Growing the New Business

Matthias Zink
CEO Automotive Technologies Division
dbAccess IAA Cars Conference
September 5, 2023
1. Where we stand
2. Where we play
3. How we win
4. How we create value
1 Where we stand
Q2 2023 Automotive Technologies – Double-digit sales growth, solid EBIT margin driven by scale effects and structural improvements

Sales in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>Q2 2022</th>
<th>Q2 2023</th>
<th>H1 2022</th>
<th>H1 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross margin</td>
<td>16.1%</td>
<td>17.0%</td>
<td>17.5%</td>
<td>17.5%</td>
</tr>
<tr>
<td>Sales</td>
<td>2,221</td>
<td>2,400</td>
<td>4,514</td>
<td>4,840</td>
</tr>
</tbody>
</table>

EBIT\(^2\) in EUR mn

<table>
<thead>
<tr>
<th></th>
<th>Q2 2022</th>
<th>Q2 2023</th>
<th>H1 2022</th>
<th>H1 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT margin(^2)</td>
<td>0.5%</td>
<td>4.3%</td>
<td>2.0%</td>
<td>4.3%</td>
</tr>
<tr>
<td>EBIT</td>
<td>11</td>
<td>102</td>
<td>92</td>
<td>207</td>
</tr>
</tbody>
</table>

Key Aspects

- Sales growth of +10.7% driven by all business divisions and regions; by price and volume
- Sales growth in Americas and China below market due to project phasing; improvement in Outperformance expected in H2 driven by ramp-ups
- Gross margin improvement also driven by continued price increases
- EBIT margin reached again 4.3% sequentially, driven by scale effects and structural improvements

1 FX-adjusted | 2 Before special items
Q2 2023 Automotive Technologies – Double-digit sales growth\(^1\), EBIT margin\(^2\) significantly up

### Sales by business division

<table>
<thead>
<tr>
<th>Business Division</th>
<th>Q2 2022</th>
<th>Q2 2023</th>
<th>(\Delta^1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Mobility</td>
<td>293</td>
<td>296</td>
<td>+3.6%</td>
</tr>
<tr>
<td>Engine &amp; Transmission</td>
<td>1,212</td>
<td>1,318</td>
<td>+11.2%</td>
</tr>
<tr>
<td>Bearings</td>
<td>631</td>
<td>664</td>
<td>+8.5%</td>
</tr>
<tr>
<td>Chassis Systems</td>
<td>86</td>
<td>121</td>
<td>+44.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,221</td>
<td>2,400</td>
<td>+10.7%</td>
</tr>
</tbody>
</table>

\(^1\) FX-adjusted

### Outperformance H1

<table>
<thead>
<tr>
<th>Region</th>
<th>FY22 Growth</th>
<th>H1 Growth</th>
<th>H2 Growth</th>
<th>H1/H2 Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>13.4%</td>
<td>11.2%</td>
<td>10.2%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Europe</td>
<td>14.8%</td>
<td>8.3%</td>
<td>4.8%</td>
<td>0.7pp</td>
</tr>
<tr>
<td>Americas</td>
<td>11.7%</td>
<td>-10.5pp</td>
<td>-7.8pp</td>
<td>-4.8pp</td>
</tr>
<tr>
<td>Greater China</td>
<td>7.4%</td>
<td>-5.2pp</td>
<td>-4.8pp</td>
<td>-10.5pp</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>13.5%</td>
<td>2.6%</td>
<td>5.7%</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

Production of light vehicles H1 2023 vs. H1 2022 (S&P Global Mobility©, July 2023)

### Order Intake\(^4\)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>H1 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>4.6</td>
<td>5.4</td>
<td>6.6</td>
<td>4.1</td>
</tr>
<tr>
<td>H2</td>
<td>5.5</td>
<td>4.8</td>
<td>5.7</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10.2</td>
<td>10.2</td>
<td>12.3</td>
<td></td>
</tr>
</tbody>
</table>

