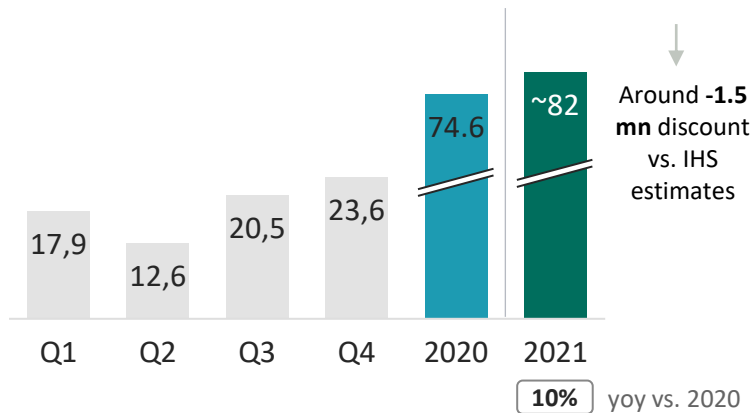


In line with expectations first signs of slowdown in Wind in China, while increasing demand for renewables in Americas

¹ FX-adjusted | ² Before special items

Our Outlook going forward – What changed in our market assumptions since March

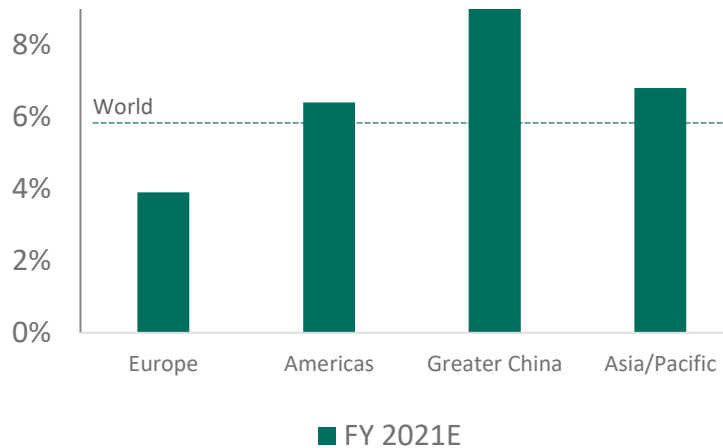
Automotive Technologies – Global LVP¹ 2021



- Schaeffler market assumption at the FY release was ~80 mn vehicles (5 mn discount to IHS, Feb. 2021)
- In the meantime, IHS reduced its market outlook to 83.5 mn vehicles (Apr. 2021) while Q1 and current trading are stronger than anticipated
- Uncertainties due to Covid-19 and supply chain disruptions remain high, therefore a certain safety discount is still needed for H2

¹ Light Vehicle Production (IHS Markit, April 2021)

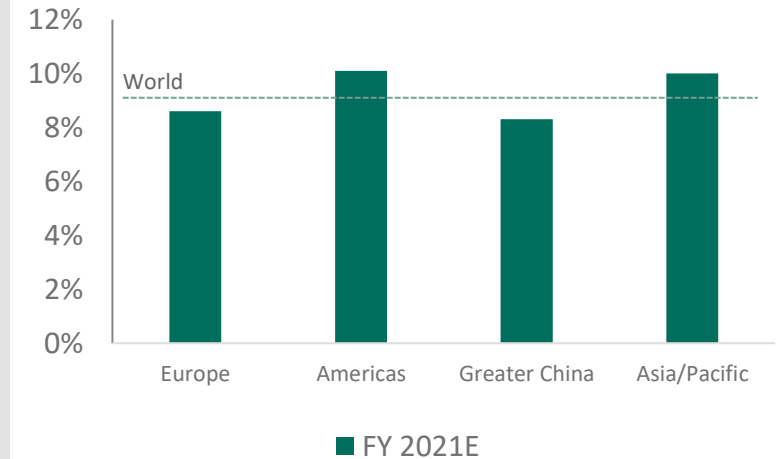
Automotive Aftermarket – GDP²



- World GDP expected to reach 6.2% growth (prior: 5.8%) in 2021 fueled by recovery in demand after the Coronavirus crisis
- Global growth forecast for FY 2021 clearly more optimistic than at beginning of year with upward revision across all regions, esp. of Americas (U.S.)

² GDP (Oxford Economics, March 2021)

Industrial – Industrial production³



- Global industrial production expected to recover and grow by 9.1% in 2021 (prior: 7.0%)
- All considered sectors forecasted to contribute positively to global growth. Greater China grows from a strong prior-year base and is set to account for one-third of the absolute global production expansion

³ Industrial production in the sectors Mechanical engineering (NACE 28), Transport equipment (NACE 30), Electrical equipment (NACE 27.1), (Oxford Economics, March 2021)

FY 2021 Guidance – Confident outlook, cautious approach

Group Guidance

	Previous Guidance FY 2021	New Guidance FY 2021
Sales growth¹	> 7%	> 10%
EBIT margin²	6 - 8%	7 - 9%
Free Cash Flow³	Around EUR 100 mn	> EUR 300 mn

¹ FX-adjusted | ² Before special items | ³ Before cash in- and outflows for M&A activities

Divisional Guidance

Automotive Technologies		Automotive Aftermarket		Industrial	
Previous	New	Previous	New	Previous	New
Outperf. 200 - 500 bps	Outperf. 200 - 500 bps	5 - 7%	6 - 8%	4 - 6%	7 - 9%
> 4.5%	> 6%	> 11.5%	> 11.5%	> 8.5%	> 9.5%

New market assumptions for Fiscal Year 2021

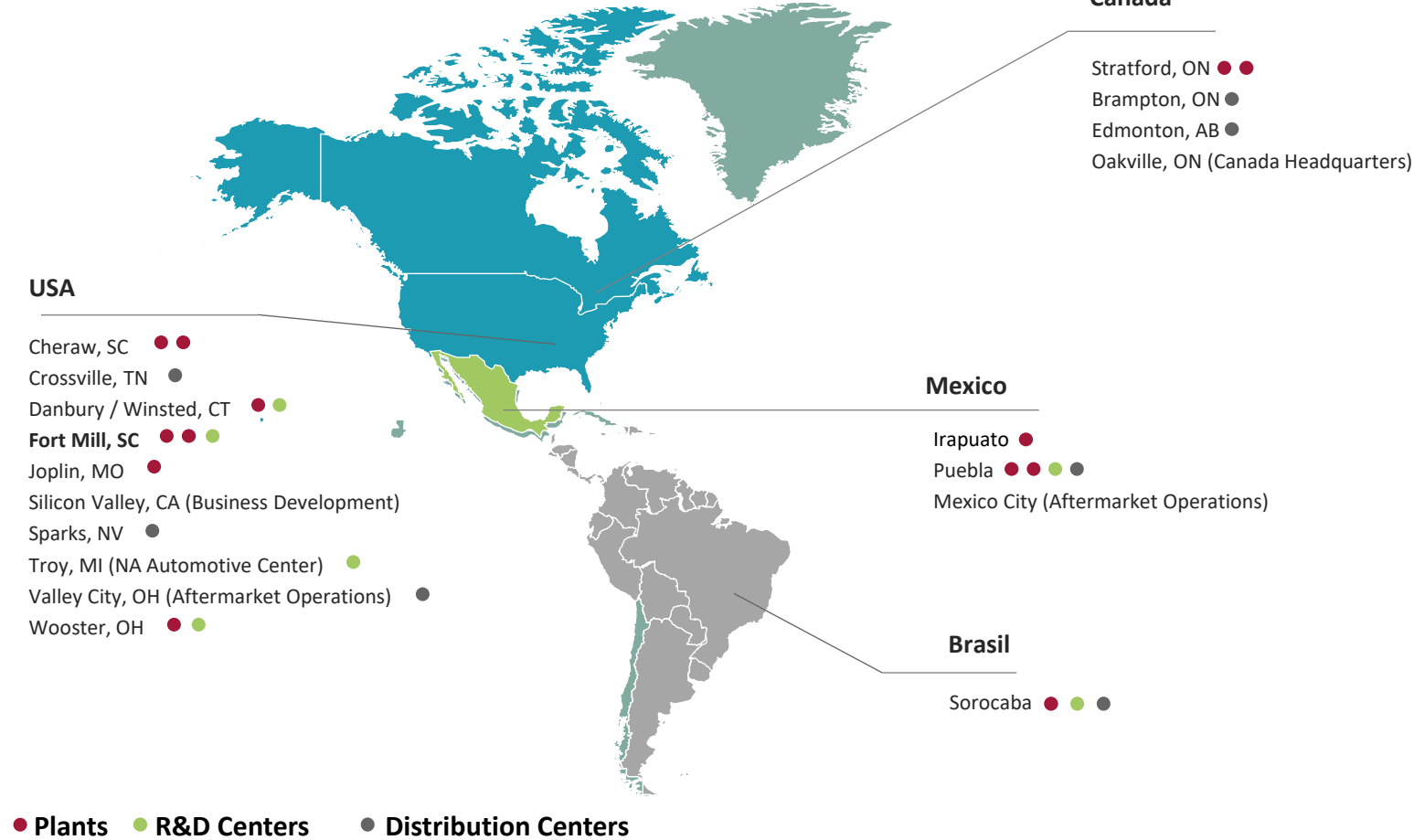
- Automotive Technologies: Increase of LVP of around **10%** as cautious estimate considering further possibilities of disruptions and volatility
- Automotive Aftermarket: Increase of global GDP by around **6%**
- Industrial: Increase of relevant industrial production of around **9%**

Agenda

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Where we stand – Americas region at a glance

