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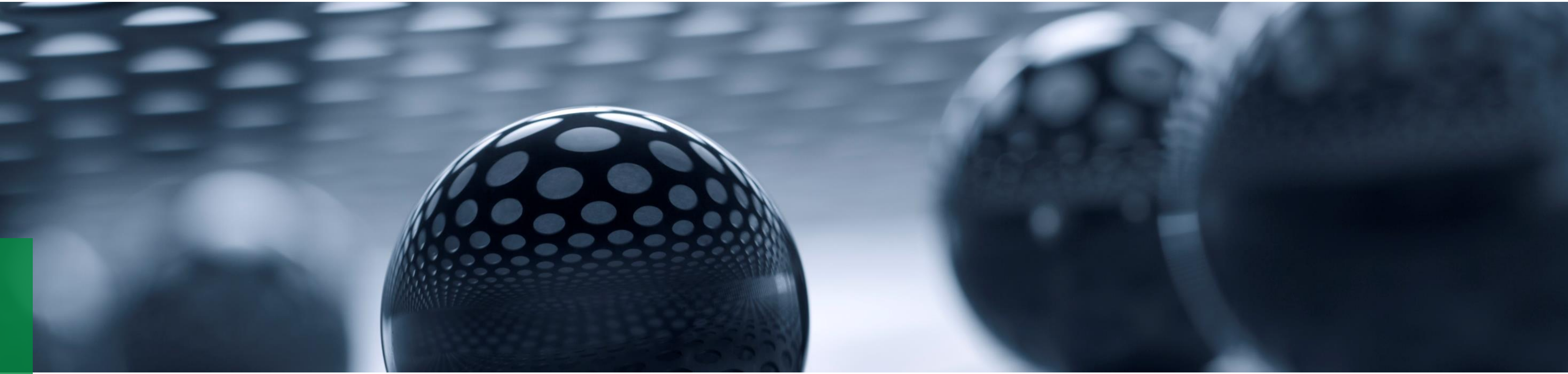

Q1 2022 Schaeffler AG earnings

Earnings Call
May 10, 2022
Herzogenaurach

We pioneer motion

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2 Business Highlights Q1 2022

3 Financial Results Q1 2022

4 Outlook

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Good start in Q1 2022 despite challenging market conditions – Strong EUR 2.0 bn Order Intake in E-Mobility

Key messages Q1 2022

1. Q1 Sales[1] +1.9% – Automotive Technologies hampered by market headwinds, slight growth in Automotive Aftermarket and double-digit in Industrial
2. Q1 EBIT margin[2] 6.9% – Margin in Automotive Technologies burdened by input cost inflation, Aftermarket and Industrial margin protected
3. Q1 FCF[3] EUR 14 mn – Impacted by lower EBITDA yoy, tactically higher inventories and cash outs for restructuring
4. Strong Order Intake of EUR 2.0 bn in E-Mobility in Q1; Total Order Intake EUR 3.6 bn and strong book-to-bill-ratio of 1.7x
5. Geopolitical and macroeconomic situation increasingly challenging – Regions and divisions with heterogeneous trends
6. Cautious FY 2022 Guidance[4] – Reflecting unprecedented complex and uncertain geopolitical and macroeconomic environment

[1] FX-adjusted | [2] Before special items | [3] Before cash in- and outflows for M&A activities
[4] Please refer to slide 30 and 31 for our market assumptions and new FY 2022 Guidance

Sales growth[1] Q1

1.9%

EUR 3,758 mn

Gross margin Q1

23.2%

Q1 2021: 26.9%

EBIT margin[2] Q1

6.9%

Q1 2021: 11.2%

Free Cash Flow[3] Q1

EUR 14 mn

Q1 2021: EUR 130 mn

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Schaeffler Group Q1 2022 – Highlights and lowlights

- Automotive Technologies – Sales down -3.2% vs. exceptionally high comps, outperformance 130 bps; E-Mobility Order Intake EUR 2.0 bn
- Automotive Aftermarket with strong sales development in all regions except Europe
- Industrial exceeding EUR 1 bn sales in Q1, double-digit growth driven by Industrial Automation and very strong Industrial Distribution across market clusters and regions
- Positive pricing impacts in all three divisions – Being an Automotive and Industrial supplier and the regional set-up provide more resilience to the Group

- Global macroeconomic risks further increased, with unprecedented uncertainty and unpredictability
- Global market headwinds – Covid-19 restrictions, trade and supply chain constraints – continue to impact our markets in terms of costs and lead times
- Costs for raw materials, energy and transportation still on high levels and increased throughout Q1
- Margins burdened by input costs and FCF hampered by tactically increased inventories

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Q1 2022 Sales[1] development by region across our divisions – Diversified setup is an advantage

	% of Group sales Q1 2022	Q1 Sales growth[1]	Automotive Technologies 61%	Automotive Aftermarket 12%	Industrial 27%
Europe	42%	+4.4%	-2%	-2%	+26%
Americas	22%	+3.5%	0%	+11%	+11%
Greater China	23%	-3.4%	-5%	+10%	0%
Asia/Pacific	13%	+0.4%	-8%	+16%	+23%

Q1 Sales growth[1]

[1] Q1 FX-adjusted sales growth, please refer to the Interim Statement for further details

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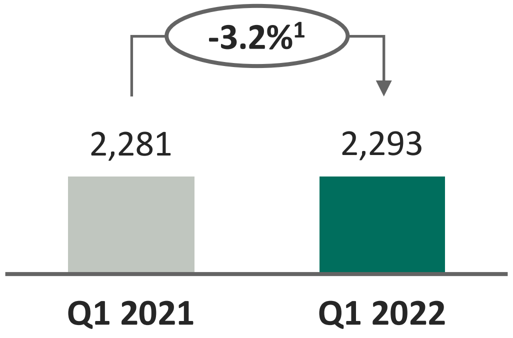
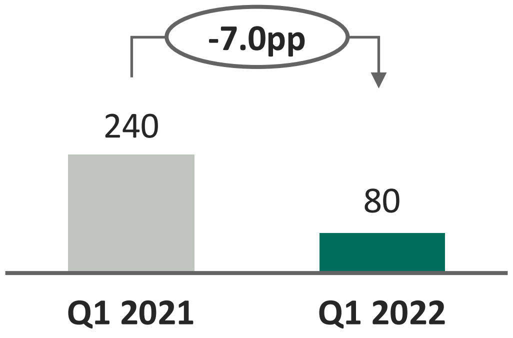
Automotive Technologies – Sales slightly decreased on high comps; EBIT margin[2] burdened by higher input costs

Sales
in EUR mn



Gross margin 24.5% 18.9%

EBIT[2]
in EUR mn



EBIT margin[2] 10.5% 3.5%

- Sales[1] outperformed global LVP by 130 bps in an increasingly volatile and tougher market environment – Heterogeneous development across regions
- Total Order Intake in Q1 EUR 3.6 bn driven by New Business – E-Mobility with EUR 2 bn Order Intake
- Sales[1] drop in Q1 compared to exceptionally high Q1 2021 comps mainly due to declining LVP production – Ongoing semiconductor shortages, persistence of Covid-19 restrictions and war in Ukraine led to declining customer call-offs
- Significant EBIT margin[2] decline vs. exceptionally high comps particularly due to lower gross margin, due to sharp rise in input costs that could only be partially offset by cost pass-throughs

[1] FX-adjusted | [2] Before special items

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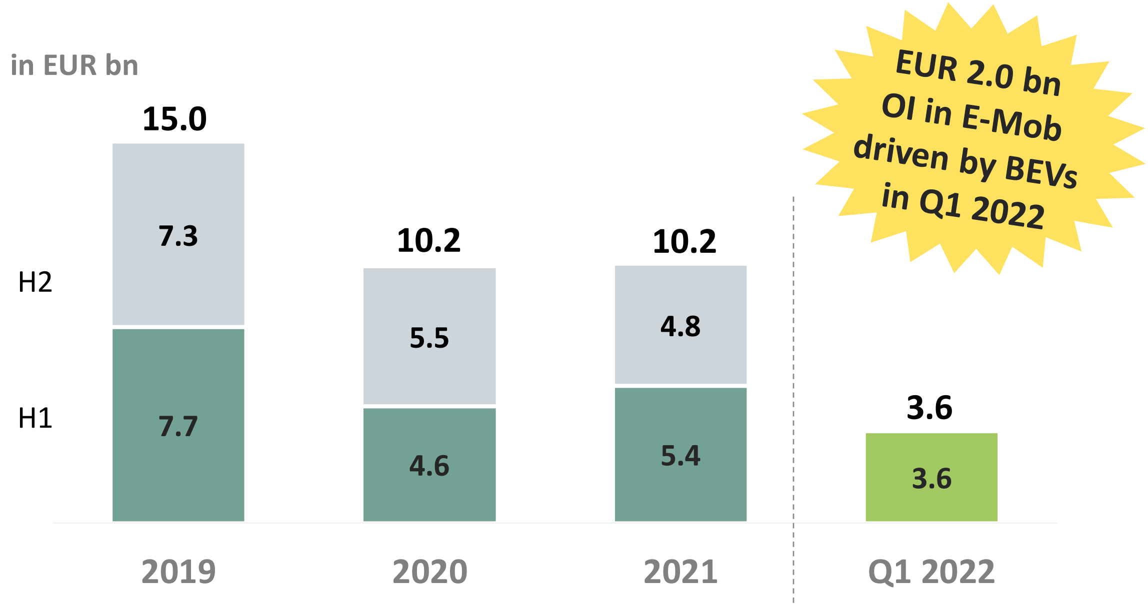
Automotive Technologies – High E-Mobility Order Intake[1] delivered in Q1

Order Intake[1]

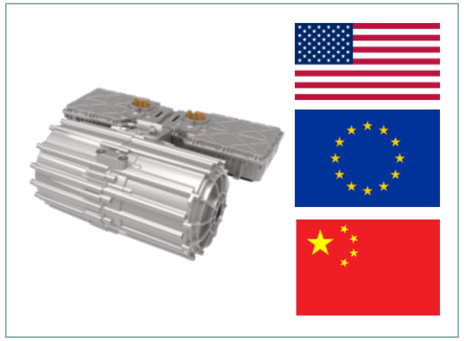


Book-to-bill-ratio[2]

	2019	2020	2021		Q1 2022
H2	1.7x	1.2x	1.2x	Q1	1.7x
H1	1.8x	1.4x	1.3x		
FY	1.7x	1.3x	1.3x		

Business Highlights E-Mobility

Successful nominations for high volume system business in US, China and Europe



High customer demands & successful product launches for E-Mobility in China

EUR 2.0 bn Order Intake[1] in BD E-Mobility driven by BEV system business in Q1 2022. Target 2022 EUR 2 - 3 bn.