### Book-to-bill-ratio\(^5\)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>H1 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2</td>
<td>1.2</td>
<td>1.2</td>
<td>1.2</td>
<td></td>
</tr>
<tr>
<td>H1</td>
<td>1.4</td>
<td>1.3</td>
<td>1.6</td>
<td>0.9</td>
</tr>
<tr>
<td>FY</td>
<td>1.3</td>
<td>1.3</td>
<td>1.4</td>
<td></td>
</tr>
</tbody>
</table>
Automotive Technologies – Current trading update

1 WHERE WE STAND

Automotive market dynamics
- Schaeffler market assumptions increased to 2-4% LVP growth in 2023 (up to 85.6 mn vehicles) vs. 0-2% expected in May (up to 83.9 mn vehicles), but still follows a more conservative approach than S&P

Schaeffler Automotive Technologies topline current trading
- Q3 sales developing in line with expectations
- For the remainder of the year, we see specific regional chances (especially a better market development in China), but also risks (e.g. a potential UAW strike in Americas and global supply chain disruptions)
- We carry over the sustained pricing from last year. We continue to work on price compensations for labor/ non-raws input costs, and target to achieve at least the same recovery ratios as in 2022

Implications
- We confirm our guidance for this year, under our unchanged market assumptions vs. August
- Should even higher volumes in H2 materialize, we will definitely capture the additional market potential in any case

FY guidance confirmed – Should the market grow more than our expectations, our volumes will capture the additional growth and ensure even better fixed-cost absorption

Automotive Technologies – Global LVP¹ 2023

<table>
<thead>
<tr>
<th></th>
<th>H1</th>
<th>H2</th>
<th>2022</th>
<th>H1</th>
<th>H2e</th>
<th>2023e S&amp;P</th>
<th>2023e SHA²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>38.9</td>
<td>43.4</td>
<td>82.3</td>
<td>43.5</td>
<td>43.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2023e</td>
<td>87.0</td>
<td></td>
<td>Up to 85.6</td>
<td></td>
<td></td>
<td>5.7%</td>
<td>2-4%</td>
</tr>
</tbody>
</table>

¹ Includes content supplied by S&P Global Mobility© [IHS Markit Light Vehicle Production Forecast (Base), August 2023]. All rights reserved.
² Schaeffler AG
## FY 2023 Guidance

<table>
<thead>
<tr>
<th>Schaeffler Group</th>
<th>Automotive Technologies</th>
<th>Automotive Aftermarket</th>
<th>Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Guidance FY 2023</strong></td>
<td><strong>Guidance FY 2023</strong></td>
<td><strong>Guidance FY 2023</strong></td>
<td><strong>Guidance FY 2023</strong></td>
</tr>
<tr>
<td><strong>Sales growth</strong>²</td>
<td><strong>Outperformance</strong></td>
<td><strong>EBIT margin</strong>³</td>
<td><strong>Free Cash Flow</strong>⁴</td>
</tr>
<tr>
<td><strong>5 – 8%</strong> (unchanged)</td>
<td><strong>0 – 300 bps</strong>⁵</td>
<td><strong>6 – 8%</strong> (prior: 5.5 – 7.5%)</td>
<td><strong>EUR 300 – 400 mn</strong> (prior: EUR 250 – 350 mn)</td>
</tr>
<tr>
<td><strong>EBIT margin</strong>³</td>
<td></td>
<td><strong>3 – 5%</strong> (prior: 2 – 4%)</td>
<td></td>
</tr>
<tr>
<td><strong>6 – 8%</strong> (prior: 5.5 – 7.5%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong>⁴</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>EUR 300 – 400 mn</strong> (prior: EUR 250 – 350 mn)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Market assumptions for 2023

- **Automotive Technologies:** LVP growth of 2 - 4% vs. 5.3% in latest S&P estimate⁶ for 2023
- **Automotive Aftermarket:** Growth of Global LV Parc⁷ of around 2%
- **Industrial:** Slight increase of relevant industrial production⁸