Main Locations



Headquartered in

Fort Mill, SC



13 Plants

5 R&D / engineering centers



20.7%

contribution to global turnover in 2020



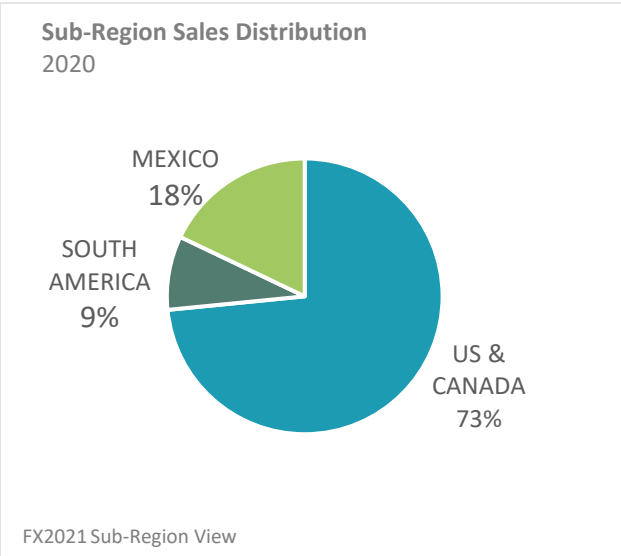
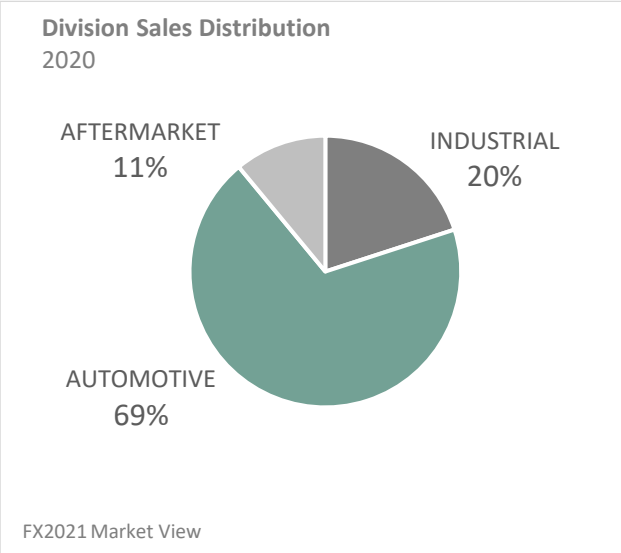
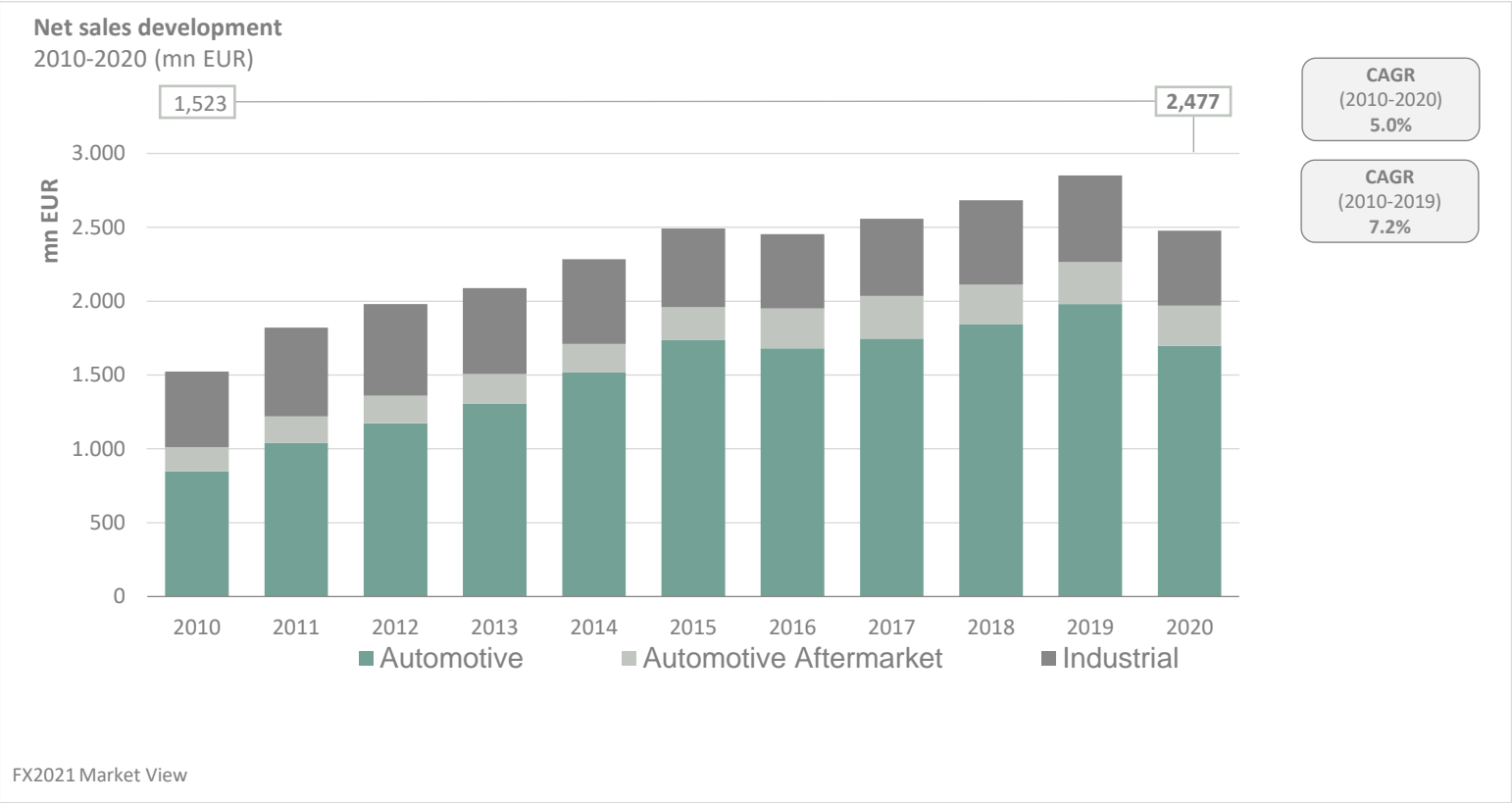
23% contribution to global Automotive sales in 2020

17% contribution to global Industrial sales in 2020

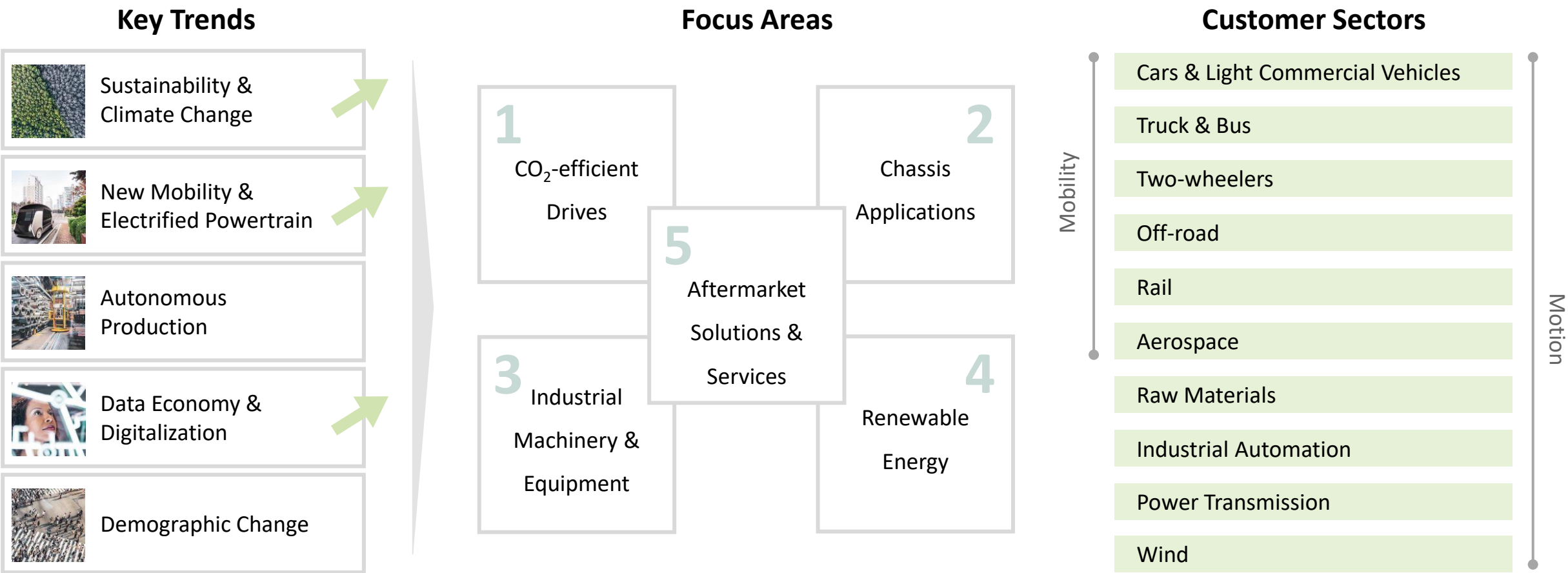


11,785 employees

Where we stand – Americas region with 21% of total Group sales

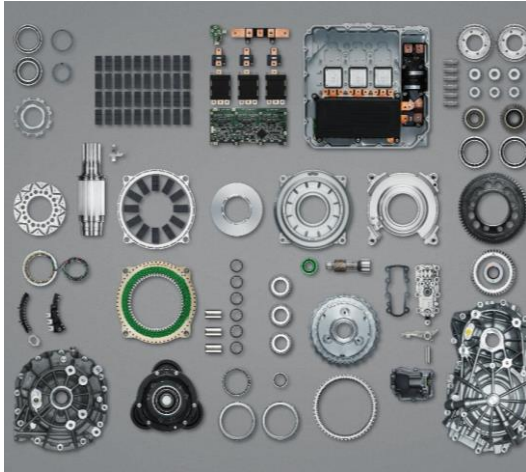


Where we play – We are present in attractive markets, and deliver solutions to a diverse customer base – Trends also reinforced by government policies



