Schaeffler Industrial Roadshow
Harnessing growth, driving profitability

Dr. Stefan Spindler, CEO Industrial Division
September 8th, 2022
Agenda

1 Overview

2 Where we play & How we win

3 How we create value
Overview
Industrial – Strong growth\(^1\) momentum continued, solid EBIT margin\(^2\) despite increased cost headwinds

**Strong growth\(^3\)** across all regions except Greater China – Industrial delivering more than EUR 1 bn sales level in Q2 again, despite macro headwinds

**Strong volume growth** in Industrial Distribution and in Industrial Automation especially in Europe in Q2; Contribution from high demand in Industrial Distribution also in Americas and Asia/Pacific

**We are executing our strategy** – Compelling acquisition of Ewellix with an excellent strategic fit, next to sound organic growth in the existing business overall

**EBIT margin\(^2\)** flat yoy due to sharply increased input and freight/logistics costs, volume-driven higher personnel expenses; Some inefficiencies linked to execution of planned consolidation actions in Europe arose in Q2, still, transitory impact

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1 **Overview**

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**Sales** in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>Q2 2021</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>+11.7%(^1)</td>
<td>902</td>
<td>1,063</td>
</tr>
<tr>
<td>+13.6%(^1)</td>
<td>1,738</td>
<td>2,065</td>
</tr>
</tbody>
</table>

**Gross margin**

<table>
<thead>
<tr>
<th></th>
<th>Q2 2021</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>29.1%</td>
<td>30.3%</td>
<td></td>
</tr>
<tr>
<td>29.7%</td>
<td>29.8%</td>
<td></td>
</tr>
</tbody>
</table>

**EBIT\(^2\)** in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>Q2 2021</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>+0.0pp</td>
<td>108</td>
<td>126</td>
</tr>
<tr>
<td>-0.1pp</td>
<td>206</td>
<td>241</td>
</tr>
</tbody>
</table>

**EBIT margin\(^2\)**

<table>
<thead>
<tr>
<th></th>
<th>Q2 2021</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.9%</td>
<td>11.9%</td>
<td></td>
</tr>
<tr>
<td>11.8%</td>
<td>11.7%</td>
<td></td>
</tr>
</tbody>
</table>

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\(^1\) FX-adjusted | \(^2\) Before special items
### 1 Overview

**Industrial – Strong growth** in most regions and market clusters continued

#### Sales by region | yoy growth

<table>
<thead>
<tr>
<th>Region</th>
<th>H1 2021</th>
<th>H1 2022</th>
<th>∆¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>699</td>
<td>877</td>
<td>+25.7%</td>
</tr>
<tr>
<td>Americas</td>
<td>285</td>
<td>347</td>
<td>+10.0%</td>
</tr>
<tr>
<td>Greater China</td>
<td>507</td>
<td>531</td>
<td>-4.6%</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>247</td>
<td>310</td>
<td>+21.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,738</strong></td>
<td><strong>2,065</strong></td>
<td><strong>+13.6%</strong></td>
</tr>
</tbody>
</table>

¹ FX-adjusted

#### Sales by Industrial market cluster | yoy growth

<table>
<thead>
<tr>
<th>Market Cluster</th>
<th>H1 2021</th>
<th>H1 2022</th>
<th>yoy growth¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewables</td>
<td>352</td>
<td>350</td>
<td>-7.4%</td>
</tr>
<tr>
<td>Transportation &amp; Mobility</td>
<td>542</td>
<td>616</td>
<td>+8.8%</td>
</tr>
<tr>
<td>Machinery &amp; Materials</td>
<td>554</td>
<td>697</td>
<td>+20.4%</td>
</tr>
<tr>
<td>Industrial Automation</td>
<td>290</td>
<td>402</td>
<td>+35.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,738 mn</strong></td>
<td><strong>2,065 mn</strong></td>
<td><strong>+13.6%</strong></td>
</tr>
</tbody>
</table>