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¹ Please refer to the Interim Report for further details | ² FX-adjusted | ³ Before special items | ⁴ Before cash in- and outflows for M&A activities | ⁵ Moderate Sales growth | ⁶ Includes content supplied by S&P Global Mobility© (IHS Markit Light Vehicle Production Forecast (Base), July 2023). All rights reserved | ⁷ S&P Global Mobility (April 2023). Includes content supplied by S&P Global © (IHS Markit Vehicles in Operation (VIO), April 2023). All rights reserved | ⁸ Industrial Production (Oxford Economics, June 2023) Sectors considered: Mechanical Engineering (NACE 28), Transport Equipment (NACE 30), Electrical Equipment (NACE 27.1) and own assumptions
Where we play
Market & Customers – Electrification is further accelerating, year 2035 adjusted

Climate targets towards zero emission in major markets

HEV as transition technology will reach tipping point in 2030

OEMs raise EV targets and accelerate electrification

Vision Powertrain – NEW
Global Light Vehicle Production

- 2020: 88% ICE, 8% HEV, 20% xEV
- 2025 e: 50% ICE, 30% HEV, 20% xEV
- 2030 e: 20% ICE, 40% HEV, 40% xEV
- 2035 e: 10% ICE, 30% HEV, 60% xEV

Climate targets towards zero emission in major markets

HEV as transition technology will reach tipping point in 2030

OEMs raise EV targets and accelerate electrification
Portfolio Management – Operating model proving its steering effectiveness with clear results

**Mature Business**

- **Engine & Transmission**
  - **EUR 5,152 mn**
  - +4.5%

- **Bearings**
  - **EUR 2,624 mn**
  - +4.6%

**New Business**

- **E-Mobility**
  - **EUR 1,349 mn**
  - +24.2%

- **Chassis Systems**
  - **EUR 375 mn**
  - +28.4%

Total Sales FY 2022: **EUR 9,500 mn**

Further differentiating internal resource allocation and steering & further enhancing customer orientation.
## Product Portfolio expanded – We deliver both innovative components & systems for powertrain & chassis

### Mature Business

<table>
<thead>
<tr>
<th>Engine &amp; Transmission</th>
<th>Bearings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Powertrain-specific</td>
<td>Powertrain-agnostic</td>
</tr>
</tbody>
</table>

### New Business

<table>
<thead>
<tr>
<th>E-Mobility</th>
<th>Chassis Systems</th>
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<tbody>
<tr>
<td>Powertrain-specific</td>
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<table>
<thead>
<tr>
<th>Mechatr. Systems</th>
<th>Sub- &amp; Mechanical Systems</th>
<th>Mechanical Components with System Know-How</th>
<th>Mechanical Components</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Mechatronics System" /></td>
<td><img src="image2" alt="Sub-and Mechanical System" /></td>
<td><img src="image3" alt="Mechanical Components with System Know-How" /></td>
<td><img src="image4" alt="Mechanical Components" /></td>
</tr>
</tbody>
</table>

**Visit us in Hall B3 / Booth B40**

Product details to be find in Backup
Market & Customers - Competitive landscape increasingly dynamic and offering great opportunities

**Established OEMs**

1. Traditional, with both ICE and EV
   - ![Volkswagen](Volkswagen.png)
   - ![BMW](BMW.png)
   - ![General Motors](GM.png)
   - ![Toyota](Toyota.png)
   - ✅
   - ✅
   - ✅

2. EV natives, with high growth
   - Customers undisclosed
   - ✅
   - ✅
   - ✅

**New Players**

3. Well financed and successful in other ventures
   - Customers undisclosed
   - ✗
   - ✅
   - ✗

4. New Entrants (e.g. with new mobility approaches & MaaS)
   - Customers undisclosed
   - ✗
   - ✗
   - ✗
How we win
### How we win in a diversified customer base – With both components and systems

<table>
<thead>
<tr>
<th>Mature Business</th>
<th>New Business</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Established OEMs</td>
<td><strong>2</strong></td>
</tr>
<tr>
<td><strong>3</strong> New Players</td>
<td><strong>4</strong></td>
</tr>
</tbody>
</table>