Schaeffler Divisions serve 10 joint Customer Sectors by focusing on 5 Focus Areas

Automotive Technologies – How we win: contributing to customer's success by becoming the preferred technology partner



**Successful entry in
heavy-duty hybrid
modules market**



**Strategic cooperation
with REFIRE for
Hydrogen Technology
and Fuel Cells
established**

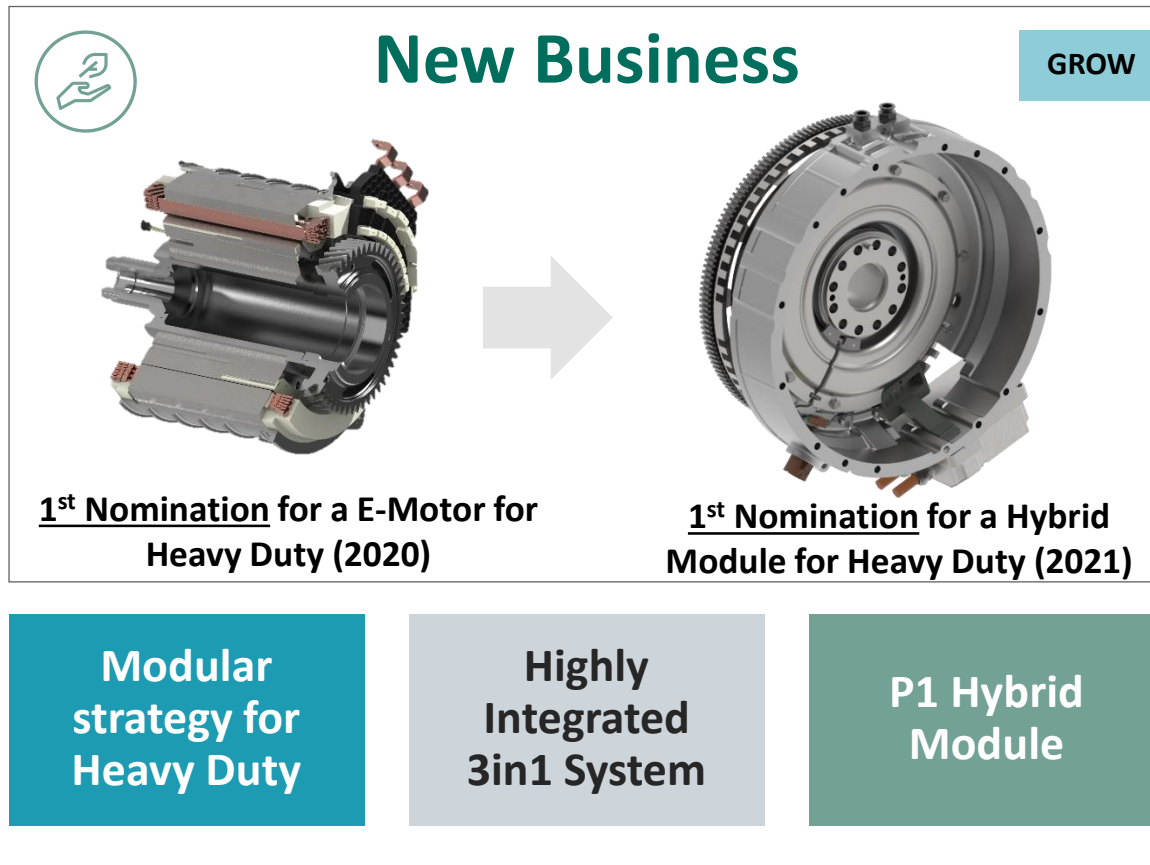
**Substantial increase
in E-Mobility projects
acquisition
Q1 2021 vs. Q1 2020**



**Successful entry in the
Chinese market
with our E-Motors &
Wave-Winding
Technology**



Automotive Technologies – How we win: E-Mobility Heavy Duty, Schaeffler is supplying E-Motors and Hybrid Modules for Heavy Duty



Key Aspects:

- Market Entry in Heavy Duty with Schaeffler Hybrid Modules
- 3in1 System with integrated Power Electronics
- Leveraging on our braking energy recuperation technology
- Enabling customers to achieve CO₂ & NO_x targets




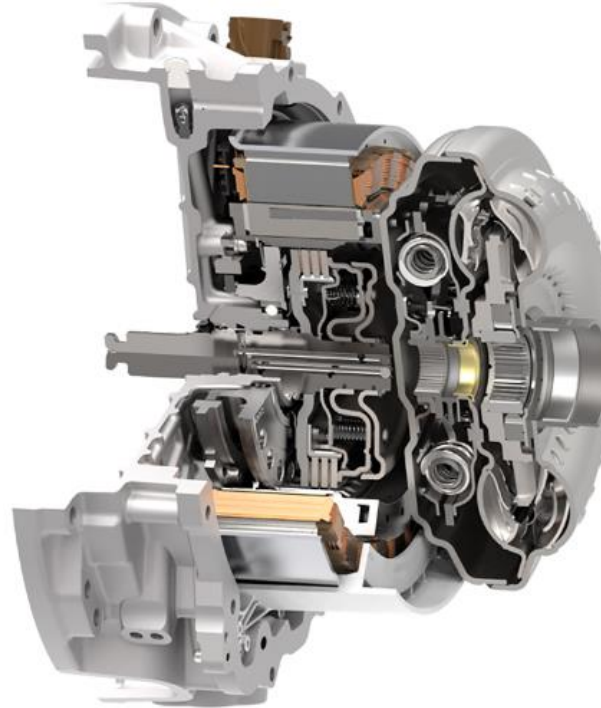
We are electrifying the Heavy-Duty sector and supporting our customers in achieving their CO₂ targets

How we win – Automotive Technologies: Finalist for the 2021 Automotive News Pace Award!



Automotive News
PACETM
AWARD

EXCLUSIVE SPONSOR:  **APMA**
LEAD. REACH. CONNECT.

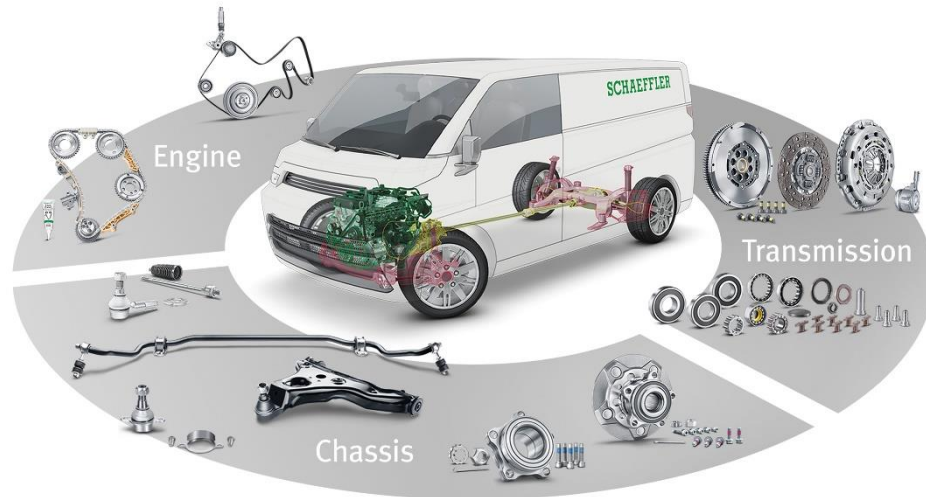


AUTOMOTIVE NEWS PACE AWARD

- The **P2 Hybrid Module for RWD Transmission**, produced at our Wooster plant, has been chosen as a **finalist for the 2021 Automotive News PACE Award!**
- **PACE** judges will review the innovations for the award, to be presented Sept. 30 at a ceremony in Detroit.
- This award is given to suppliers in **recognition of a technological innovation in product or processes** that has reached commercial application.

Automotive Aftermarket – How we win: tapping into LCV business growth opportunities

Schaeffler's model-based repair solutions for LCV's



Fastest growing
segment with
**8% annual
growth**

Top 10 models in
Europe represent
**> 50% of the
market**

**> 100,000 km
per year** lead to
increased
maintenance

Light Commercial Vehicles business is driven by

- E-Commerce acceleration and “last mile” delivery services
- Urbanization

Schaeffler repair solutions reduce TCO for fleet operators by

- Offering a cross-brand, cross-system product portfolio from a single source
- Minimizing downtime thanks to easy installation and longevity of components

Minimum stock and few infrastructural changes for garages

- Ten models cover almost half of the European LCV market
- Servicing LCV requires just a few technical changes for garages

Schaeffler's LCV repair solutions enable great business potential in a growing market segment

Automotive Aftermarket – How we win in Region Americas: securing business growth by expanding product portfolio based on Schaeffler OE technology leadership



New replacement product from Schaeffler

- Introduction of new Torque Converter into the Independent Aftermarket is a significant business opportunity
- Torque Converters are an essential component in the growing segment of Automatic Transmissions in the USA and Canada

Schaeffler is a leading OE supplier for Torque Converters

- Create Aftermarket replacement options on the basis of proven OE concepts
- The innovative designs benefit all channel partners through SKU consolidation (less inventory, more vehicles covered)
- Longer life and superior performance compared to currently offered remanufactured products



First SKUs
in stock in
H2 2021

Targeted
30% coverage
of US VIO¹ by 2022

EUR 350 mn
market volume
in USA

Schaeffler to pioneer with a new Torque Converter for the Independent Automotive Aftermarket