[1] Nominations to customer projects | [2] Lifetime Sales / Current period revenue

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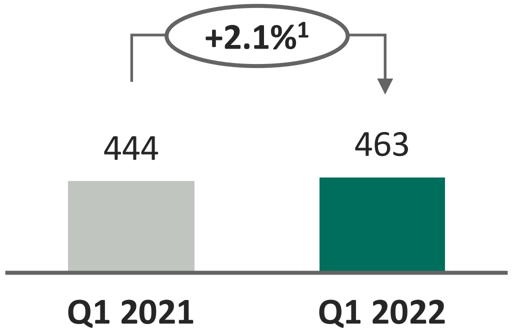
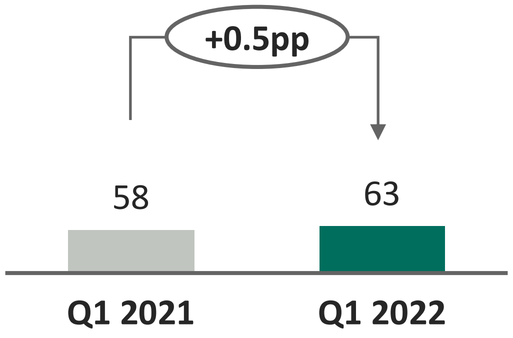
Automotive Aftermarket – Sales growth driven by positive price effects; EBIT margin[2] impacted by positive one-off effect

Sales
in EUR mn



	Q1 2021	Q1 2022
Gross margin	32.3%	31.2%

EBIT[2]
in EUR mn



	Q1 2021	Q1 2022
EBIT margin[2]	13.1%	13.6%

- Strong sales growth[1] in all regions except Europe – Business supported by buoyant underlying demand, contributing to overall Group resilience
- Positive sales price development partially compensates for significantly increased input costs, especially product and freight cost
- Positive one-off – Deferred cost reimbursement by service provider supports EBIT margin[2]
- As flagged, output performance in Europe remained a company-specific limiting factor in Q1, however substantial improvements in logistical performance were achieved

[1] FX-adjusted | [2] Before special items

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Automotive Aftermarket – REPXPERT and truckoo cooperation expands digital eco-system for garages

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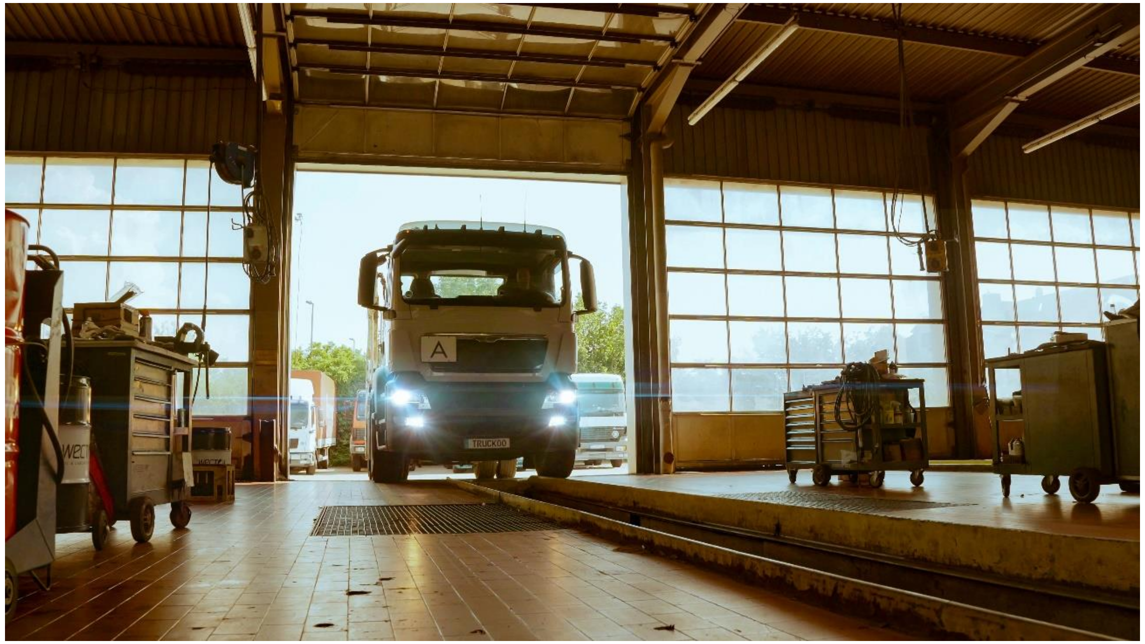
truckoo



Garage customer	Wants to buy or sell a used commercial vehicles and asks affiliated garage for support
Garage	Wants to serve customers and offer repairs, but has issues with non-core CV trading
truckoo	Offers app for vehicle inspection, real time offer, deregistration and payment
REPXPERT	Via REPXPERT, Schaeffler offers a broad range of repair solutions and technical information

REPXPERT offers its more than 200,000 registered garages additional business potential in a booming used vehicle market and extra repairs.

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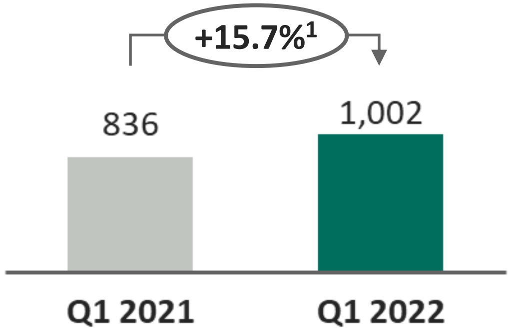
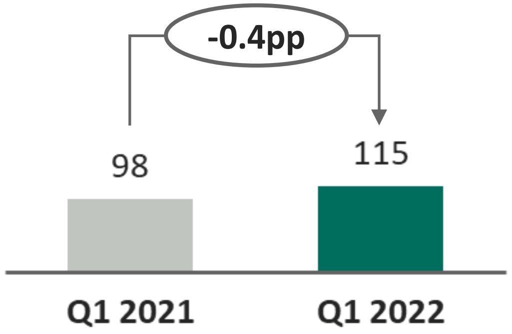
Industrial – EUR 1 bn sales driven by double-digit sales growth, EBIT margin[2] impacted by higher input costs

Sales
in EUR mn



	Q1 2021	Q1 2022
Gross margin	30.4%	29.2%

EBIT[2]
in EUR mn



	Q1 2021	Q1 2022
EBIT margin[2]	11.8%	11.4%

- Double-digit growth[1] across all regions except Greater China, driven by strong demand in market cluster Industrial Automation, especially for machine tools and robotics – Industrial exceeding the EUR 1 bn sales level in Q1
- Industrial Distribution with strong growth in Q1, across all market clusters and regions driven by high market demand, increasing customer inventories and pricing
- Pricing measures partially realized, to be completed during the months to come, however higher raw material, energy and logistics costs have impacted Q1 EBIT margin[2]
- As flagged, expiring Offshore subsidies in China led to a volume decline in Wind which could regionally not be fully offset by increasing demand in other market clusters

[1] FX-adjusted | [2] Before special items

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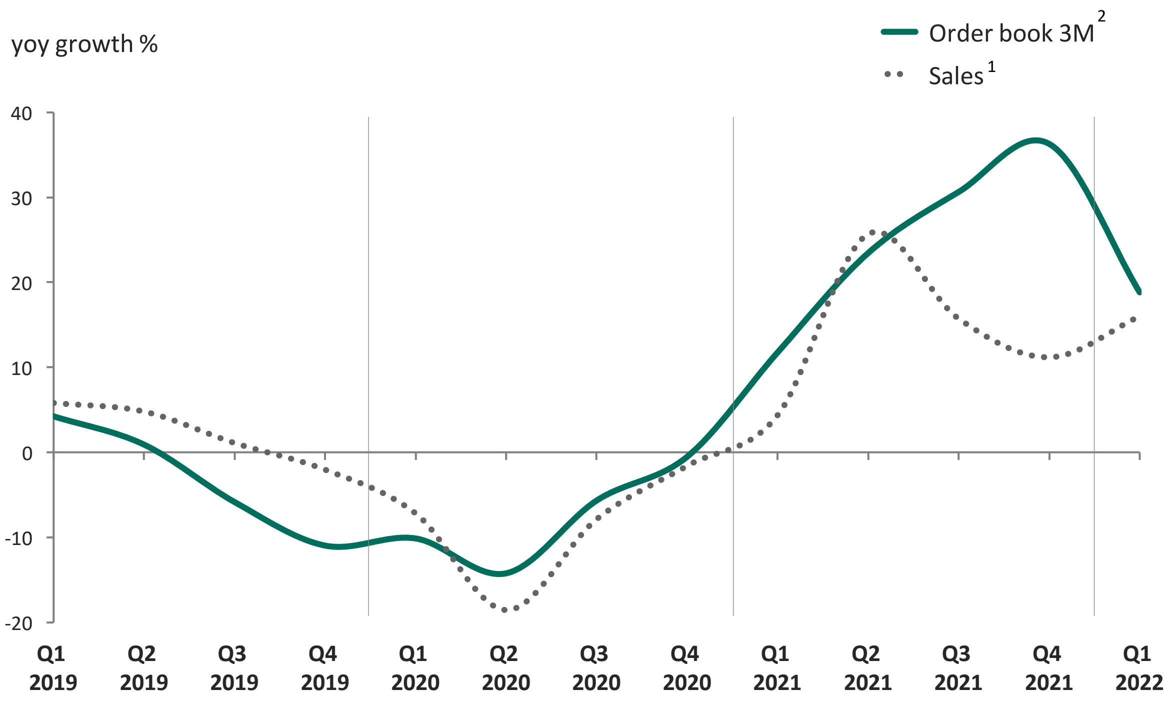
Industrial – Orderbook for Q1 with positive sales trend; Innovative and sustainable solutions for the Robotics and Food & Packaging Industry

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.

Business Highlights Industrial Automation

New precision strain wave gears with torque sensor & precision planetary gear units for industrial robots

New corrosion-resistant and sealed standard deep groove bearings & housing units for food processing applications

Innovative products providing for more flexibility, high performance and increased process reliability

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Capital allocation – Capex prioritization with investments in growth business continued, Capex ratio[2] of 4.2% in Q1

Investment[1] allocation | in EUR mn

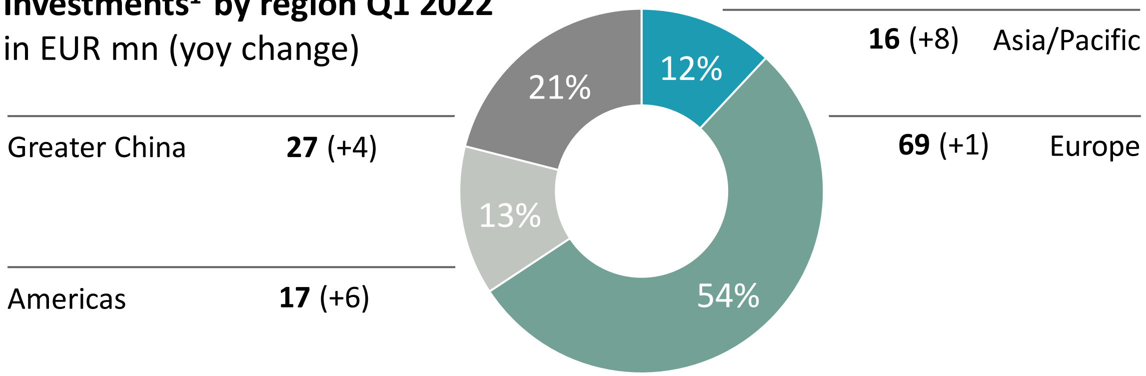
	FY 20	FY 21	Q1 21	Q1 22
Automotive Technologies	378	428	61	81
Automotive Aftermarket	26	20	3	5
Industrial	234	223	46	43
Schaeffler Group	**639**	**670**	**110**	**128**
Capex	**632**	**671**	**132**	**156**
Capex ratio[2]	**5.0%**	**4.8%**	**3.7%**	**4.2%**
Reinvestment Rate	**0.7**	**0.7**	**0.5**	**0.6**

[1] Additions to intangible assets and property, plant and equipment | [2] Capex in % of sales

Key aspects Q1 2022

- Reinvestment rate: Continued prioritization of Industrial division and BD E-Mobility; clearly <0.5 in BD Bearings and Engine & Transmission
- Automotive Technologies: Machinery investments for E-Motor production in China, America and Mexico
- Industrial: Expansion of production capacity for large size bearings in Brasov, Romania; Building new Industrial production hall in Savli, India

Investments[1] by region Q1 2022
in EUR mn (yoy change)



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Sustainability – Fundamental key building block of our transformation

Schaeffler to become climate neutral until 2040

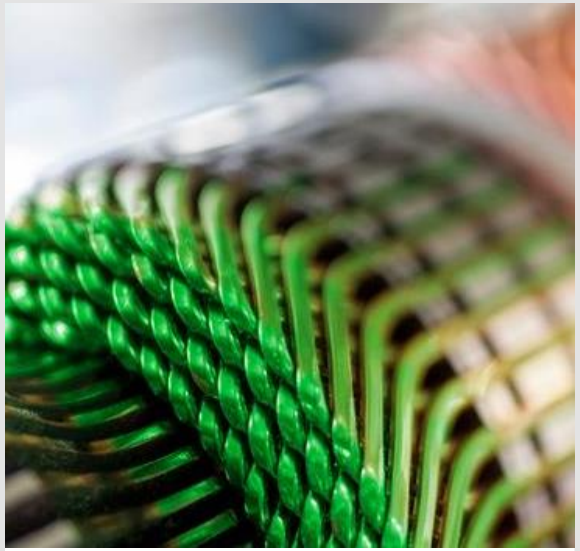
Sustainability targets integrated into management compensation

Sustainable materials

- New target of climate neutrality by 2040 in the supply chain
- Purchasing agreement with H2GreenSteel

Sustainable production

- 46 plants are purchasing 100% of their electricity from renewable sources
- 20% reduction of freshwater supply by 2030



Sustainable products

- Sustainability in focus of product development
- TriFinity: Triple-row wheel bearing with up to 50% friction reduction