- Industrial Distribution is 30.3% of H1 sales

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1 Overview

Industrial Orderbook and current trading – Solid development in July and August

Key Aspects

• High contributions to Orderbook in Q2 from Industrial Automation, Machinery & Materials as well as Transportation & Mobility

• Strong overall market demand of recent months continues in Q3

• Positive sales trend across all regions, considering a strong recovery in Greater China

• Demand in distribution business remaining at high level of previous quarters

Orderbook 3-month

1 FX-adjusted product sales
2 The Orderbook 3-month measures the value of customer orders which are due in the next three months. It is presented as a relative, FX-adjusted yoy growth indicator which reflects the short-term business expectations. Developments in the distribution business have typically a shorter reach and are therefore only partially reflected by this indicator.
2

Where we play & How we win
Performance H1 2022 by market cluster – Strong regional business ownership

H1 2022

Market clusters

Renewables

- H1 2022: EUR 350 mn\(^1\) (-7.4\(^2\))

Wind

Hydrogen as new sector cluster

Transportation & Mobility

- H1 2022: EUR 616 mn\(^1\) (+8.8\(^2\))

Aerospace

Rail

Offroad

Two-Wheelers

Machinery & Materials

- H1 2022: EUR 697 mn\(^1\) (+20.4\(^2\))

Power Transmission

Raw Materials

Industrial Automation

- H1 2022: EUR 402 mn\(^1\) (+35.2\(^2\))

Industrial Distribution share of total sales: ~30%

Industrial sales development\(^3\) [EUR mn]

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>H1 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>3,383</td>
<td>3,535</td>
<td>3,132</td>
<td>3,568</td>
<td>2,065</td>
</tr>
</tbody>
</table>

Industrial sales by region H1 2022

- Europe 42%
- Americas 26%
- Asia Pacific 15%
- Greater China 17%

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\(^1\) Indicative sales split H1 2022
\(^2\) Indicative FX-adjusted sales growth H1 2022
\(^3\) Restated values for 2018-2020
Our strategic set-up for Industrial – A solid foundation for further growth and increasing profitability

2 Where we play & How we win

Promising market exposure

+ Strong product and service portfolio

Strong relationships to customers

A Organic growth

B Inorganic growth

Dedicated growing core business

Portfolio expansion by new innovative solutions

Attracting new customers, also in new business fields

Renewables
Transportation & Mobility
Machinery & Materials
Industrial Automation

Services
Systems
Modules
Components

Portfolio expansion, growth

Volume increase, cost reduction

Rotative Technologies
Linear Technologies

Organic growth

Inorganic growth

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Sep 8th, 2022
**Organic growth – Strengthening business partnerships and expanding our existing portfolio**

**STRENGTHENED CUSTOMER RELATIONSHIPS**
Entering 12-year partnership with Rolls Royce

Unique long-term contract focused on **rolling bearing systems for aircraft engines** in the growth areas of business aviation and wide body aircraft covering 100% of Rolls Royce’s supply volume in Europe

**NEW BEARING SOLUTIONS**
Expanded product range for food & beverage industry

New types of corrosion-resistant **deep groove ball bearings, radial insert ball bearings** and **housing units** made of white, glass fiber reinforced plastic taking sector-specific requirements into account

**EXPANDED PORTFOLIO FOR NEW BUSINESS FIELDS**
Innovative solutions for the robotics industry

New **precision strain wave gears** for lightweight robots and cobots accommodating a broader range of applications in robotics and ensuring extensive market coverage
2 Where we play & How we win

**B Inorganic growth – Growing our Industrial Automation, Service Solutions and Hydrogen business**

**INDUSTRIAL AUTOMATION**
Extending scope of our robotics business

- **Melior Motion**
  Innovative manufacturer of high precision gearboxes for industrial robots and other applications

- **EWELLIX**
  One of the leading players in electromechanical automation with global footprint

**SERVICE SOLUTIONS**
Maintenance tools become a fundamental building block of our service portfolio

- **BEGA Special Tools**
  Leading manufacturer of special tools for mounting and dismounting of rolling bearings