¹ Vehicles in Operation

Industrial – How we win: driving the recovery with core products and innovations

Offroad

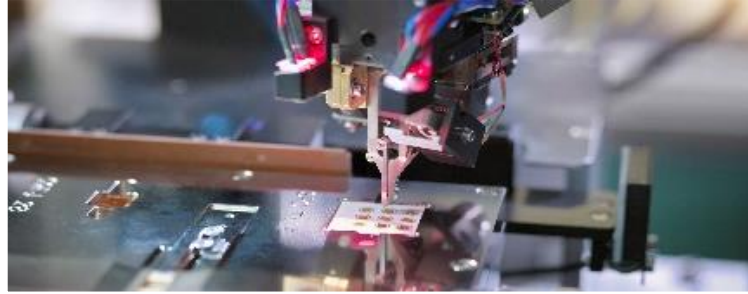


Tillage bearing

Supporting and optimizing the preparation of soil for seed planting

New agricultural bearing solutions introduced to the American and European market

Industrial Automation



Linear motor drive

Testing of electronic chips in semiconductor manufacturing for mass production

Strong order gains from the semiconductor industry in Asia/Pacific

Power Transmission



Standard ball bearing

Bearings used in a wide variety of applications such as electric motors and household appliances

New ball bearing design with highly competitive performance to cost ratio

Significant and broad-based order intake, supported by innovative products and global footprint

Industrial – How we win in Region Americas: setting the course for sustainable growth in the U.S. Market

Aerospace



Recovery started

- Increased order entries for overhaul business
- Long term contract closed with key OEM



Renewable Energy



Large order for
wind bearings

- Upgrading the installed base in the U.S. with superior technical solution
- Leveraging our global footprint and market leading position to capture future growth



Footprint



> EUR 70 mn
invested over 3
years

- “Made In the U.S.” enhancing flexibility and availability for local growing demands
- Consolidation of smaller facilities – Linear operations moved from Spartanburg to Fort Mill

Strong position to grow in key profitable sectors with continuously improving footprint and technology

How we win – High priority on training and development of our employees




Inspire &
Empower



- Schaeffler Academy
- Technical Training
- Leadership & Talent Management
- Apprenticeship
- Group Engineer Program
- Co-op Program
- Internship
- University Relations

Qualification, Diversity and Collaboration as key success factors

How we win – Our sustainability initiatives are well on track



We made significant improvements
in our operational efficiency.

By achieving one of the
highest levels of
productivity ever.

Saving enough energy to
sustain almost **200**
households

2 GWH of
energy saved

0 Landfill at
Danbury Site

Turned **100**
Tons of waste
into fuel

10 Million
Gallons of
water reduced

We pioneer motion

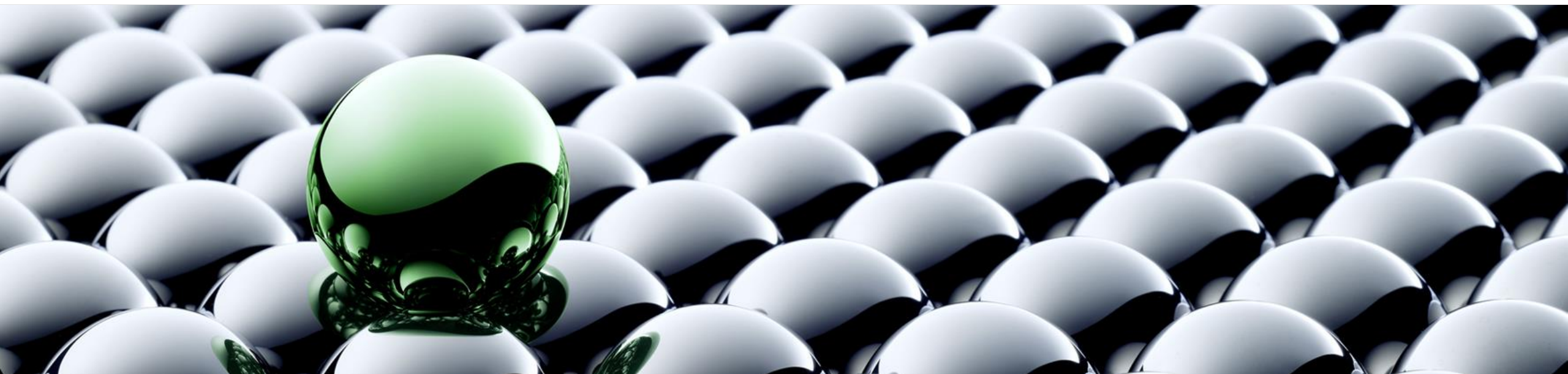
2021 Capital market activities

Roadshows & Conferences – May and June 2021 Virtual Events

May 17	Roadshow – <i>US/UK, Jefferies</i>
May 18	Conference – <i>Automotive, Citi</i>
May 19	Roadshow – <i>DACH, Metzler</i>
May 20	Conference – <i>US, Berenberg</i>
Jun 1	Fireside Chat – <i>E-Mobility, HSBC</i>
Jun 22	Conference – <i>Automotive, J.P. Morgan</i>

Financial calendar

May 12	Q1 2021 Earnings Release
Aug 4	H1 2021 Earnings Release
Nov 9	9M 2021 Earnings Release



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Backup 1

Backup 1
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Q1/2021 Financials

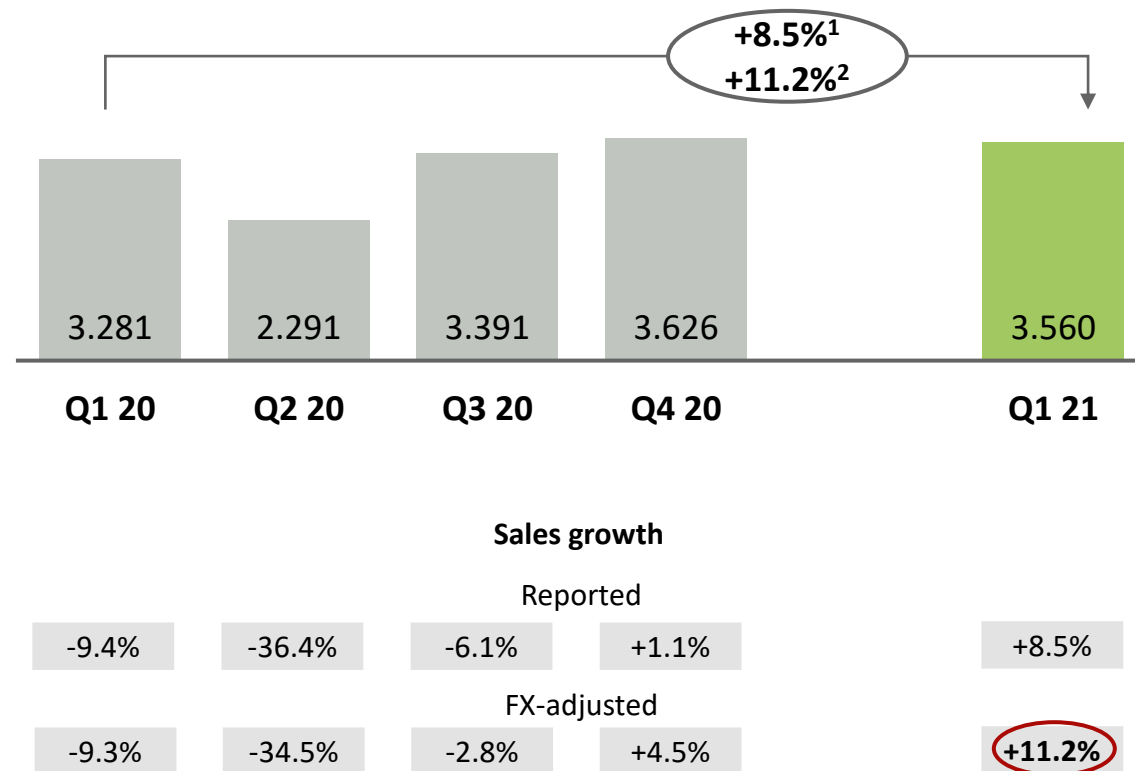
Key figures Q1 2021

in EUR mn	Q1 2020	Q1 2021	Q1 2021 vs. Q1 2020
Sales	3,281	3,560	+8.5% +11.2% ¹
Gross Profit	789	957	+168 mn
Gross margin	24.0%	26.9%	+2.9pp
EBIT²	212	403	+191 mn
EBIT margin²	6.5%	11.3%	+4.8pp
Net income³	-186	235	+421 mn
EPS⁴ (in EUR)	-0.28	0.35	+0.63
Schaeffler Value Added⁵	240	199	-41 mn
ROCE⁶	12.8%	12.5%	-0.3pp
Free Cash Flow⁷	137	130	-7 mn
Capex	164	132	-32 mn
Net financial debt	2,414	2,176	-238 mn
Leverage ratio⁸	1.2x	1.1x	-0.1x
Headcount	86,548	83,937	-3.0%

¹ FX-adjusted | ² Before special items | ³ Attributable to shareholders of the parent company | ⁴ Earnings per common non-voting share | ⁵ Defined as EBIT before special items LTM minus Cost of Capital (9% × Ø Capital Employed) | ⁶ Before special items, LTM | ⁷ Before cash in- and outflows for M&A activities | ⁸ Net financial debt to EBITDA ratio before special items

Sales – Strong growth in China, recovery in Europe still lagging the other regions

Sales | in EUR mn



¹ Reported | ² FX-adjusted

Key aspects

- Positive sales development in Q1 with strong growth in China; Americas and Asia/Pacific also with positive growth momentum
- Automotive Technologies the clear growth driver with 74%² growth in China yoy
- AAM slightly down in Europe, all other regions growing double-digit²
- Industrial still negative in Europe, improving in Americas and showing double-digit growth in China driven by Wind and Power Transmission