**Mechatronic Systems**

**Sub- & Mechanical Systems**

**Mechanical Components with System Know-How**

**Mechanical Components**
New Order Intake in New Business by Established OEM

Mature Business

New Business

1. Established OEMs

2. GROW

3. New Players

4. Schaeffler extends its business with generators for HEV applications

Schaeffler extends its business with generators for HEV applications

OI approx. USD 0.5 bn

Mechatronic Systems

Sub- & Mechanical Systems

Mechanical Components with System Know-How

Mechanical Components
### New Order Intake in Mature Business for HEV applications by Established OEM

<table>
<thead>
<tr>
<th>Mature Business</th>
<th>New Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established OEMs</td>
<td></td>
</tr>
<tr>
<td>New Players</td>
<td></td>
</tr>
</tbody>
</table>

**Know-how from Mature Business allows Schaeffler to supply innovative solutions for HEV applications**

- **OI approx. USD 0.3 bn**
  - Mechatronic Systems
  - Sub- & Mechanical Systems
  - Mechanical Components with System Know-How
  - Mechanical Components
How we win in Greater China - Harnessing growth in a diversified customer base with components and systems with our excellent local team

1. Established OEMs
2. New Players

Mature Business

New Business

Local 60%

JV 40%

Mechanical Components

Mechanical Components with System Know-How

Sub- & Mechanical Systems

Mechatronic Systems
Schaeffler and VDL Groep to team up on self-driving shuttles

Growing our New Business: Fostering our Ecosystem with the collaboration with VDL Groep
Visit us and experience our solutions for Future Mobility – Hall B3 / Booth B40

Hybrid Powertrain
- MultiMode Hybrid Transmission
- Electric Cam Phasing System

Fuel Cell Powertrain & Hydrogen Production
- Fuel cell stack
- Electrolyzer

Battery Electric Powertrain
- Rigid Beam 3in1 E-Axle
- Decarbonized and efficient E-motor
- Insulation Bearing

Visit us in
Hall B3 / Booth B40

Chassis and New Mobility
- FlyNow Aviation Personal Air Vehicle
- Rear Wheel Steering
- Free Drive pedal generator
- Rolling Chassis
- SteerByWire

Located at VDL booth, right next to Schaeffler booth
4 How we create value
How we fund our own growth and create value

**Mature Business**
- Products for ICE and HEV
- Powertrain agnostic¹ products

**New Business**
- Powertrain agnostic¹ products
- Products for Electrified Powertrains

**Order Intake² FY 2019 - 2022**
- 47.7 bn EUR
- 40% ICE
- 25% EV
- 35% HEV

**Priority Margin**
- Order Intake
- Profitability
- R&D
- Capex / Reinvestment rate
- Footprint
- Overhead³

**Priority Growth**
- Order Intake: EUR 2 - 3 bn
- Profitability
- R&D
- Capex / Reinvestment rate: > 1
- Footprint
- Overhead³

- Funding our New Business
- Capex allocation & R&D expenses shifted to New Business
- Qualification Program ‘Fit4Mechatronics’

¹ Independent from powertrain type | ² Powertrain split of Order Intake without Heavy Duty | ³ Selling & Admin expenses
Road to 2025 – We stay committed to our mid-term targets

### Mid-term targets 2025

**Automotive Technologies**
- Outperformance\(^1\)
  - 200 to 500 bps on average\(^2\)
- 4 to 6% EBIT margin before special items

**Automotive Aftermarket**
- Constant-currency revenue growth
  - > GDP growth on average\(^2\)
- 13 to 15% EBIT margin before special items

**Industrial**
- Constant-currency revenue growth
  - > Ind. Prod. growth on average\(^3\)
- 12 to 14% EBIT margin before special items

### Schaeffler Group

**ROCE**
- 12 to 15% based on EBIT reported

**FCF-conversion**
- 0.3 to 0.5 based on EBIT reported\(^4\)

### Group parameters

**Capital structure**
- 1.2x to 1.7x
  - Net debt/EBITDA before special items

**Dividend policy**
- 30 to 50%
  - of net Income before special items
Conclusion

Short-term drivers

▪ Good H1 2023 for Automotive Technologies, driven by realized price increases and scale effects
▪ Performance strength of Mature Business continues to fuel our transformation journey
▪ Q3 sales developing as expected – Confident on our August updated 2023 FY guidance in Automotive Technologies, both for Top-line and the EBIT margin corridor of 3 - 5%