**HYDROGEN**
Building the base for scaling up production of components and stacks for electrolysis

- **Hydron Energy**
  Manufacturer of advanced electrochemical membrane modules (stacks) for hydrogen production equipment based on the water electrolysis process

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**Ewellix**

Global manufacturer of actuation and linear motion solutions

- **>50yrs** of business experience
- **1,196** employees as of June 30th, 2022
- **6** manufacturing & customizing sites in Europe, US and Asia

**Revenues & Profitability**

- **Approx. EUR 216 mn** - FY 2021
- **More than EUR 250 mn** - FY 2022e
- Profitability at par with existing Industrial business

**Financing**

- **100%** from existing internal/external sources

**Transaction details**

- **Purchase price EUR 582 mn** (excluding approx. EUR 120 mn Ewellix Net Debt - to be assumed by Schaeffler AG)
- **Closing** expected **end of 2022**

**Integration**

- **Share deal**
- Ewellix Group will become a **100% subsidiary** of Schaeffler AG

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1 Closing of the deal is subject to customary closing conditions
Ewellix deep dive – One of the leading players in electromechanical automation active in secular growth sectors

1. Global presence with superior growth potential and strong exposure to strategic sectors like robotics, mobile machines and medical

2. Leveraging the trend towards increasing use of electromechanics, energy efficiency as well as automation & robotics

3. Technically sophisticated product portfolio including actuators, lifting columns, robotic axis, ball & roller screws, and linear guides used in a wide range of applications

4. Streamlined, scalable best-cost production footprint and strong global sales network

5. Highly experienced and committed teams with powerful innovation track record and strong customer orientation
Schaeffler Industrial Division Market Clusters

**Renewables**
- EUR 680 mn¹

**Machinery & Materials**
- EUR 1,165 mn¹

**Transportation & Mobility**
- EUR 1,087 mn¹

**Industrial Automation**
- EUR 636 mn¹

Sales FY 2021¹
- EUR 3,568 mn

Applications with complementing electromechanical solutions

- Aerial work platform
- Scissors lifts
- Forklifts
- Bearings, track rollers, profiled rail guides, shafts, linear bushings, precision gears
- General X-ray
- Slidekit 2.0

1 Indicative sales split FY 2021 according to new market clusters
2 Where we play & How we win

Ewellix deep dive – Extended solutions for medical applications

Example Medical – Attractive portfolio match from components to system solutions

Medical Imaging + Operating room equipment

- CT Gantry bearing with ring motor
- Sliding Gantry
- Linear Guidance
- Articulator
- Lifter System
- Slew Ring (or other special bearings)
- Friction Brake
- X-Ray Tube Bearing
- C-Arm Bow
- Ball Screws

Additional possibilities

Lab automation / IVD diagnostics

- Direct Drives
- Ball Screws
- Linear Guidance

Robotic assisted surgery

- Monorail Miniature
- RTWH
- Direct Drives
- Ewellix portfolio
- Schaeffler portfolio

Example Medical – Attractive portfolio match from components to system solutions
Ewellix deep dive – Compelling acquisition with significant growth and synergy potential

**Strong market attractiveness** – With the acquisition of Ewellix, Schaeffler Industrial Division increases its business in sizeable and attractive sectors like robotics, medical, and mobile machinery, supported by secular growth trends.

**High complementarity** – Schaeffler’s competence in ball-, roller- and shaft guidance and Ewellix’s position in the actuator, ball & roller screw markets perfectly complement each other – Global presence, combined with a high cultural fit.

**Significant synergy potential** – High confidence in achieving a compelling combination of synergies (e.g. cross-selling, joint purchasing, and combined distribution network); EPS accretion expected to be neutral to slightly positive in 2023 and mid single digit % accretive from 2024 onwards.