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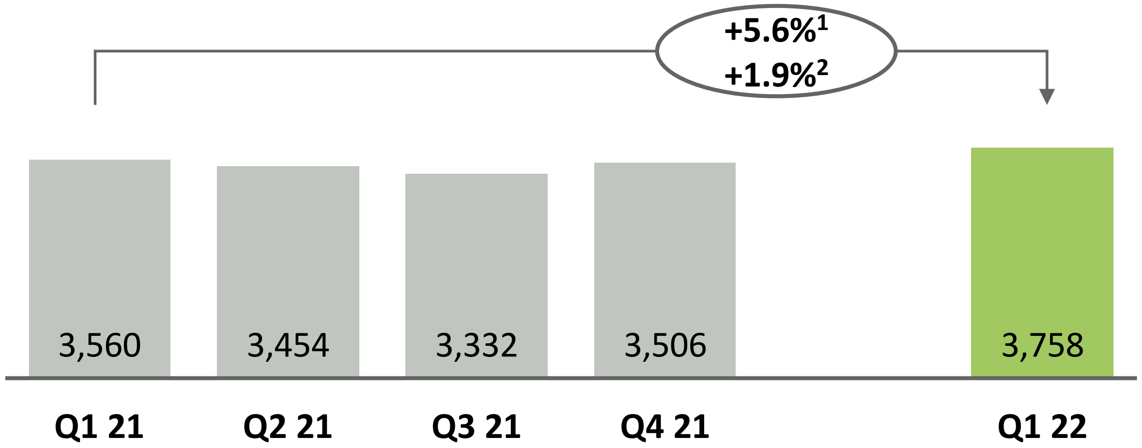
Sales – Good development in Q1, slightly positive yoy despite tough comps

Sales | in EUR mn



EUR 13,852 mn

Sales growth

	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22
Reported	+8.5%	+50.8%	-1.8%	-3.3%	+5.6%
FX-adjusted	+12.3%	+52.8%	-3.5%	-5.8%	**+1.9%**

[1] Reported | [2] FX-adjusted

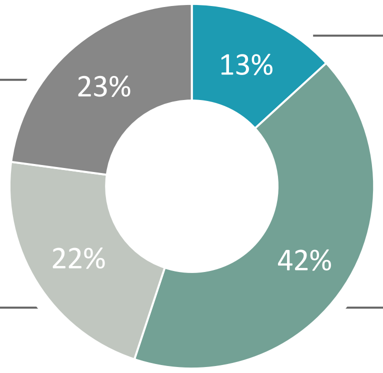
Key aspects Q1

- Automotive Technologies with lower sales in persistently challenging market and strong prior-year quarter
- Automotive Aftermarket with negative growth in Europe (-2%), all other regions growing
- Industrial contributes significantly with double-digit growth[2]; Region Europe (+26%) driven by strong Industrial Automation business and Asia/Pacific (+23%) positive across all Market Clusters

Sales by region Q1 2022

yoy growth[2]

Greater China **-3.4%**



+0.4% Asia/Pacific

Americas **+3.5%**

+4.4% Europe

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Region Greater China – Covid-19 lockdown situation

Current situation at Schaeffler Greater China

- **Footprint:** In Greater China Schaeffler operates 6 sites and 12 plants, of which Taicang plant is the one affected by lockdown
- **Operational impact:** Minor impact in Q1, strong impact in the first weeks of April due to full lockdown in the Shanghai area. Since end of April partial reopening as Schaeffler is included in the prioritized white list, eligible for closed-loop production. Currently 1,500 out of 5,000 workers at Taicang plant are currently working in a 1.5-shift model
- **Suppliers & Customers:** Challenging and volatile supply chain

Measures taken locally

- **Health & Safety:** Daily monitoring for colleagues operating in closed-loop, home office for others
- **Closed-loop production:** Accommodation for employees is being provided in the plant, strict regulations apply, closed-loop production entails extra costs
- **Logistics:** Alternative, more costly, supply chain routes have been established to cope with transportation disruption in lockdown-affected areas

Financial impact for Schaeffler Greater China

- **Q1 2022:** No major impact in Region Greater China – local sales similar to previous year level
- **Q2 2022:** Greater China sales expected to be significantly impacted
- **Expectation:** No second lockdown, China reopening within Q2, continued ramp up of production and normalization by end of June. Still, the situation is highly dynamic
- **FY 2022:** Recovery is currently expected in H2 2022, growth should be overall positive for FY 2022

Expectation: Situation in China to normalize by end of June

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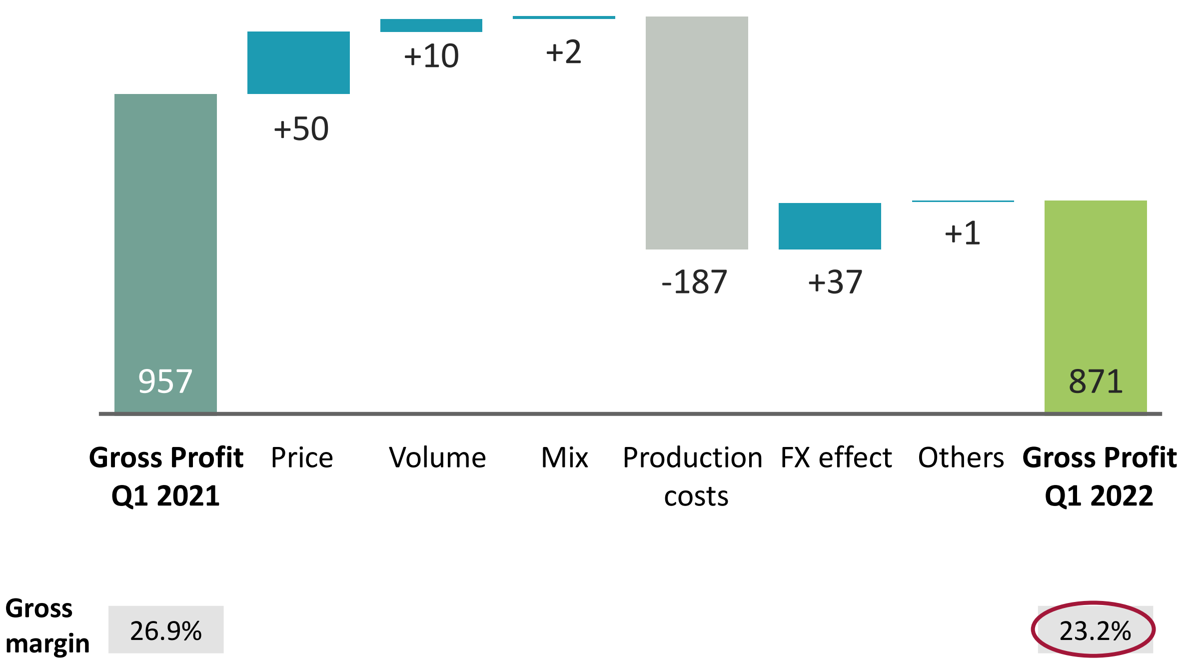
Gross Profit – Positive pricing and increasing volumes could not compensate higher production costs

Gross Profit Q1 2021 vs. Q1 2022 | in EUR mn



Key aspects

- Positive price development in all divisions
- Positive volume effect; Industrial overcompensating decline in Automotive Technologies and Automotive Aftermarket
- Production costs higher yoy mainly due to significantly higher input costs (raw materials and energy)

Gross margin

in % of sales	Q1 21	Q1 22	Q1 22 vs. Q1 21
Automotive Technologies	24.5%	18.9%	-5.6pp
Automotive Aftermarket	32.3%	31.2%	-1.1pp
Industrial	30.4%	29.2%	-1.2pp
Group	26.9%	23.2%	-3.7pp

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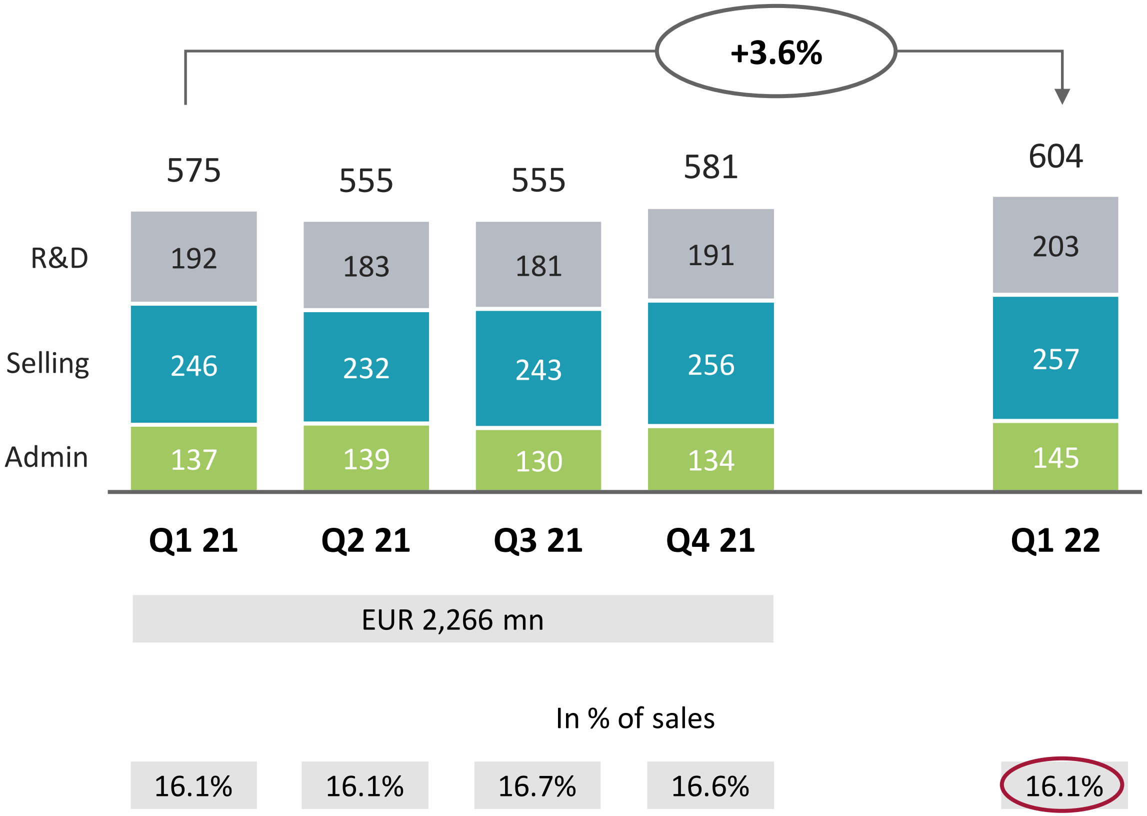
Overhead costs – Cost ratio flat yoy, higher R&D spending to support New Business

Overhead costs | in EUR mn



Key aspects

- R&D costs increased yoy, due to higher project and personnel costs mainly for E-Mobility projects
- Higher selling costs yoy mainly due to higher volumes in Industrial and significant increase in freight costs
- Admin costs increased yoy and sequentially due to higher expenses for Execution Program 2025

Overhead cost ratio

in % of sales	Q1 21	Q1 22	Q1 22 vs. Q1 21
Automotive Technologies	14.4%	15.1%	+0.7pp
Automotive Aftermarket	19.4%	17.4%	-2.0pp
Industrial	19.3%	17.8%	-1.5pp
Group	16.1%	16.1%	0.0pp

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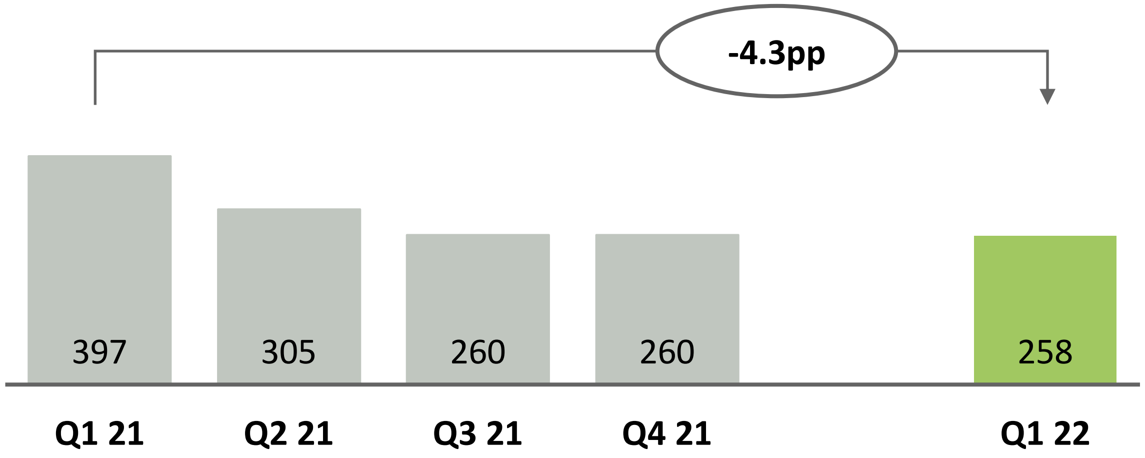
EBIT[1] – Solid margin in Industrial and Aftermarket, Automotive Technologies burdened by volume and increased input costs