Sales by region Q1 2021

yoy growth²

Greater China

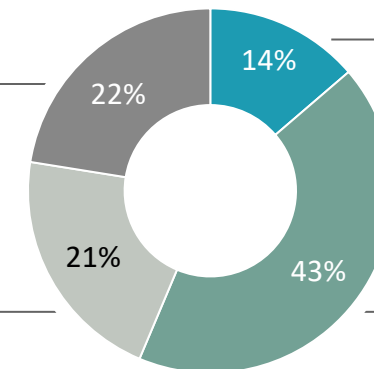
+57.1%

Americas

+6.7%

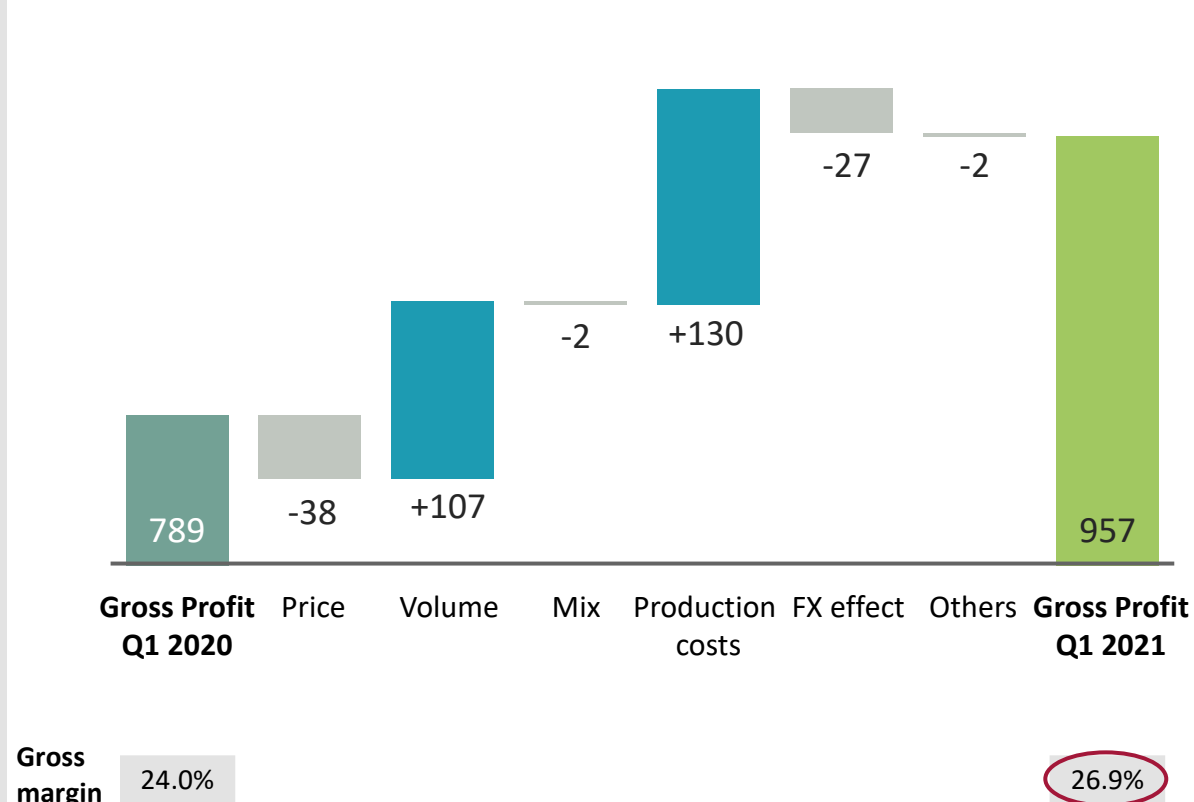
+12.2% Asia/Pacific

-0.6% Europe



Gross Profit – Strong Gross margin driven by Automotive Technologies

Gross Profit Q1 2020 vs. Q1 2021 | in EUR mn



Key aspects

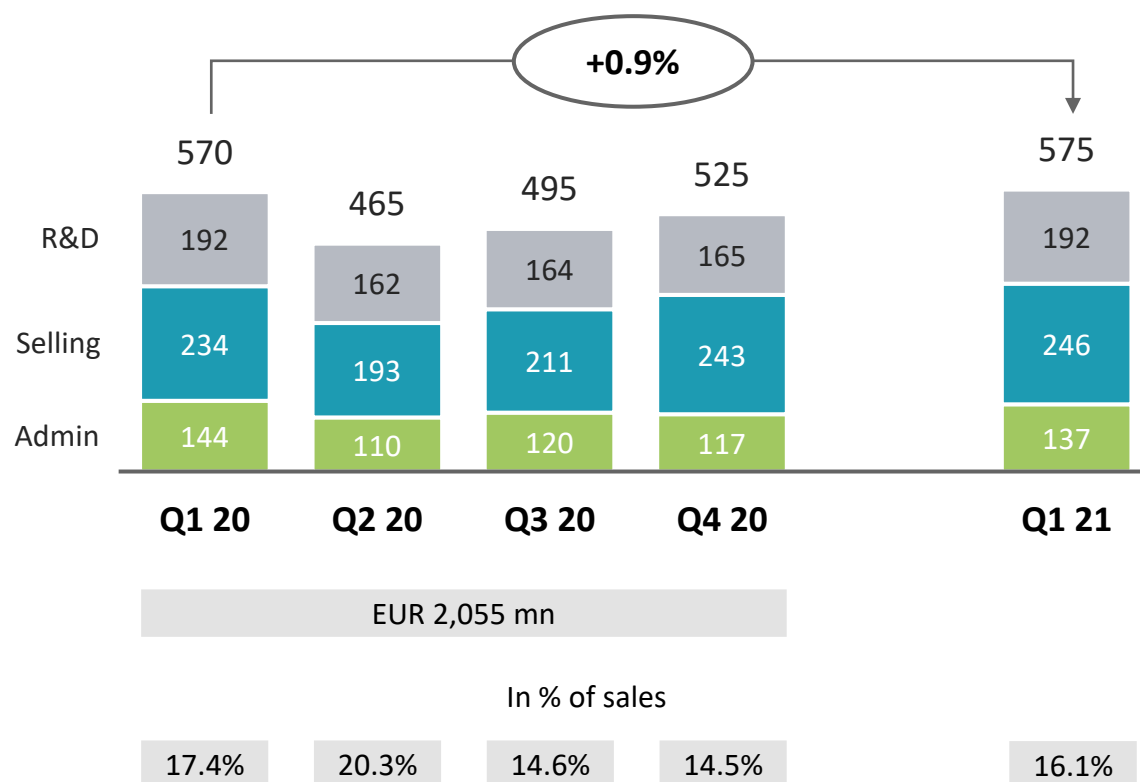
- Normal negative price effect in Automotive Technologies (but less than PY), Aftermarket and Industrial with slightly negative pricing yoy
- Strong volume increase driven by Automotive Technologies, but also Aftermarket and Industrial with higher volumes
- Production costs clearly lower yoy due to scale effects, effective cost savings in plants and still limited cost inflation impact

Gross margin

in % of sales	Q1 20	Q1 21	Q1 21 vs. Q1 20
Automotive Technologies	18.5%	24.5%	+6.0pp
Automotive Aftermarket	35.8%	32.3%	-3.5pp
Industrial	31.0%	30.5%	-0.5pp
Group	24.0%	26.9%	+2.9pp

Functional costs – Flat development yoy, cost ratio decreased due to strong cost discipline

Functional costs | in EUR mn



Key aspects

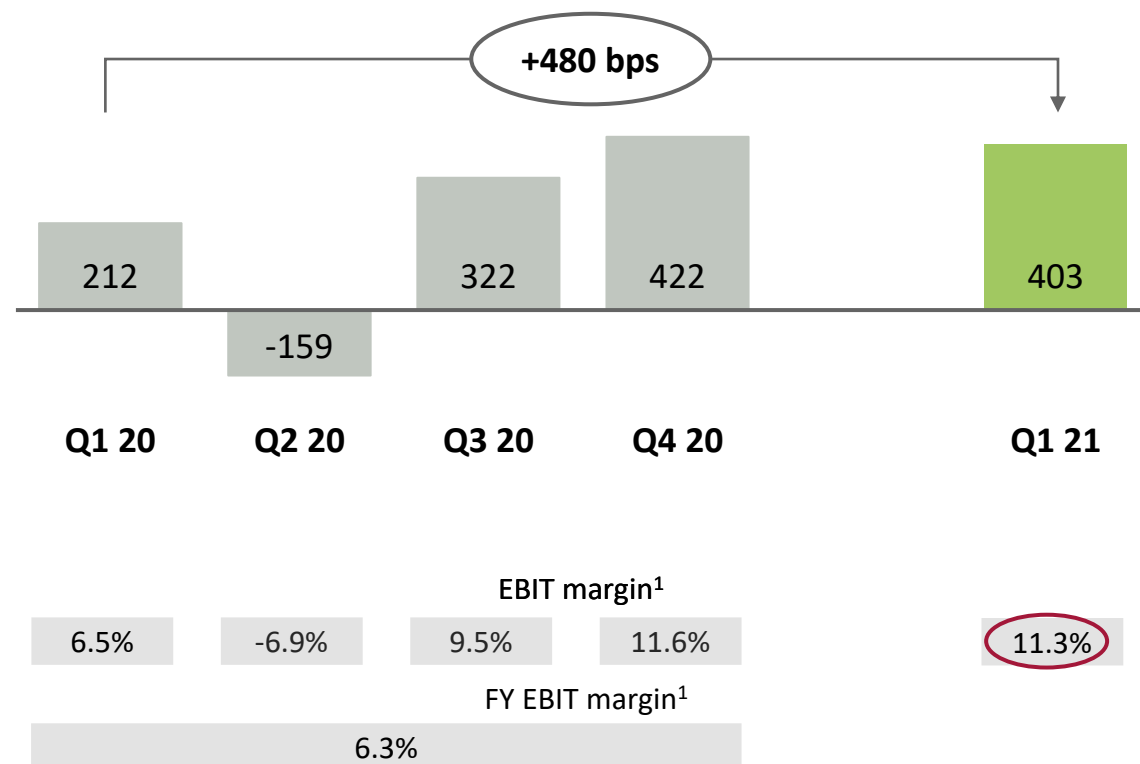
- Functional costs increased by 0.9% in Q1; clearly less than the sales increase
- R&D costs flat yoy – Overall on a lower absolute level due to IFRS 15 adjustments, retrospectively applied
- Selling costs increased yoy, due to higher volumes and AKO ramp-up
- Admin expenses decreased by EUR 7 mn yoy as a result of continued cost discipline; sequentially expenses increasing