**Strategic investment** – The acquisition of Ewellix enables Schaeffler Industrial Division to accelerate the execution of its Roadmap 2025.
3 How we create value
FY 2022 Guidance – Outlook for all metrics confirmed

### Group Guidance

<table>
<thead>
<tr>
<th>Metric</th>
<th>Actuals FY 2021</th>
<th>Guidance FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales growth$^1$</td>
<td>10.2%</td>
<td>6 - 8%</td>
</tr>
<tr>
<td>EBIT margin$^2$</td>
<td>8.8%</td>
<td>5 - 7%</td>
</tr>
<tr>
<td>Free Cash Flow$^3$</td>
<td>EUR 523 mn</td>
<td>&gt; EUR 250 mn</td>
</tr>
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</table>

### Divisional Guidance

<table>
<thead>
<tr>
<th>Division</th>
<th>Actuals FY 2021</th>
<th>Guidance FY 2022</th>
</tr>
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<tbody>
<tr>
<td><strong>Automotive Technologies</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out-performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>out-performance 430 bps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBIT margin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.4%</td>
<td>&gt; 2.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Automotive Aftermarket</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out-performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>out-performance 200 - 500 bps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBIT margin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.9%</td>
<td>&gt; 12%</td>
<td></td>
</tr>
<tr>
<td><strong>Industrial</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBIT margin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.2%</td>
<td>&gt; 11%</td>
<td></td>
</tr>
</tbody>
</table>

### Market assumptions for 2022

- Automotive Technologies: LVP growth stagnating yoy (~77 mn expected) vs. 4.7% growth in latest IHS estimate$^4$
- Automotive Aftermarket: Growth of Global LV Parc$^5$ of 2.1%
- Industrial: Increase of relevant industrial production of ~4%

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$^1$ FX-adjusted | $^2$ Before special items | $^3$ Before cash in- and outflows for M&A activities
$^4$ LVP (IHS Markit (part of S&P), July 2022)
$^5$ LV Parc for PC and LCV <3.5t (IHS Markit (part of S&P), June 2022)
Summary – Focus on further enhancing our portfolio in both core and new business fields, while continuing our profitability track record

1. In Q2, strong growth momentum continued – Sales exceeding EUR 1 bn again; Solid EBIT margin despite increased cost headwinds

2. All regions growing in July and August including a significant recovery in Greater China; FY 2022 Guidance confirmed

3. Strong secular trends supporting the organic growth in our core business of standardized and specialized bearings

   Compelling acquisition of Ewellix with an excellent strategic fit – Industrial Division becoming one of the market leaders in electromechanical actuation with promising synergy and growth potentials

4. Continued focus on footprint optimization and cost discipline – Building on our successful track record in Industrial

5. Strategy paying off also in a challenging market environment
We pioneer motion
IR Contact

Investor Relations
Phone: + 49 9132 82-4440
Email: ir@schaefller.com
Web: www.schaefller.com/ir
Equity Story – Positioning Schaeffler for long-term value creation

1. Roadmap 2025 in execution – Focus on capital allocation, portfolio management and FCF generation

2. Automotive Technologies – Conquer leadership positions in New Business for electrified Powertrains and Chassis applications

3. Automotive Aftermarket – Maintain a high margin level, expand our share of wallet and reach

4. Industrial – Enter attractive growth fields, further enhance profitability

5. Financial Framework – Strict performance orientation based on Mid-term Targets

6. Sustainability – Fully committed to activate all impact levers to achieve sustainability goals

Creating long-term value and generating Free Cash Flow
Schaeffler Group at a glance – We are an Automotive and Industrial supplier

3 Divisions
In % of FY 2021

- Industrial 26%
- Automotive Technologies 61%
- Automotive Aftermarket 13%

EUR 13.9 bn

Schaeffler Group

- Leading positions in technology and innovation
- 10 customer sectors
- Market leading offering from components and systems to services
- 75 plants and 20 R&D centers
- ~83,000 employees in more than 50 countries