EBIT[1] | in EUR mn



EBIT margin[1]

Q1 21	Q2 21	Q3 21	Q4 21	Q1 22
11.2%	8.8%	7.8%	7.4%	6.9%

FY EBIT margin[1]

8.8%

[1] Before special items

Key aspects

- EBIT margin impacted by increased input price effects in all divisions
- Automotive Technologies margin significantly declined vs. exceptionally high comps, driven by volume decline and sharp input costs inflation which could be partially offset, as well as volatile demand fluctuation
- Automotive Aftermarket margin supported by positive one-off related to a deferred cost reimbursement by a service provider
- Industrial margin impacted by higher input costs which could only be partially compensated by higher pricing

EBIT margin[1]

	Q1 21	Q1 22	Q1 22 vs. Q1 21
Automotive Technologies	10.5%	3.5%	-7.0pp
Automotive Aftermarket	13.1%	13.6%	+0.5pp
Industrial	11.8%	11.4%	-0.4pp
Group	11.2%	6.9%	-4.3pp

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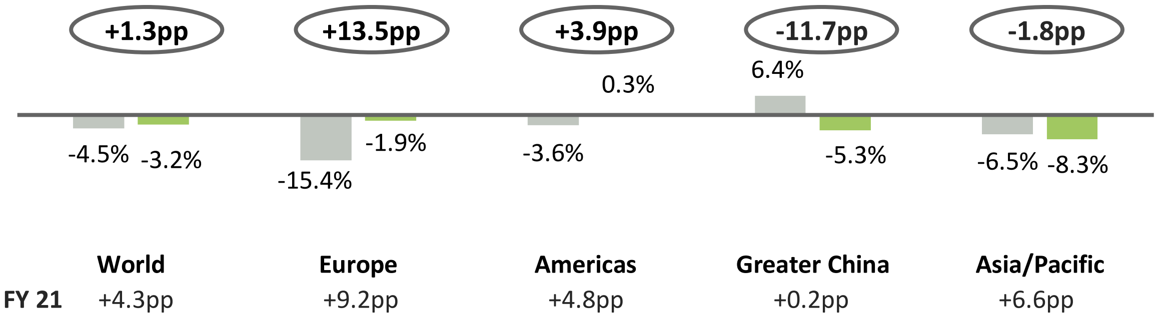
Automotive Technologies – Strong sales growth in New Business, EBIT margin[2] burdened by input cost increase

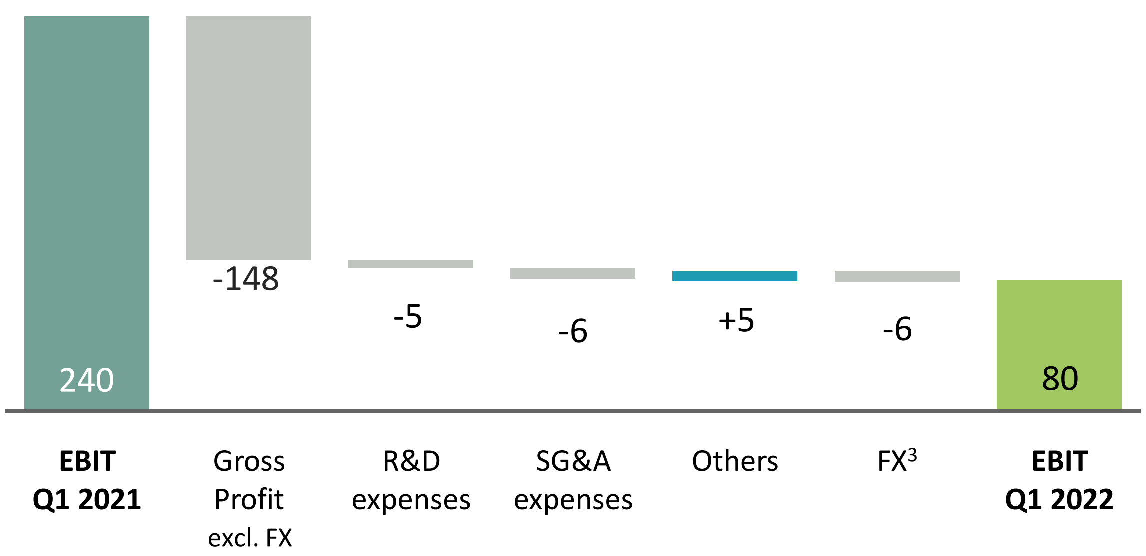
Sales by business division | yoy growth

	Q1 2021	Q1 2022	Δ[1]
E-Mobility	247	307	+18.4%
Engine & Transmission	1,283	1,257	-5.9%
Bearings	676	643	-7.6%
Chassis Systems	76	86	+11.6%
Total	**2,281**	**2,293**	**-3.2%**

Outperformance: Sales[1] vs. market development in Q1



EBIT[2] Q1 2021 vs. Q1 2022 | in EUR mn



EBIT margin development[2,4]

10.5%	-6.4pp	-0.2pp	-0.3pp	+0.2pp	-0.7pp	3.5%

[1] FX-adjusted | [2] Before special items
[3] Total FX effect including FX impact in Gross Profit, overhead and operative FX gains and losses
[4] Percentage values do not sum up due to isolated calculation of each individual effect

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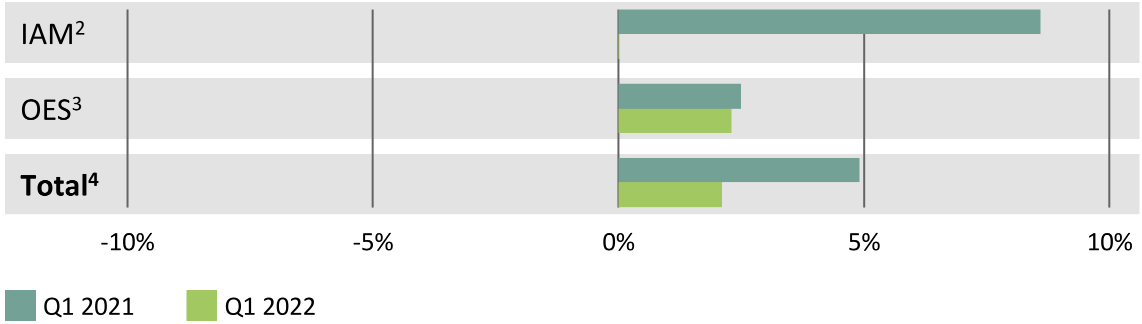
Automotive Aftermarket – Except Europe, growth in all regions, margin profiting from positive price effects

Sales by region | yoy growth

	Q1 2021	Q1 2022	Δ[1]
Europe	312	306	-2.0%
Americas	83	99	+11.3%
Greater China	25	30	+9.8%
Asia/Pacific	24	29	+15.6%
Total	**444**	**463**	**+2.1%**

Automotive Aftermarket sales growth by channel[1]



[1] FX-adjusted | [2] Independent Aftermarket | [3] Original Equipment Service | [4] Contains E-Commerce sales and sales to Automotive suppliers in addition to IAM and OES | [5] Before special items

EBIT[5] Q1 2021 vs. Q1 2022 | in EUR mn

EBIT margin development[5,7]

13.1%	-0.7pp	-0.1pp	+1.5pp	+0.5pp	-0.8pp	13.6%

[6] Total FX effect including FX impact in Gross Profit, overhead and operative FX gains and losses
[7] Percentage values do not sum up due to isolated calculation of each individual effect

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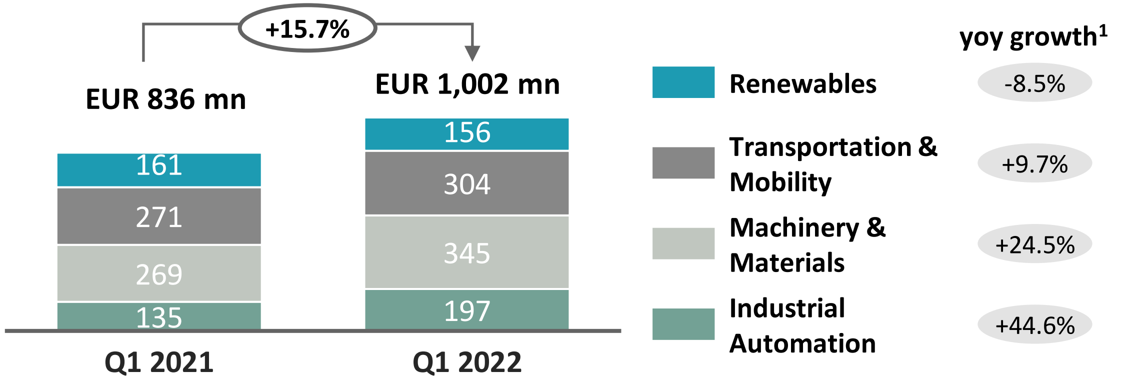
Industrial – Growth momentum very favorable, EBIT margin[2] supported by scale effects and pricing

Sales by region | yoy growth

	Q1 2021	Q1 2022	Δ[1]
Europe	342	429	+26.2%
Americas	140	168	+11.0%
Greater China	235	255	-0.3%
Asia/Pacific	119	150	+22.7%
Total	**836**	**1,002**	**+15.7%**

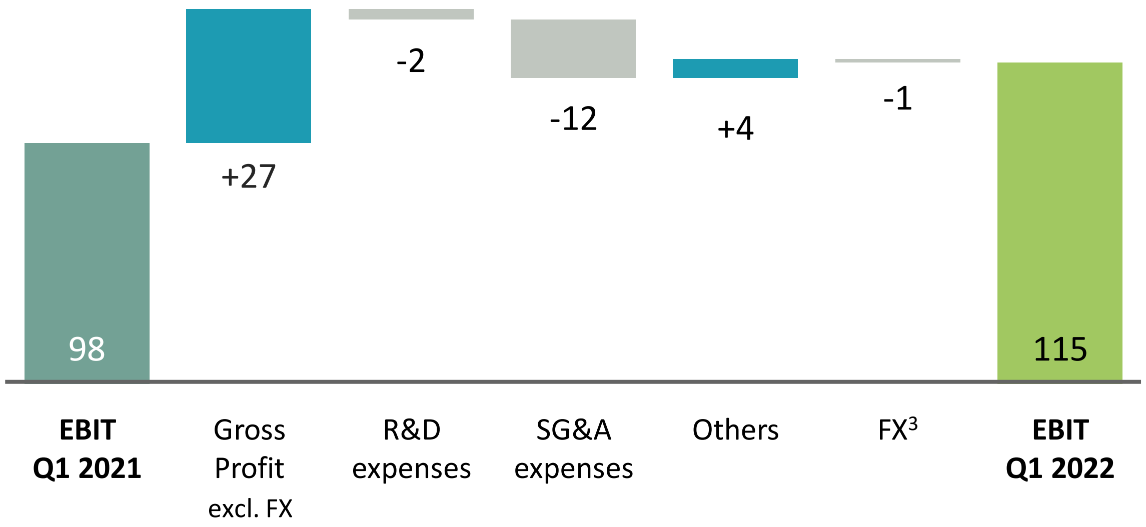
Industrial Distribution is 30.4% of Q1 sales

Sales by Industrial market cluster | yoy growth



[1] FX-adjusted | [2] Before special items

EBIT[2] Q1 2021 vs. Q1 2022 | in EUR mn



EBIT margin development[2,4]

EBIT Q1 2021	Gross Profit excl. FX	R&D expenses	SG&A expenses	Others	FX[3]	EBIT Q1 2022
11.8%	+1.2pp	-0.2pp	-1.4pp	+0.5pp	-0.6pp	11.4%

[3] Total FX effect including FX impact in Gross Profit, overhead and operative FX gains and losses
[4] Percentage values do not sum up due to isolated calculation of each individual effect