Functional cost ratio

in % of sales	Q1 20	Q1 21	Q1 21 vs. Q1 20
Automotive Technologies	16.3%	14.4%	-1.9pp
Automotive Aftermarket	17.6%	19.5%	+1.9pp
Industrial	19.8%	19.2%	-0.6pp
Group	17.4%	16.1%	-1.3pp

Strong EBIT margin before special items – Margin increase supported by top line growth, still low raw material costs and overhead cost control

EBIT¹ | in EUR mn



¹ Before special items

Key aspects

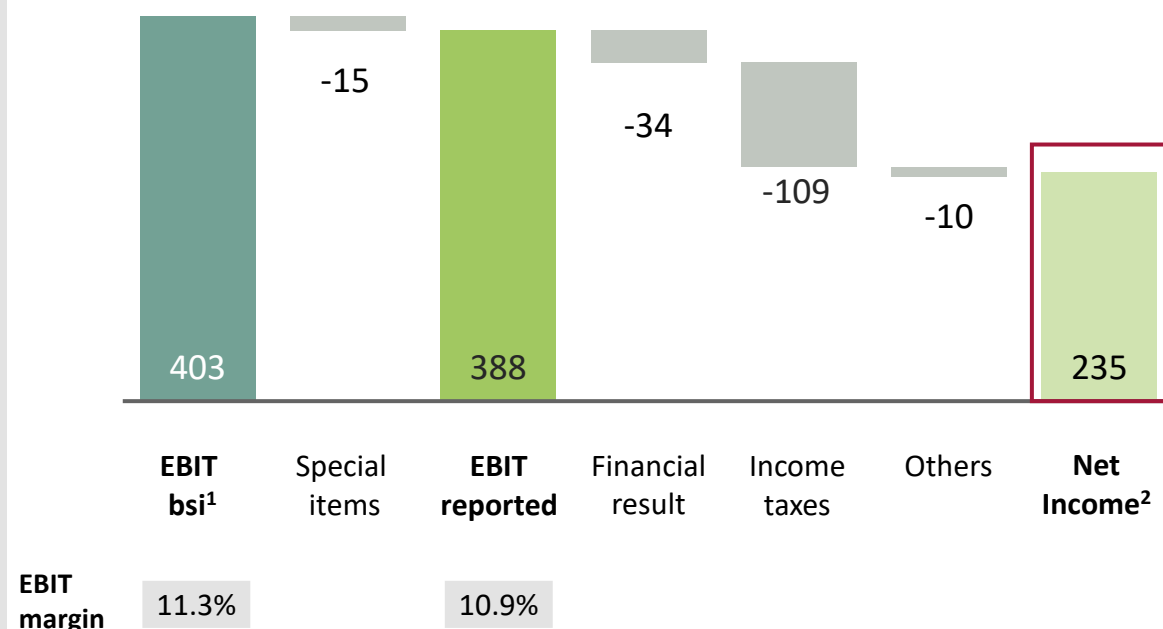
- Strong Q1 EBIT margin¹ of 11.3% as a result of continued market recovery in Automotive Technologies as well as structural cost savings
- Automotive Aftermarket with anticipated lower margin driven by higher product costs (internal sourcing) and AKO ramp-up
- Industrial margin strong, supported by higher volumes and structural cost savings

EBIT margin¹

	Q1 20	Q1 21	Q1 21 vs. Q1 20
Automotive Technologies	2.3%	10.8%	+8.5pp
Automotive Aftermarket	17.2%	12.9%	-4.3pp
Industrial	10.7%	11.9%	+1.2pp
Group	6.5%	11.3%	+4.8pp

EBIT before special items – Reconciliation

Reconciliation Q1 2021 | in EUR mn



¹ Before special items | ² Attributable to the shareholders of the parent company

Key aspects

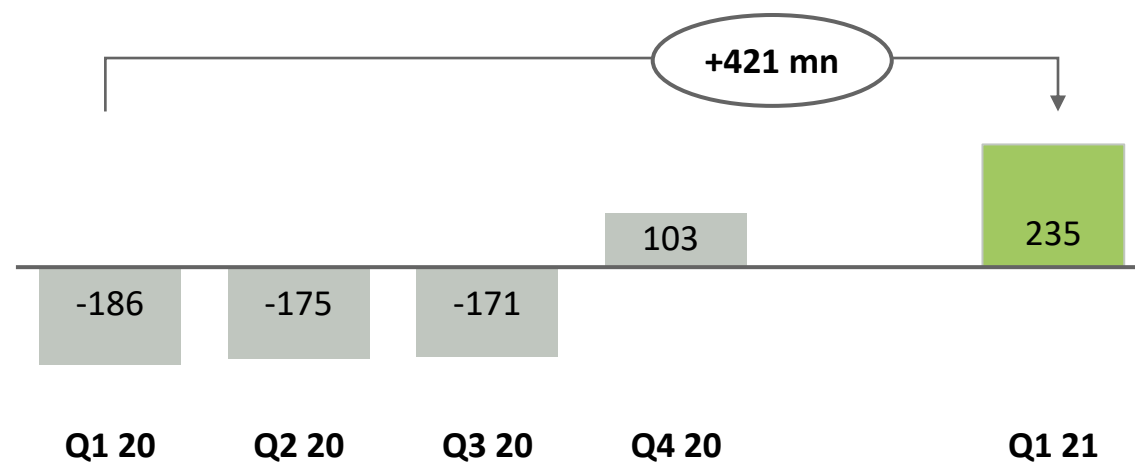
- Special items amounted to EUR 15 mn in Q1, related legal risks and additional provisions for the Roadmap 2025
- Financial Result of EUR -34 mn better than prior year, which was impacted by the redemption option of the former high yield bond
- Income taxes increased yoy on positive EBT; in addition, Q1 2020 included a Goodwill impairment in Automotive Technologies, which was not deductible for tax purposes

Special items by division | in EUR mn

	Q1 20	Q1 21	Q1 21 vs. Q1 20
EBIT Reported	-90	388	+478
Automotive Technologies	270	8	-262
Automotive Aftermarket	0	1	+1
Industrial	32	6	-26
Group	302	15	-287
EBIT bsi¹	212	403	+191

Net Income¹ EUR 235 mn – EPS² positive with EUR 0.35

Net income¹ | in EUR mn

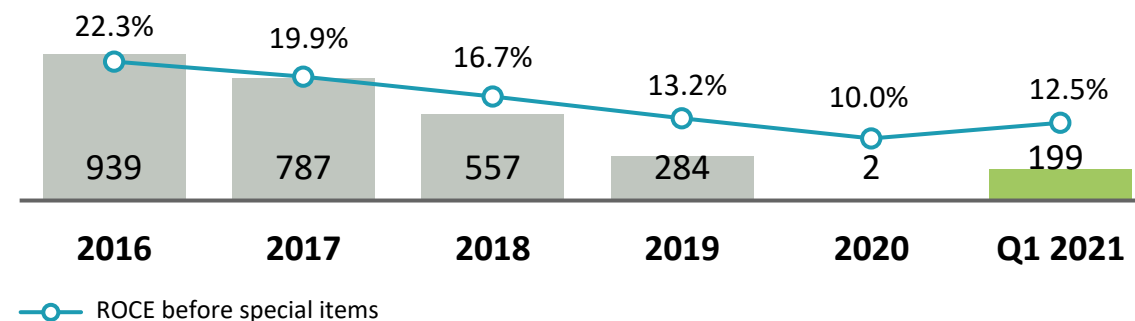


¹ Attributable to the shareholders of the parent company | ² Earnings per common non-voting share

Key aspects

- Q1 2021 Net Income¹ reached EUR 235 mn, Net income before special items¹ amounted to EUR 247 mn
- EPS clearly positive with EUR 0.35 (Q1 20: EUR -0.28)
- Schaeffler Value Added³ decreased to EUR 199 mn (Q1 20: EUR 240 mn) due to lower EBIT LTM, whereas the average Capital Employed declined