4 Regions
In % of FY 2021

- Europe 42%
- Americas 20%
- Greater China 24%
- Asia Pacific 14%

EUR 13.9 bn

Well-diversified Automotive and Industrial supplier with global reach and synergistic businesses
Despite unprecedented complex macroeconomic environment, Schaeffler delivered a solid Q2

Key messages Q2 2022

1. Q2 Sales\(^1\) +4.4% – Sales contracted in China in Q2 (-12.5%) due to Covid lockdowns, good growth in other regions

2. Automotive Order Intake\(^2\) of EUR 6.6 bn, strong book-to-bill-ratio\(^3\) at 1.6x – E-Mobility OI of EUR 3.2 bn, FY target already reached in H1

3. Q2 EBIT margin\(^4\) 5.3% – Progressing price realization, only partially compensating cost inflation, headwind impacts

4. Q2 FCF\(^5\) EUR -219 mn – Lower EBITDA, Working Capital outflow in Q2, Restructuring cash outs affected FCF\(^5\) in H1, underlying trend healthy

5. FY 2022 Guidance – All metrics confirmed; Sequentially improving Automotive topline expected in H2 driven by regional mix and pricing

6. Macroeconomic picture – Uncertainty remains regarding headwinds intensity for the remainder of 2022

Sales growth\(^1\) Q2
+4.4%
EUR 3,790 mn

Order Intake\(^2\) H1
Auto Technologies
EUR 6.6 bn
of which
E-Mobility: EUR 3.2 bn

EBIT margin\(^4\) Q2
5.3%
Q2 2021: 8.8%

Free Cash Flow\(^5\) Q2
EUR -219 mn
Q2 2021: EUR 113 mn

\(^1\) FX-adjusted | \(^2\) Nominations to customer projects | \(^3\) Lifetime Sales / Current period revenue | \(^4\) Before special items | \(^5\) Before cash in- and outflows for M&A activities
Schaeffler Group Q2 2022 – Highlights and lowlights

Automotive Technologies – Outperformance of 130 bps in Q2, strong growth in Americas, Europe growing despite challenges; Strong Order Intake continued in Q2

Automotive Aftermarket – Continued positive underlying market supported the strong sales development especially in Americas and Asia/Pacific

Industrial – Sales in Q2 exceeding EUR 1 bn again; Growth driven by continued positive momentum

Being an Automotive and Industrial supplier with diversified regional setup helped to cushion headwinds – Also thanks to progressing price realization overall

Global macroeconomic & geopolitical situation – Highly complex and unprecedented combination in H1 2022

Supply chain global headwinds – Covid-19 restrictions, trade and logistics constraints continue to impact to some extent all divisions in terms of costs and lead times

Input costs – Raw materials, energy and freight/logistics still on high levels and increased throughout Q2

Uncertainty remains regarding headwinds intensity for the second half of 2022
### Key figures by Group and Division

#### Group | in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>Q1 21</th>
<th>Q2 21</th>
<th>Q3 21</th>
<th>Q4 21</th>
<th>Q1 22</th>
<th>Q2 22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>3,560</td>
<td>3,454</td>
<td>3,332</td>
<td>3,506</td>
<td>3,758</td>
<td>3,790</td>
</tr>
<tr>
<td>Sales Growth(^1)</td>
<td>+12.3%</td>
<td>+52.8%</td>
<td>-3.5%</td>
<td>-5.8%</td>
<td>+1.9%</td>
<td>+4.4%</td>
</tr>
<tr>
<td>EBIT Reported</td>
<td>382</td>
<td>341</td>
<td>266</td>
<td>231</td>
<td>247</td>
<td>186</td>
</tr>
<tr>
<td>EBIT bsi</td>
<td>397</td>
<td>305</td>
<td>260</td>
<td>260</td>
<td>258</td>
<td>200</td>
</tr>
<tr>
<td>EBIT bsi margin</td>
<td>11.2%</td>
<td>8.8%</td>
<td>7.8%</td>
<td>7.4%</td>
<td>6.9%</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