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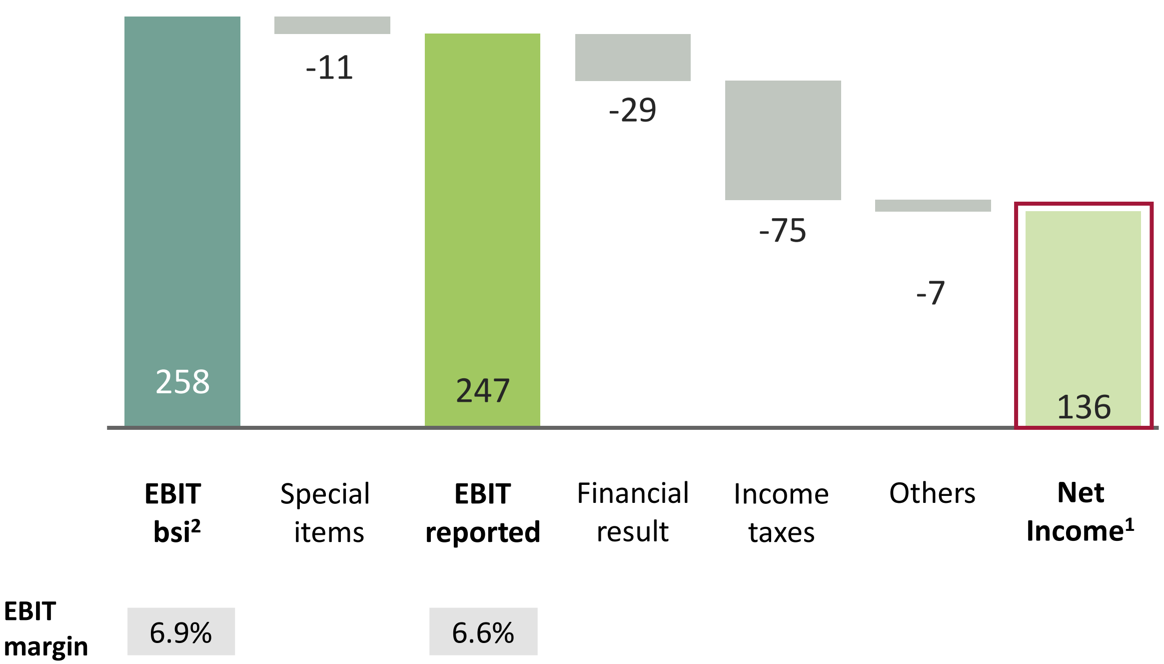
Net Income[1] – EBIT reconciliation and special items

Reconciliation Q1 2022 | in EUR mn



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

Key aspects

- Special items amounted to EUR 11 mn in Q1 related to small adjustments to restructuring costs
- Financial Result EUR 5 mn better than prior year (Q1 21: EUR -34 mn) related to change of interest rate on tax claims
- Lower income tax expense is mainly related to a decrease in EBT compared to Q1 2021

Special items by division | in EUR mn

	Q1 21	Q1 22	Q1 22 vs. Q1 21
EBIT Reported	**382**	**247**	**-135**
Automotive Technologies	8	3	-5
Automotive Aftermarket	1	1	0
Industrial	6	7	+1
Group	**15**	**11**	**-4**
EBIT bsi[2]	**397**	**258**	**-139**

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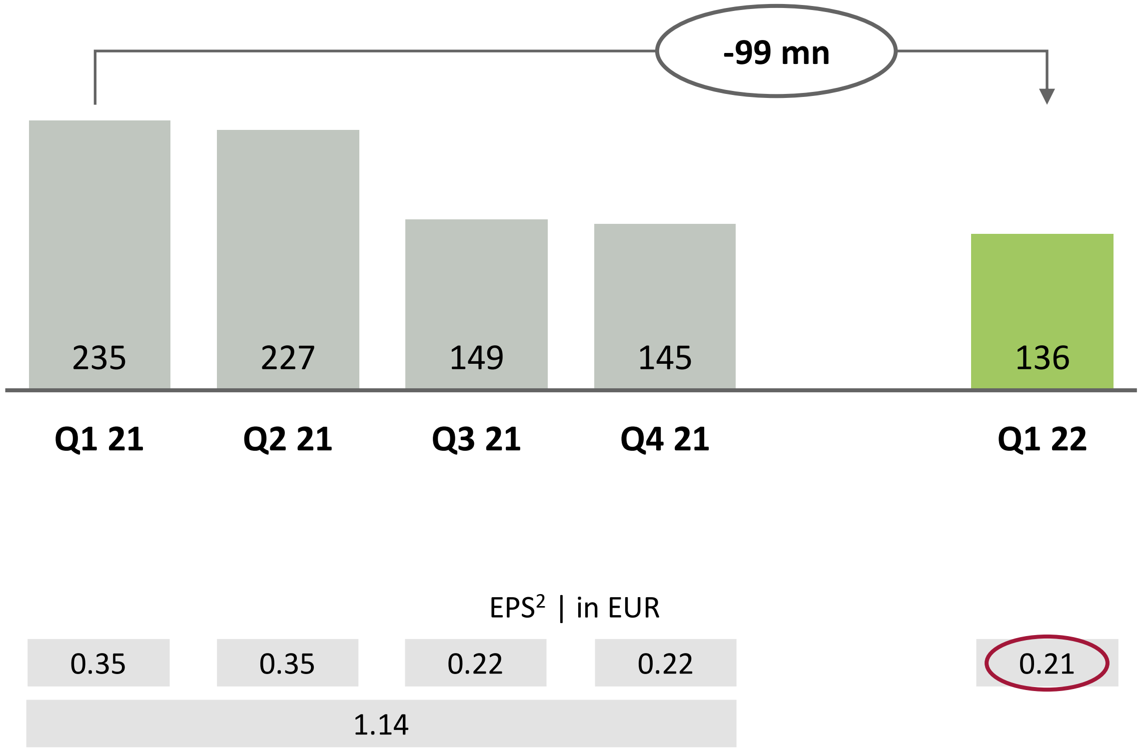
Net Income[1] – EPS[2] at EUR 0.21, ROCE[3] reached 13.1%

Net income[1] | in EUR mn

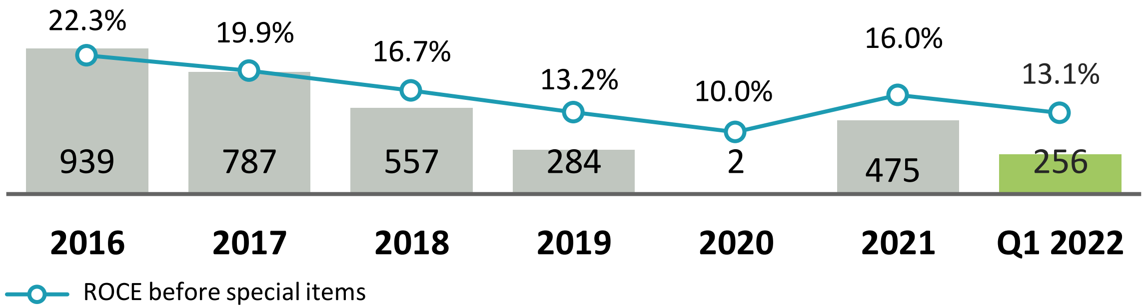


[1] Attributable to the shareholders of the parent company | [2] Earnings per common non-voting share

Key aspects

- Q1 2022 Net income decreased mainly on lower EBIT yoy
- ROCE[3] increased by 1.6pp yoy (Q1 21: 11.5%)
- Schaeffler Value Added[4] more than doubled to EUR 256 mn yoy (Q1 21: EUR 126 mn) due to increased EBIT LTM

ROCE[3] and Schaeffler Value Added[4] | in EUR mn



[3] Before special items | [4] LTM EBIT before special items minus Cost of Capital (10% × Ø Capital Employed)

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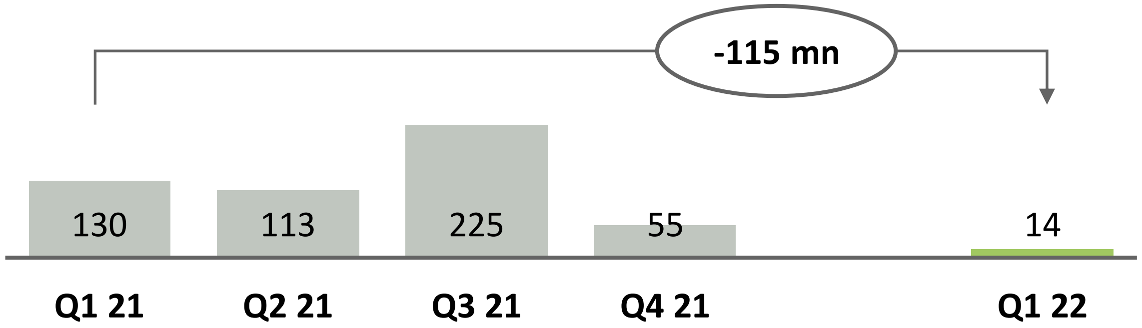
Free Cash Flow – Positive, despite lower EBITDA yoy and increasing inventories

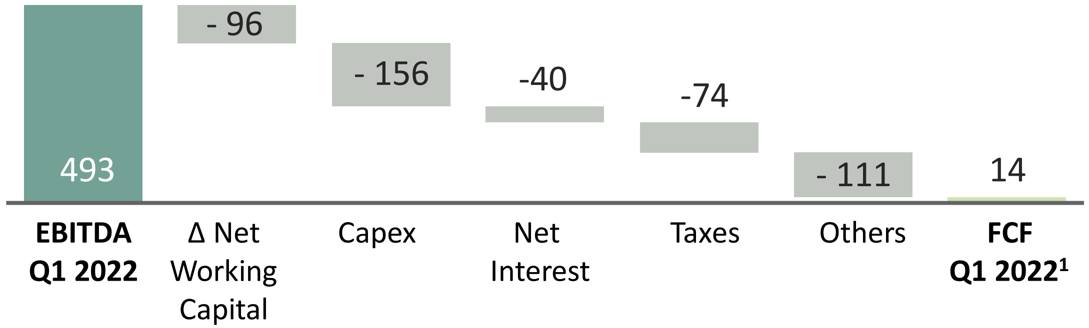
Free Cash Flow before M&A[1] | in EUR mn



	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22
FCF before M&A (Q1 21 – Q4 21)	EUR 523 mn				
FCF Conversion ratio[2]	0.3	0.3	0.8	0.2	0.1
Reinvestment rate	0.5	0.6	0.9	1.0	0.6
Reinvestment rate (Q1 21 – Q4 21)	0.7				
Capex ratio[3]	3.7%	3.9%	6.4%	5.4%	4.2%
Capex ratio (Q1 21 – Q4 21)	4.8%				

[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

Reconciliation Q1 2022 | in EUR mn



FCF Details | in EUR mn

	Q1 2021	Q1 2022	*Δ Q1 22/21*
FCF as reported	**126**	**-47**	***-173***
M&A	4	62	*+58*
FCF before M&A	**130**	**14**	***-115***
Legal cases	3	-2	*-5*
Restructuring	155	160	*+5*
Others	0	0	*0*
Financing	0	-35	*-35*
FCF bef. M&A and sp. items	**287**	**137**	***-150***

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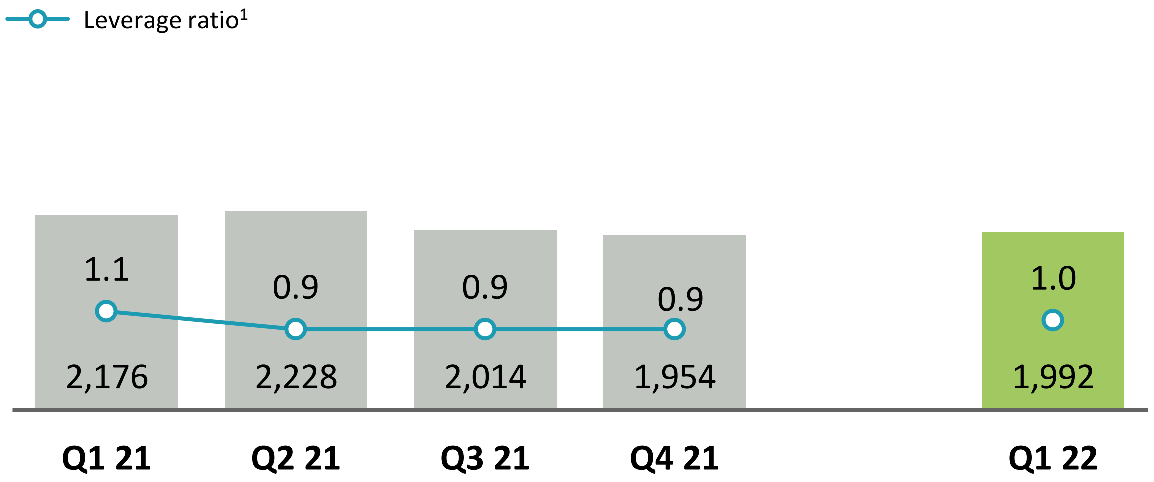
Net debt of EUR 2 bn – Leverage ratio[1] at 1.0x and strong liquidity position