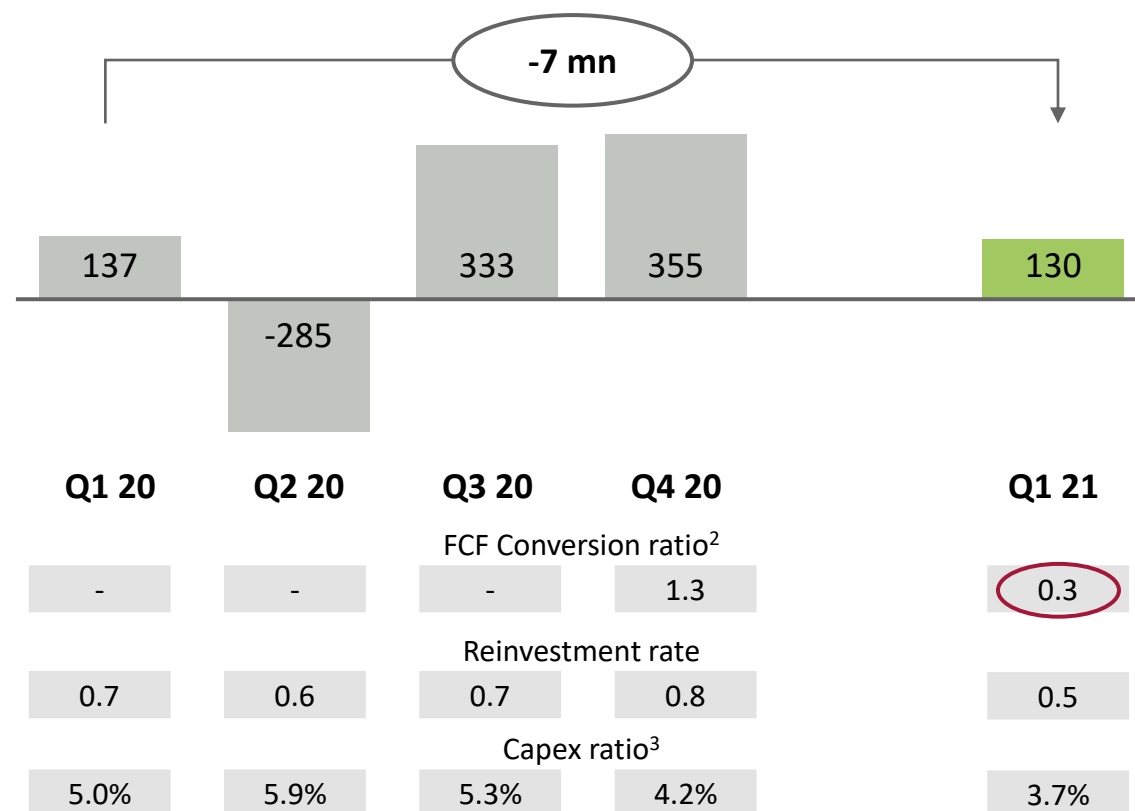
ROCE and Schaeffler Value Added³ | in EUR mn



³ EBIT before special items LTM minus Cost of Capital (10% × Ø Capital Employed)

Free Cash Flow – Strong EBITDA compensating outflows for Restructuring and Net Working Capital

Free Cash Flow before M&A¹ | in EUR mn



¹ Before cash in- and outflows for M&A activities | ² Ratio FCF before M&A to EBIT reported – Only applicable if FCF and EBIT positive | ³ Capex in % of sales

Key aspects

- Strong EBITDA with EUR 625 mn (Q1 20: EUR 403 mn)
- Capex decreased to EUR 132 mn, higher Capex in the upcoming quarters expected (FY guidance of around EUR 800 mn confirmed)
- Cash Outs for Restructuring reached around EUR 150 mn, mainly related to the voluntary severance scheme in Germany launched in 2019
- Net Working Capital outflow amounted to EUR 164 mn, driven by higher inventories and receivables

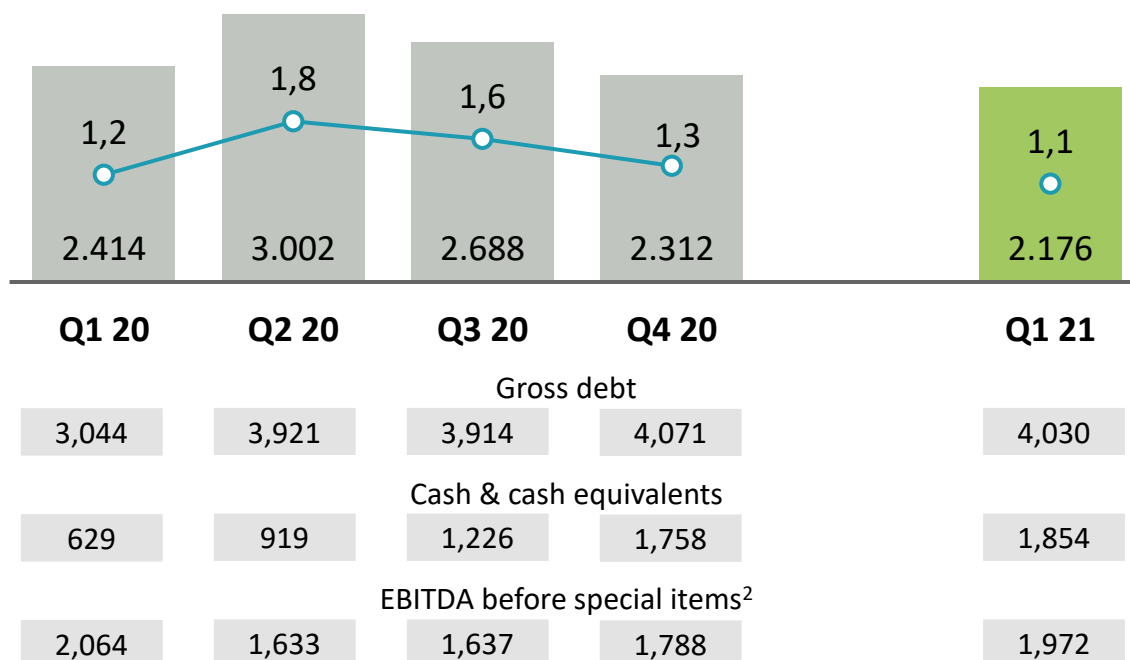
FCF Details | in EUR mn

	Q1 2020	Q1 2021	Δ Q1 21/20
FCF as reported	137	134	-3
M&A	-	-4	-4
FCF before M&A	137	130	-7

Net debt decreased to EUR 2.2 bn – Leverage ratio¹ at 1.1x

Net financial debt and Leverage ratio¹ | in EUR mn

—○— Leverage ratio¹



¹ Net financial debt to EBITDA ratio before special items | ² LTM | ³ Excluding restricted cash

Key aspects

- Net financial debt decreased to EUR 2.2 bn, Leverage ratio¹ 1.1x
- No major maturities until March 2024

Strong liquidity situation

- Cash balance Schaeffler Group as per end of March 2021 EUR 1,854 mn (December 2020 EUR 1,758 mn)
- Committed unused credit lines on Group level of almost EUR 2.0 bn as per end of March 2021, available liquidity³ 28% of LTM Net Sales

Ancillary comments

Additional KPIs	FY 2021	Comments
E-Mobility perimeter	Incl. TMM, Fuel Cells and Chassis Mechatronics	Starting from 2021, the business division E-Mobility includes Thermal management modules, fuel cell components as well as mechatronic chassis systems
Order Intake E-Mobility	EUR 1.5 - 2.0 bn	Starting from 2022 the new target of EUR 2 - 3 bn applies
Capex	Around EUR 800 mn	Focus areas include Digitalization, Sustainability, Innovation & Technology and investments in New Business
Restructuring cash-out	Up to EUR 350 mn	Significant portion of extraordinary restructuring expenses in 2021 expected leading to prudent FCF guidance
Dividend payment on April 28	25 cents	Dividend payout ratio ² 50% within our range of 30 - 50%
Leverage ratio ¹	1.2x - 1.7x	Leverage ratio 2021 around lower end of our mid-term range
Average Tax rate	28 - 32%	Overall effective tax rate in line with pre-Covid years
FX rate EUR/USD	1.25	Next to EUR/USD, also the Chinese Renminbi and Mexican Peso are of specific importance

¹ Net financial debt to EBITDA ratio before special items | ² in % of Net income attributable to shareholders before special items

Backup 2

Backup 2
—
Additional information

Key figures by Group and division

Group | in EUR mn

	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21
Sales	3,281	2,291	3,391	3,626	3,560
Sales Growth¹	-9.3%	-34.5%	-2.8%	+4.5%	+11.2%
EBIT Reported	-90	-144	-188	274	388
EBIT bsi	212	-159	322	422	403
EBIT bsi margin	6.5%	-6.9%	9.5%	11.6%	11.3%

Automotive Aftermarket | in EUR mn

	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21
Sales	446	301	456	438	444
Sales Growth¹	+1.6%	-30.5%	-0.2%	+1.3%	+4.0%
EBIT Reported	77	28	62	61	57
EBIT bsi	77	28	86	67	57
EBIT bsi margin	17.2%	9.3%	18.8%	15.4%	12.9%

Adjusted comparative
figures 2020

Automotive Technologies | in EUR mn

	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21
Sales	2,008	1,256	2,161	2,391	2,281
Sales Growth¹	-12.1%	-41.9%	-1.2%	+8.0%	+15.8%
EBIT Reported	-223	-235	-75	189	238
EBIT bsi	47	-240	176	280	246
EBIT bsi margin	2.3%	-19.1%	8.2%	11.7%	10.8%

Industrial | in EUR mn

	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21
Sales	827	734	774	797	836
Sales Growth¹	-7.7%	-18.2%	-8.2%	-3.0%	+3.9%
EBIT Reported	56	63	-175	24	93
EBIT bsi	88	53	61	74	99
EBIT bsi margin	10.7%	7.2%	7.8%	9.3%	11.9%

¹ FX-adjusted

Automotive Technologies (AT) outperformance by quarters

YTD 21

Outperformance: +1.8pp

Q1 21

	IHS ¹	AT ²	Outper- formance
World	+14.0%	+15.8%	+1.8pp
Europe	-1.1%	+3.4%	+4.5pp
Americas	-2.8%	+6.0%	+8.8pp
Greater China	+76.5%	+74.3%	-2.2pp
Asia/Pacific	+3.1%	+13.6%	+10.5pp