\(^1\) FX-adjusted

#### Automotive Aftermarket | in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>Q1 21</th>
<th>Q2 21</th>
<th>Q3 21</th>
<th>Q4 21</th>
<th>Q1 22</th>
<th>Q2 22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>444</td>
<td>467</td>
<td>500</td>
<td>437</td>
<td>463</td>
<td>506</td>
</tr>
<tr>
<td>Sales Growth(^1)</td>
<td>+4.9%</td>
<td>+57.9%</td>
<td>+9.0%</td>
<td>-2.1%</td>
<td>+2.1%</td>
<td>+4.3%</td>
</tr>
<tr>
<td>EBIT Reported</td>
<td>57</td>
<td>89</td>
<td>80</td>
<td>48</td>
<td>62</td>
<td>63</td>
</tr>
<tr>
<td>EBIT bsi</td>
<td>58</td>
<td>78</td>
<td>72</td>
<td>49</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>EBIT bsi margin</td>
<td>13.1%</td>
<td>16.6%</td>
<td>14.3%</td>
<td>11.2%</td>
<td>13.6%</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

#### Automotive Technologies | in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>Q1 21</th>
<th>Q2 21</th>
<th>Q3 21</th>
<th>Q4 21</th>
<th>Q1 22</th>
<th>Q2 22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>2,281</td>
<td>2,084</td>
<td>1,921</td>
<td>2,150</td>
<td>2,293</td>
<td>2,222</td>
</tr>
<tr>
<td>Sales Growth(^1)</td>
<td>+17.0%</td>
<td>+67.5%</td>
<td>-13.1%</td>
<td>-12.5%</td>
<td>-3.2%</td>
<td>+1.3%</td>
</tr>
<tr>
<td>EBIT Reported</td>
<td>232</td>
<td>141</td>
<td>96</td>
<td>110</td>
<td>77</td>
<td>1</td>
</tr>
<tr>
<td>EBIT bsi</td>
<td>240</td>
<td>119</td>
<td>77</td>
<td>107</td>
<td>80</td>
<td>11</td>
</tr>
<tr>
<td>EBIT bsi margin</td>
<td>10.5%</td>
<td>5.7%</td>
<td>4.0%</td>
<td>5.0%</td>
<td>3.5%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

\(^1\) FX-adjusted

#### Industrial | in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>Q1 21</th>
<th>Q2 21</th>
<th>Q3 21</th>
<th>Q4 21</th>
<th>Q1 22</th>
<th>Q2 22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>836</td>
<td>902</td>
<td>911</td>
<td>919</td>
<td>1,002</td>
<td>1,063</td>
</tr>
<tr>
<td>Sales Growth(^1)</td>
<td>+4.7%</td>
<td>+25.4%</td>
<td>+15.8%</td>
<td>+12.0%</td>
<td>+15.7%</td>
<td>+11.7%</td>
</tr>
<tr>
<td>EBIT Reported</td>
<td>92</td>
<td>112</td>
<td>89</td>
<td>74</td>
<td>108</td>
<td>123</td>
</tr>
<tr>
<td>EBIT bsi</td>
<td>98</td>
<td>108</td>
<td>112</td>
<td>104</td>
<td>115</td>
<td>126</td>
</tr>
<tr>
<td>EBIT bsi margin</td>
<td>11.8%</td>
<td>11.9%</td>
<td>12.3%</td>
<td>11.3%</td>
<td>11.4%</td>
<td>11.9%</td>
</tr>
</tbody>
</table>
Industrial division – EBIT margin\(^1\) at prior-year level supported by positive price and volume effects

### EBIT\(^1\) H1 2021 vs. H1 2022 in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>EBIT H1 2021</th>
<th>Gross Profit excl. FX</th>
<th>R&amp;D expenses</th>
<th>SG&amp;A expenses</th>
<th>Others</th>
<th>FX(^2)</th>
<th>EBIT H1 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>206</td>
<td>+66</td>
<td>-6</td>
<td>-28</td>
<td>-1</td>
<td>+4</td>
<td>241</td>
</tr>
</tbody>
</table>