Net financial debt and Leverage ratio[1] | in EUR mn



	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22
Gross debt	4,030	4,039	4,034	3,776	3,235
Cash & cash equivalents	1,854	1,810	2,020	1,822	1,243
EBITDA before special items[2]	1,939	2,409	2,339	2,180	2,049

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

Key aspects

- Net financial debt slightly increased
- Redemption of EUR 2022 bond on March 1, 2022 – No maturities until March 2024

Strong liquidity situation

- Cash balance Schaeffler Group as per end of March 2022 EUR 1,243 mn (December 2021 EUR 1,822 mn)
- Committed unused credit lines on Group level of around EUR 1.8 bn as per end of December, available liquidity[3] 20% of LTM Net Sales

Agenda

1 Overview

2 Business Highlights Q1 2022

3 Financial Results Q1 2022

4 Outlook

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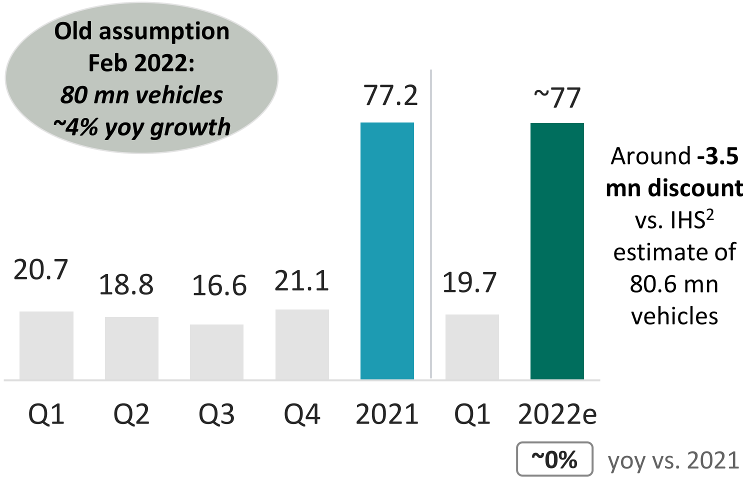
New market assumptions – Stagnation of global LVP[1] expected for 2022

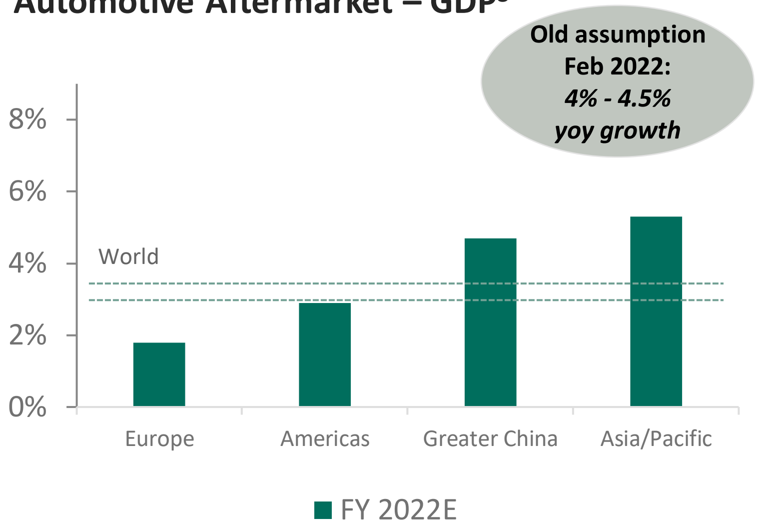
Automotive Technologies – Global LVP[1] 2022



- Discount of around 3.5 mn vehicles to April IHS[2] estimate of 80.6 mn LVP in 2022 leading to a stagnating market in comparison to 2021
- More cautious estimate than IHS[2] due to uncertainties driven by war in Ukraine and Covid lockdown in China

[1] Light Vehicle Production (IHS Markit (part of S&P), April 2022)
[2] IHS Markit (part of S&P Global)

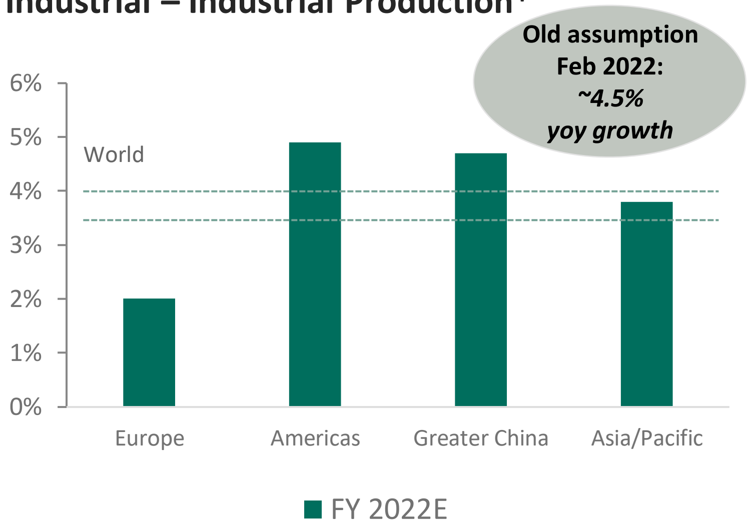
Automotive Aftermarket – GDP[3]



- World GDP[3] expected to grow between 3.0% and 3.5% in 2022, visibly less than in 2021 (6.0%)
- Slowdown of growth largely due to tighter fiscal and monetary policy, strong inflationary pressures, ongoing supply chain issues and economic fallout from Russia-Ukraine war.

[3] GDP (Oxford Economics, April 2022)

Industrial – Industrial Production[4]



- Growth of global industrial production[4] expected to drop to 3.5% - 4.0% in 2022 after rapid expansion in 2021 (11.8%)
- All regions set to face marked deceleration of growth in 2022, especially Europe (2.0%) due to economic fallout from Russia-Ukraine war

[4] Industrial Production (Oxford Economics, April 2022)
Sectors considered: Mechanical Engineering (NACE 28), Transport Equipment (NACE 30), Electrical Equipment (NACE 27.1)

New FY 2022 Guidance

Group Guidance

	Actuals FY 2021	**Guidance FY 2022[1]**
Sales growth[2]	10.2%	**6 - 8%**
EBIT margin[3]	8.8%	**5 - 7%**
Free Cash Flow[4]	EUR 523 mn	**> EUR 250 mn**

[1] Please refer to the Interim Statement for further details | [2] FX-adjusted | [3] Before special items
[4] Before cash in- and outflows for M&A activities | [5] LVP (IHS Markit (part of S&P), April 2022)

Divisional Guidance

Automotive Technologies		Automotive Aftermarket		Industrial	
Actuals FY 2021	**Guidance FY 2022**	Actuals FY 2021	**Guidance FY 2022**	Actuals FY 2021	**Guidance**
Outperf. 430 bps	**Out-performance 200 - 500 bps**	13.9%	**Moderate growth**	14.2%	**Consider-able growth**
6.4%	**> 2.5%**	13.9%	**> 12%**	11.8%	**> 11%**

New market assumptions for 2022

- Automotive Technologies: LVP growth stagnating yoy (~77 mn expected) vs. 4.4% growth in latest IHS estimate[5]
- Automotive Aftermarket: Increase of global GDP of 3% to 3.5%
- Industrial: Increase of relevant industrial production of 3.5% to 4%

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Conclusion & Outlook

1. Good Q1 2022, tougher Q2 expected due to macro and geopolitical headwinds – In such unprecedented complex environment our balanced regional and divisional diversification is an even more valuable and visible competitive advantage
2. Coping with severe market headwinds combination – We monitor and proactively mitigate, serving our customers, ensuring highest possible effectiveness & efficiency of our production facilities, while at the same time progressing on price recovery
3. Secular growth drivers intact, business opportunities energetically driven, compelling and disciplined capital allocation – Commercial success momentum across all three divisions is supporting evidence of transformation increasing traction
4. Cautious FY 2022 guidance – Reflecting unprecedented complex and uncertain geopolitical and macroeconomic environment
5. We stay the course on our Strategy and Roadmap 2025 – Sustainability and Digitization are fundamental building blocks of our transformation

Ensuring operating performance and cash generation – Navigating in a very dynamic environment

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2022 Capital market activities

Roadshows & Conferences involving Top Management

May 11	Roadshow – *US, UK, Deutsche Bank*
May 12	Roadshow – *US, UK, Deutsche Bank*
May 12	Roadshow – *DACH, DZ-Bank*
May 24-25	Conference – *German Corporates, Deutsche Bank*
June 8	Conference – *European Autos, JP Morgan*

Financial calendar 2022

May 10	Q1 2022 Earnings Release
June 1	Hanover Fair, Industrial
June 29	Schaeffler Kolloquium Bühl, Automotive Technologies
Aug 4	H1 2022 Earnings Release
Nov 8	9M 2022 Earnings Release

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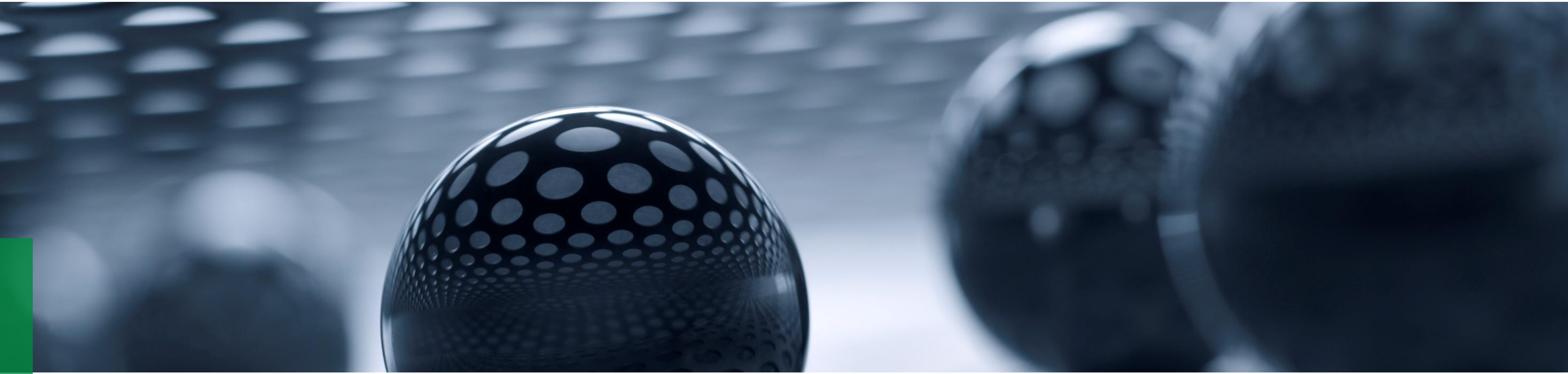

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Backup 1

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Additional information Guidance

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Ancillary comments to support the Equity Story

Additional KPIs	FY 2022	Comments
Order Intake E-Mobility	**EUR 2 - 3 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 300 mn**	Significant portion of extraordinary restructuring expenses in 2022 expected leading to prudent FCF guidance
Dividend Payout Policy	**30 - 50%**	Dividend payout ratio[2]; In April 2022 dividend payment of EUR 328 mn for FY 2021 (44% ratio)
Leverage ratio[1]	**1.25x - 1.75x**	Leverage ratio 2022 in line with Mid-term Targets
Average Tax rate	**28 - 32%**	Overall effective tax rate in line with pre-Covid years
FX rates		EUR/USD, Chinese Renminbi and Mexican Peso are the main exposures

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

External headwinds

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The unprecedented high degree of uncertainty deriving from current geopolitical and macroeconomic developments may result in more directional, sudden impacts on the global economy and hence also on our sourcing- and end-markets.