FY 20

Outperformance: +4.5pp

Q1 20

	IHS ¹	AT ²	Outper- formance
World	-22.2%	-12.1%	+10.1pp
Europe	-15.7%	-13.5%	+2.2pp
Americas	-11.6%	-5.2%	+6.4pp
Greater China	-45.7%	-22.8%	+22.9pp
Asia/Pacific	-13.5%	-7.3%	+6.2pp

Q2 20

	IHS ¹	AT ²	Outper- formance
World	-42.9%	-41.9%	+1.0pp
Europe	-58.2%	-59.5%	-1.3pp
Americas	-69.6%	-62.5%	+7.1pp
Greater China	+10.2%	+17.3%	+7.1pp
Asia/Pacific	-54.9%	-41.9%	+13.0pp

Q3 20

	IHS ¹	AT ²	Outper- formance
World	-2.4%	-1.2%	+1.2pp
Europe	-6.0%	-9.3%	-3.3pp
Americas	-3.1%	+2.9%	+6.0pp
Greater China	+10.9%	+14.2%	+3.3pp
Asia/Pacific	-12.9%	-10.1%	+2.8pp

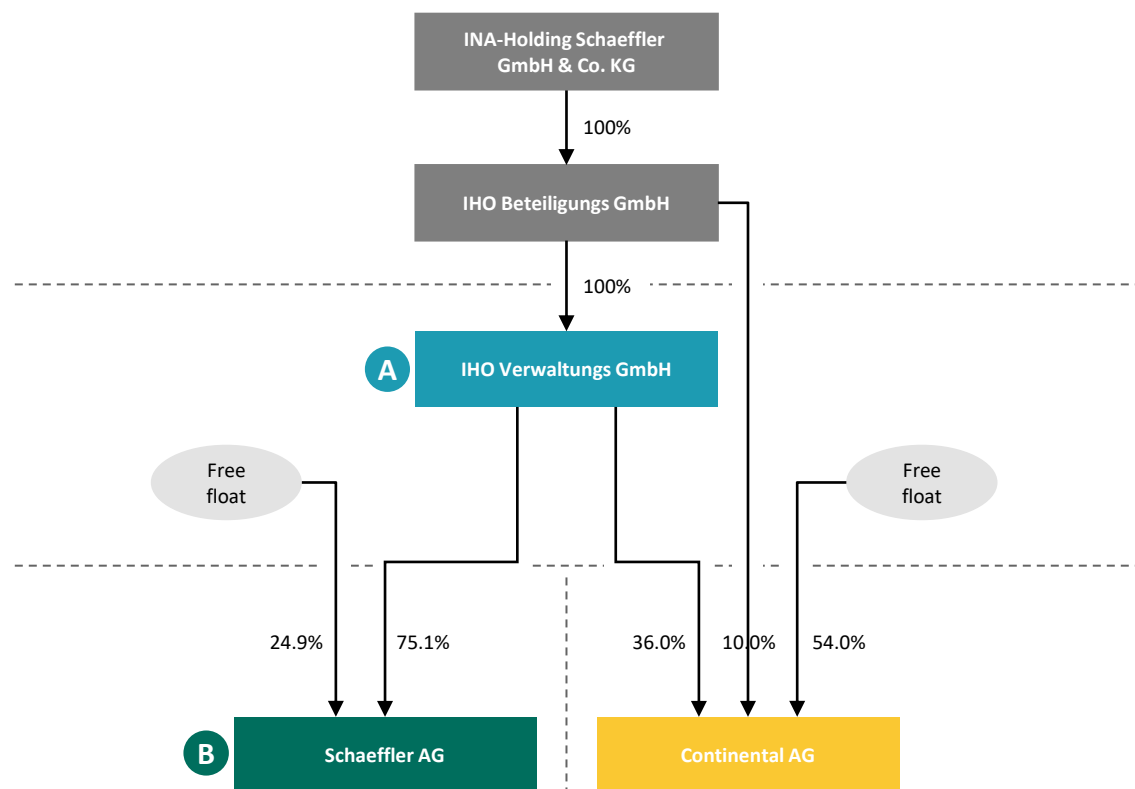
Q4 20

	IHS ¹	AT ²	Outper- formance
World	+3.2%	+8.0%	+4.8pp
Europe	+1.1%	+6.4%	+5.3pp
Americas	+0.6%	+9.1%	+8.5pp
Greater China	+6.1%	+9.5%	+3.4pp
Asia/Pacific	+3.6%	+9.1%	+5.5pp

¹ Light Vehicle production growth according to IHS Markit, April 2021 | ² FX-adjusted sales growth of Automotive Technologies division

Overview Corporate and Financing Structure

Corporate structure (simplified) | as of March 31, 2021



Financing structure | as of March 31, 2021

A IHO Verwaltungs GmbH

	Debt instrument	Nominal (USD m)	Nominal (EUR ¹ m)	Interest	Maturity	Rating (Fitch/Moody's/S&P)
Loans	RCF (EUR 800 m)	-	200	E+3.25%	Dec-24	Not rated
	Bridge Facility (EUR 400 m)	-	0	E+3.00%	Feb-22	Not rated
Bonds	3.625% SSNs 2025 (EUR)	-	800	3.625%	May-25	BB/Ba2/BB-
	3.75% SSNs 2026 (EUR)	-	750	3.75%	Sep-26	BB/Ba2/BB-
	4.75% SSNs 2026 (USD)	500	426	4.75%	Sep-26	BB/Ba2/BB-
	3.875% SSNs 2027 (EUR)	-	500	3.875%	May-27	BB/Ba2/BB-
	6.00% SSNs 2027 (USD)	450	384	6.00%	May-27	BB/Ba2/BB-
	6.375% SSNs 2029 (USD)	400	341	6.375%	May-29	BB/Ba2/BB-
Total IHO Verwaltungs GmbH			3,401	Ø 3.81% ^{2,3}		

B Schaeffler AG

	Debt instrument	Nominal (USD m)	Nominal (EUR ¹ m)	Interest	Maturity	Rating (Fitch/Moody's/S&P)
Loans	RCF (EUR 1,800 m)	-	-	E+0.80%	Sep-24 ⁴	Not rated
	Schuldschein Loans (EUR)	-	557	Ø 1.65%	May-23, 25, 28 & 30	Not rated
CP	Commercial Paper Program (EUR)	-	-	-	-	Not rated
Bonds	1.125% SNs 2022 (EUR)	-	545	1.125%	Mar-22	BB+/Ba1/BB+
	1.875% SNs 2024 (EUR)	-	800	1.875%	Mar-24	BB+/Ba1/BB+
	2.750% SNs 2025 (EUR)	-	750	2.750%	Oct-25	BB+/Ba1/BB+
	2.875% SNs 2027 (EUR)	-	650	2.875%	Mar-27	BB+/Ba1/BB+
	3.375% SNs 2028 (EUR)	-	750	3.375%	Oct-28	BB+/Ba1/BB+
Total Schaeffler Group			4,052	Ø 2.47% ³		

¹ EUR/USD = 1.1725 | ² After cross currency swaps | ³ Incl. commitment and utilization fees

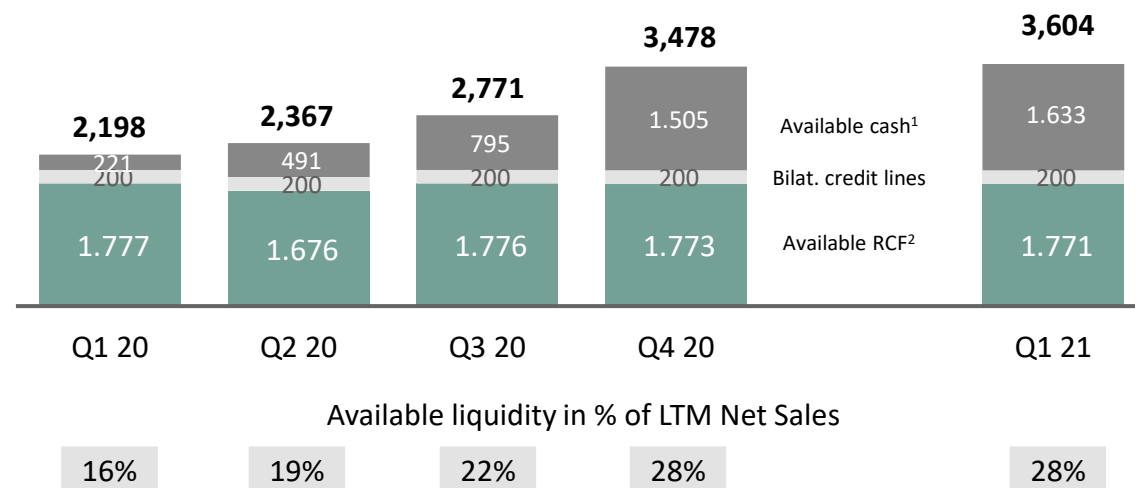
⁴ On March 12, 2021, a contractually agreed extension option was exercised to extend the original maturity in 2023 by one year.

Liquidity position of EUR 3.6 bn at the end of March 2021

Liquidity

- Cash balance Schaeffler Group as per end of March 2021 EUR 1,854 mn (December 2020 EUR 1,758 mn)
- Committed unused credit lines on Group level of almost EUR 2.0 bn as per end of March 2021, available liquidity¹ 28% of LTM Net Sales

As of March 31, 2021 | in EUR mn



¹ Excluding restricted cash | ² Utilization includes draw downs of cash and in form of letters of credit

Maturity Profile

- Balanced debt maturity profile; remainder of EUR 2022 bond maturity pre-funded; no major maturities until March 2024
- Average maturity of financing portfolio as per 31 March 2021: 4 years 6 months

As of March 31, 2021 | in EUR mn