**EBIT margin development\(^1,3\)**

|                | Before special items | +2.2pp | -0.3pp | -1.6pp | -0.1pp | -0.4pp | 11.7% |

---

\(^1\) Before special items

\(^2\) Total FX effect including FX impact in Gross Profit, overhead and operative FX gains and losses

\(^3\) Percentage values do not sum up due to isolated calculation of each individual effect
Performance FY 2021 by market cluster – Strong regional business ownership

### Market clusters

<table>
<thead>
<tr>
<th>Market clusters</th>
<th>Sector clusters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewables</td>
<td>Wind</td>
</tr>
<tr>
<td>FY 2021:</td>
<td>EUR 680 mn¹</td>
</tr>
<tr>
<td>19%</td>
<td>(+8.2%²)</td>
</tr>
<tr>
<td>Transportation &amp; Mobility</td>
<td>Hydrogen as new sector cluster</td>
</tr>
<tr>
<td>FY 2021:</td>
<td>EUR 1,087 mn¹</td>
</tr>
<tr>
<td>30%</td>
<td>(+11.6%²)</td>
</tr>
<tr>
<td>Machinery &amp; Materials</td>
<td>Aerospace</td>
</tr>
<tr>
<td>FY 2021:</td>
<td>EUR 1,165 mn¹</td>
</tr>
<tr>
<td>33%</td>
<td>(+13.7%²)</td>
</tr>
<tr>
<td>Industrial Automation</td>
<td>Power Transmission</td>
</tr>
<tr>
<td>FY 2021:</td>
<td>EUR 636 mn¹</td>
</tr>
<tr>
<td>18%</td>
<td>(+23.8%²)</td>
</tr>
</tbody>
</table>

1 Indicative sales split FY 2021 | ² Indicative FX-adjusted sales growth FY 2021 | ³ Restated

### Industrial sales development [EUR mn]

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>3,383</td>
</tr>
<tr>
<td>2019</td>
<td>3,535</td>
</tr>
<tr>
<td>2020</td>
<td>3,132¹</td>
</tr>
<tr>
<td>2021</td>
<td>3,568</td>
</tr>
</tbody>
</table>

### Industrial sales by region 2021

- Europe: 41%
- Asia Pacific: 15%
- Americas: 16%
- Greater China: 28%
- Others: 10%

 Sep 8th, 2022  Schaeffler Industrial Roadshow
**Sustainability – Eight non-financial targets underline clear commitment to sustainability**

<table>
<thead>
<tr>
<th><strong>ESG Targets</strong></th>
<th><strong>Details</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Climate Neutral Supply Chain</strong></td>
<td>Climate Neutral Supply Chain until 2040</td>
</tr>
<tr>
<td><strong>Climate Neutral Production</strong></td>
<td>at all Schaeffler production locations until 2030</td>
</tr>
<tr>
<td><strong>Renewable Energy</strong></td>
<td>100% purchased power from renewable sources until 2024</td>
</tr>
<tr>
<td><strong>Energy Efficiency</strong></td>
<td>100 GWh cumulated annual efficiency gains until 2024</td>
</tr>
<tr>
<td><strong>Fresh water Supply</strong></td>
<td>20% reduction of fresh water supply until 2030</td>
</tr>
<tr>
<td><strong>Sustainable Suppliers</strong></td>
<td>90% of the purchasing volume of production materials will be sourced from suppliers with self-assessments on sustainability by 2022</td>
</tr>
<tr>
<td><strong>Women in Leadership</strong></td>
<td>20% women in top-management positions by 2025</td>
</tr>
<tr>
<td><strong>Employee Safety</strong></td>
<td>10% average annual reduction in the accident rate (LTIR) by 2024</td>
</tr>
</tbody>
</table>

Sustainability targets were integrated into the variable remuneration of upper management.

Backup