- **The war in Ukraine** is impacting the global supply chains, the availability of energy and raw materials, and their price evolutions, especially in Europe. Substantial global negative macroeconomic consequences may derive in case of further escalation or protracted conflict
- **Supply chain bottlenecks** also pre-existing to the conflict and further increased inflationary pressures are now increasing in complexity and cloud the outlook for companies across value chains globally
- **Covid pandemic** current situation and strict countermeasures in China weigh on the expected nearer-term development of markets, supply chain and production

The combination of these factors increases market uncertainty and further reduces visibility. Schaeffler AG is closely monitoring the developments. Any change which would significantly impact future guidance will be communicated

Further intensification of the above headwinds is not priced in our guidance

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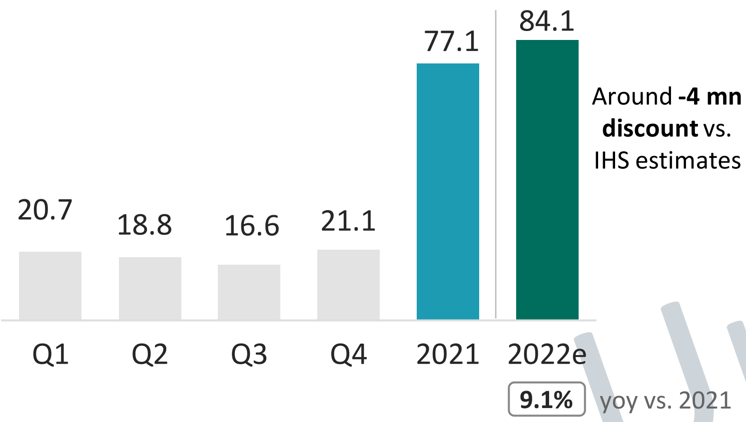
Market assumptions as of 22nd February[1] – Under review

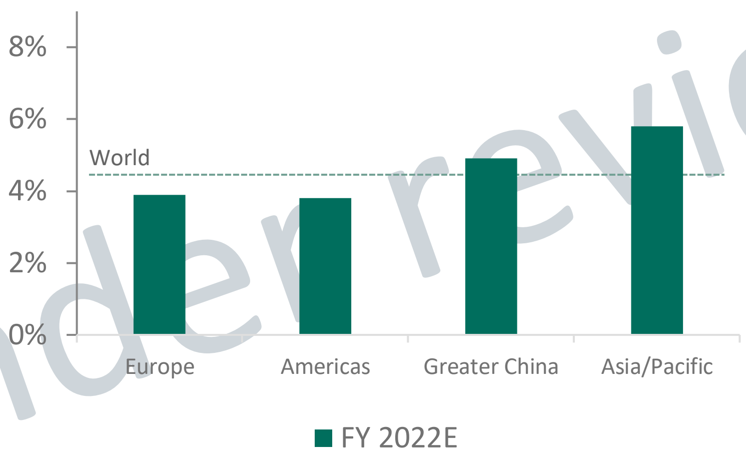
Automotive Technologies – Global LVP[2] 2022



- Discount of around 4 mn vehicles to February IHS estimate of 84.1 mn LVP in 2022 leading to 4% yoy market growth expectation
- Cautious estimate reflecting current and persisting supply chain disruptions and global volatility

[1] Please refer to the Annual Report for further details
[2] Light Vehicle Production (IHS Markit, February 2022)

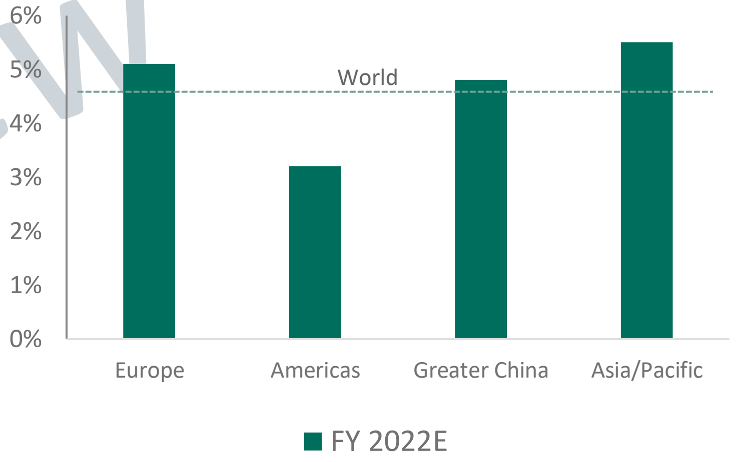
Automotive Aftermarket – GDP[3]



- World GDP growth is expected to reach 4.5% in 2022
- Slowdown compared to 2021 (5.8%) but still stable growth rates across all regions
- Covid-19, supply chain issues and inflation are considered as main influencing factors for GDP growth in 2022

[3] GDP (Oxford Economics, December 2021)

Industrial – Industrial Production[4]



- Global growth expected to slow in 2022 (4.6%) after a very strong increase in 2021 (11.9%)
- Moderate to strong market development across all sectors, mainly driven by Transport Equipment and Mechanical Engineering; the regions Asia/Pacific and Europe are projecting the strongest growth

[4] Industrial Production (Oxford Economics, December 2021)
Sectors considered: Mechanical Engineering (NACE 28), Transport Equipment (NACE 30), Electrical Equipment (NACE 27.1)

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FY 2022 Guidance as of 22nd February[1] – Suspended

Adjusted comparative figures 2021

SUSPENDED

Group Guidance

	Actuals FY 2021	**Guidance FY 2022**
Sales growth[2]	10.2%	**7 - 9%**
EBIT margin[3]	8.8%	**6 - 8%**
Free Cash Flow[4]	EUR 523 mn	**> EUR 300 mn**

[1] Please refer to the Annual Report for further details | [2] FX-adjusted | [3] Before special items | [4] Before cash in- and outflows for M&A activities| [5] Light Vehicle Production (IHS Markit, February 2022)

Divisional Guidance

Automotive Technologies		**Automotive Aftermarket**		**Industrial**	
Actuals	**Guidance**	Actuals	**Guidance**	Actuals	**Guidance**
Outperf. 430 bps	**Out-performance 200 - 500 bps**	13.9%	**Slight growth**	14.2%	**Significant growth**
6.4%	**> 4%**	13.9%	**> 12%**	11.8%	**> 11%**

Market assumptions for 2022

- Automotive Technologies: LVP growth of **4%** in 2022 vs. 9.1% growth in latest IHS estimate[5]
- Automotive Aftermarket: Increase of global GDP by around **4.5%**
- Industrial: Increase of relevant industrial production of around **4.5%**

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Backup 2

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Information top-up

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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

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Key figures Q1 2022

in EUR mn	Q1 2021	Q1 2022	Q1 2022 vs. Q1 2021
Sales	3,560	3,758	+5.6% +1.9%[1]
Gross Profit ***Gross margin***	957 *26.9%*	871 *23.2%*	-86 mn *-3.7pp*
EBIT[2] ***EBIT margin[2]***	397 *11.2%*	258 *6.9%*	-139 mn *-4.3pp*
Net income[3]	235	136	-99 mn
EPS[4] (in EUR)	0.35	0.21	-0.14
Schaeffler Value Added[5]	126	256	+130 mn
ROCE[6]	11.5%	13.1%	+1.6pp
Free Cash Flow[7]	130	14	-115 mn
Capex	132	156	+24 mn
Net financial debt	2,176	1,992	-183 mn
Leverage ratio[8]	1.1x	1.0x	-0.1x
Headcount	83,937	83,089	-1.0%

[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 (10% × 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

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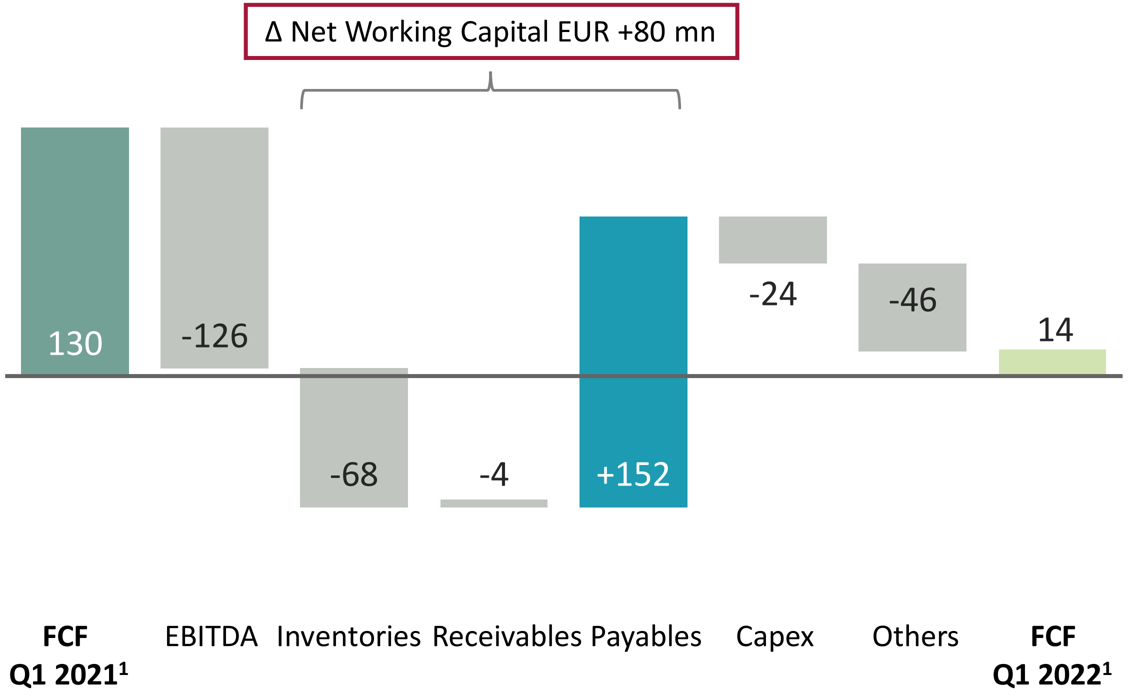
Free Cash Flow[1] details Q1 2022 – FCF hampered by lower EBITDA

FCF[1] Q1 2021 vs. Q1 2022 | in EUR mn



[1] Before cash in- and outflows for M&A activities

Key aspects

- Negative EBITDA development yoy mainly due to the decline in Gross Profit burdened by increased input costs
- Positive Net Working Capital Delta of EUR +80 mn driven by extend of trade payables
- Others included cash outs for restructuring in Q1

Net Working Capital details | in EUR mn

Change in	**Q1 2021**	**Q1 2022**	***Δ Q1 22/21***
Inventories	-193	-262	-68
Receivables	-138	-142	-4
Payables	156	308	+152
Δ Net Working Capital	**-176**	**-96**	**+80**
Working Capital ratio[2]	*19.8*	*20.0*	-

[2] in % of sales (LTM)

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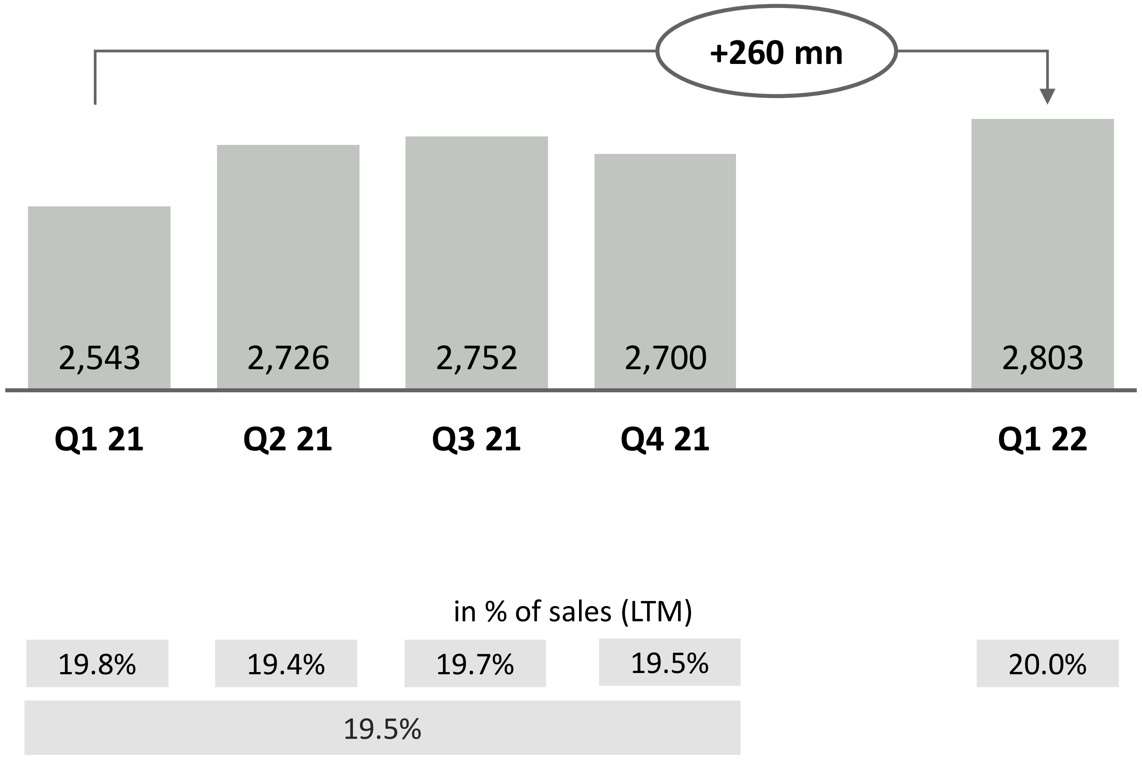
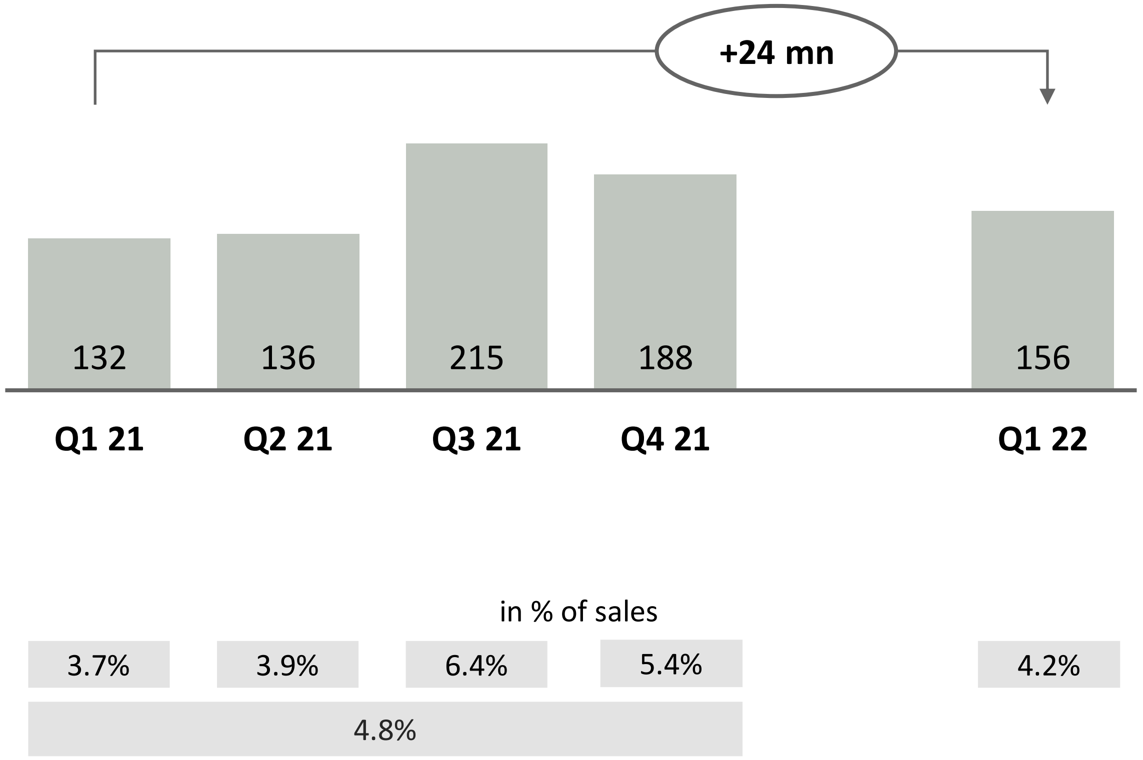
Working Capital ratio 20.0% – Capex ratio 4.2% in Q1

Working capital[1] **|** in EUR mn



[1] According to balance sheet; figures as per the end of period

Capex[2] **|** in EUR mn



[2] Cash view

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Automotive Technologies (AT) outperformance by quarters

YTD
Outperformance: +1.3pp

Q1 22

	IHS[1]	AT[2]	Outperformance
World	-4.5%	-3.2%	+1.3pp
Europe	-15.4%	-1.9%	+13.5pp
Americas	-3.6%	0.3%	+3.9pp
Greater China	6.4%	-5.3%	-11.7pp
Asia/Pacific	-6.5%	-8.3%	-1.8pp

FY 21
Outperformance: +4.3pp

	Q1 21 IHS[1]	Q1 21 AT[2]	Q1 21 Outperformance	Q2 21 IHS[1]	Q2 21 AT[2]	Q2 21 Outperformance	Q3 21 IHS[1]	Q3 21 AT[2]	Q3 21 Outperformance	Q4 21 IHS[1]	Q4 21 AT[2]	Q4 21 Outperformance
World	+15.9%	+17.0%	+1.1pp	+48.2%	+67.5%	+19.3pp	-19.1%	-13.1%	+6.0%	-10.2%	-12.5%	-2.3%
Europe	+2.3%	+3.3%	+1.0pp	+81.0%	+120.4%	+39.4pp	-28.7%	-16.3%	+12.4%	-21.6%	-16.4%	+5.2%
Americas	-2.8%	+6.7%	+9.5pp	+147.0%	+137.2%	-9.8pp	-24.6%	-16.0%	+8.6%	-13.4%	-16.0%	-2.6%
Greater China	+78.0%	+74.8%	-3.2pp	-4.3%	+3.1%	+7.4pp	-13.9%	-16.1%	-2.2%	-1.0%	-6.0%	-5.0%
Asia/Pacific	+5.2%	+14.0%	+8.8pp	+82.2%	+63.9%	-18.3pp	-10.7%	+7.3%	+18.0%	-8.8%	-9.3%	-0.5%

[1] Light Vehicle production growth according to IHS Markit (part of S&P Global), April 2022 | [2] FX-adjusted sales growth of Automotive Technologies division

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Key figures by Group and division

Adjusted comparative figures 2021

Group | in EUR mn

	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22
Sales	3,560	3,454	3,332	3,506	**3,758**
***Sales Growth*[1]**	*+12.3%*	*+52.8%*	*-3.5%*	-5.8%	***+1.9%***
EBIT Reported	382	341	266	231	**247**
EBIT bsi	397	305	260	260	**258**
EBIT bsi margin	11.2%	8.8%	7.8%	7.4%	**6.9%**

Automotive Aftermarket | in EUR mn

	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22
Sales	444	467	500	437	**463**
***Sales Growth*[1]**	*+4.9%*	*+57.9%*	*+9.0%*	-2.1%	***+2.1%***
EBIT Reported	57	89	80	48	**62**
EBIT bsi	58	78	72	49	**63**
EBIT bsi margin	13.1%	16.6%	14.3%	11.2%	**13.6%**

Automotive Technologies | in EUR mn

	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22
Sales	2,281	2,084	1,921	2,150	**2,293**
***Sales Growth*[1]**	*+17.0%*	*+67.5%*	*-13.1%*	-12.5%	***-3.2%***
EBIT Reported	232	141	96	110	**77**
EBIT bsi	240	119	77	107	**80**
EBIT bsi margin	10.5%	5.7%	4.0%	5.0%	**3.5%**

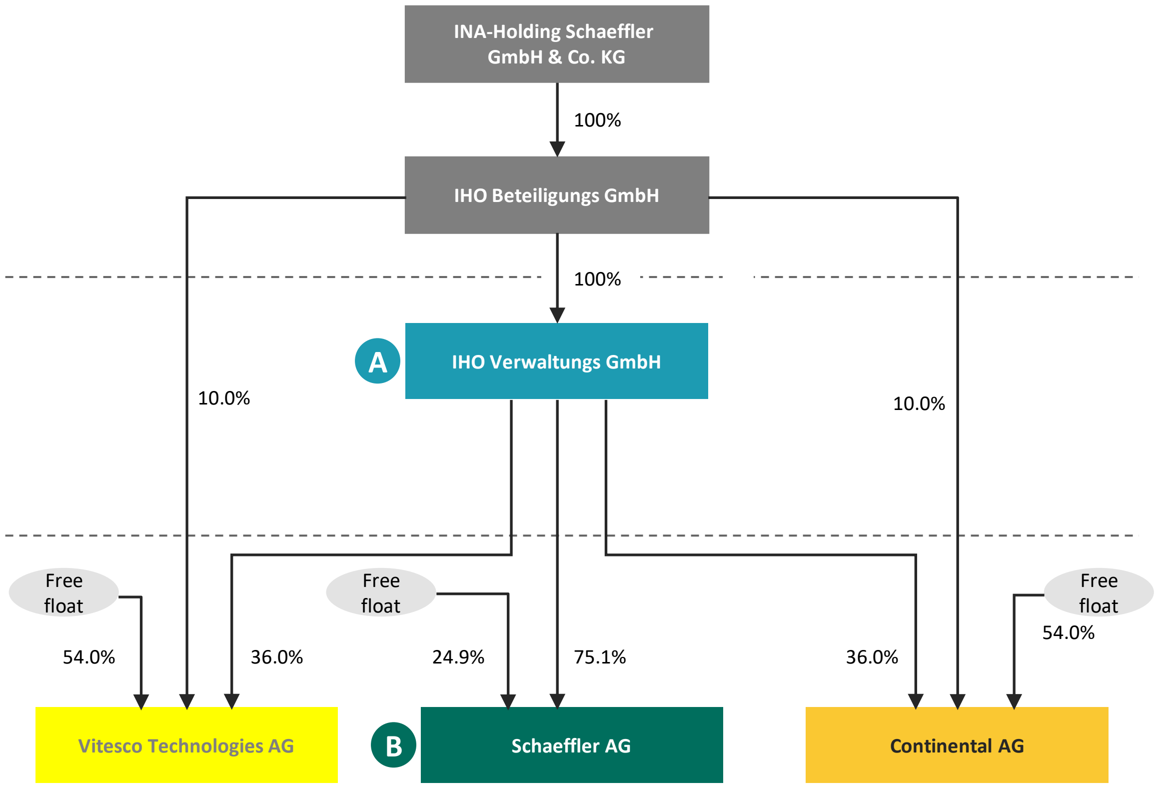
Industrial | in EUR mn

	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22
Sales	836	902	911	919	**1,002**
***Sales Growth*[1]**	*+4.7%*	*+25.4%*	*+15.8%*	+12.0%	***+15.7%***
EBIT Reported	92	112	89	74	**108**
EBIT bsi	98	108	112	104	**115**
EBIT bsi margin	11.8%	11.9%	12.3%	11.3%	**11.4%**

[1] FX-adjusted

Overview Corporate and Financing Structure

Corporate structure (simplified) | as of March 31, 2022



Financing structure | as of March 31, 2022

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)	-	260	E+2.75%	Dec-24	Not rated
Bonds	3.625% SSNs 2025 (EUR)	-	800	3.625%	May-25	BB/Ba2/BB-
	3.75% SSNs 2026 (EUR)	-	750	3.750%	Sep-26	BB/Ba2/BB-
	4.75% SSNs 2026 (USD)	500	450	4.750%	Sep-26	BB/Ba2/BB-
	3.875% SSNs 2027 (EUR)		500	3.875%	May-27	BB/Ba2/BB-
	6.00% SSNs 2027 (USD)	450	405	6.000%	May-27	BB/Ba2/BB-
	6.375% SSNs 2029 (USD)	400	360	6.375%	May-29	BB/Ba2/BB-
	Total IHO Verwaltungs GmbH		**3,526**	**Ø 3.77%[2,3]**		

B Schaeffler AG

	Debt instrument	Nominal (USD m)	Nominal (EUR m)	Interest	Maturity	Rating (Fitch/Moody's/S&P)
Loans	RCF (EUR 1,800 m)	-	-	E+0.80%	Sep-24	Not rated
	Schuldschein Loans (EUR)	-	298	Ø 2.13%	May-23, 25, 28 & 30	Not rated
CP	Commercial Paper Program (EUR)	-	-	-	-	Not rated
Bonds	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		**3,248**	**Ø 2.80%[3]**		

[1] EUR/USD = 1.1101 | [2] After cross currency swaps | [3] Incl. commitment and utilization fees