Mid-term drivers

▪ Positioning our top line in the right spot with compelling customer focus and a well diversified regional mix. Both established and new mobility players clearly in focus
▪ Focusing on growth of New Business and improving profitability, in order to reach EBIT break-even point in New Business
▪ Full commitment to deliver on Automotive Technologies Mid-term targets and contribute to the Schaeffler Group performance thanks to Auto+Industrial unique setup

We drive the transition to innovative propulsion and chassis technologies, to conquer leadership positions in New Business across all customer categories
High capability in embedded software (customer) meets high capability in precision components and mechatronic systems (Schaeffler)

Mature Business

Established OEMs

New Business

New Players

Schaeffler expands its Business Fields with New Mobility Players

Presented at J.P. Morgan Auto Conference in June
Schaeffler expands its Business Fields with New Mobility Players

High capability in embedded software (customer) meets high capability in precision components and mechatronic systems (Schaeffler)

Mature Business

Established OEMs

New Business

New Players

Mechatronic Systems

Sub- & Mechanical Systems

Mechanical Components with System Know-How

Mechanical Components

Presented at J.P. Morgan Auto Conference in June
Order Intake for e-Axle systems received from established and new OEMs

<table>
<thead>
<tr>
<th>Mature Business</th>
<th>New Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Established OEMs</td>
<td>2. New Business</td>
</tr>
<tr>
<td></td>
<td>GROW</td>
</tr>
</tbody>
</table>

New Players

<table>
<thead>
<tr>
<th>3. Established OEMs</th>
<th>4. New Business</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GROW</td>
</tr>
</tbody>
</table>

New Mobility Concepts offer additional growth opportunities for e-Axle systems

- **OI approx. EUR 2.4 bn 2022 & 2023 Q1**
- **Mechatronic Systems**
- **Sub- & Mechanical Systems**
- **Mechanical Components with System Know-How**
- **Mechanical Components**

Presented at J.P Morgan Auto Conference in June
First Order Intake for battery cooling and expansion into the refrigerant market

Schaeffler expands its thermal management activities into cooling of batteries for BEV
**Product Portfolio expanded – We deliver both innovative components & systems for powertrain & chassis**

### Mature Business

**Engine & Transmission**
- Powertrain-specific
- Powertrain-agnostic

**Bearings**
- UniAir
- eRocker deactivating switchable roller finger follower
- Electromechanical Cam phaser

### New Business

**E-Mobility**
- E-axle (4in1)
- Combined coolant and refrigerant system
- Generator

**Chassis Systems**
- IARC
- RWS
- Rolling Chassis
- Electrohydraulic power steering

### Mechatronic Systems

- Chain drive system
- Torque
- Planetary gear carrier
- Foil bearing
- Shunt bearing
- Rotor
- Brushes for commutation
- Stator
- Ball screw drive

### Sub- & Mechanical Systems

- Hybrid module
- Cam converter
- Damper
- Shift fork
- Foil bearing
- Rotor
- Brushes for commutation
- Stator

### Mechanical Components with System Know-How

- Cylindrical roller bearing
- Tapered roller bearing
- Aluminium Housing
- HV/LV Terminals
- Low Voltage BLDC E-Motors

### Mechanical Components

- Ball bearing
- Wheel bearing
- Torque converter
- Hybrid module
- Generator
- Rotor
- Stator
- E-Motors
- Ball screw drive

**E-Motors**
- TMM
- Gearbox

**Rolling Chassis**
- iARC
- RWS
- Electrohydraulic power steering
# Automotive Technologies (AT) Outperformance by Quarters

## Adjusted Comparative Figures 2022

<table>
<thead>
<tr>
<th></th>
<th>Q1 23</th>
<th>Q2 23</th>
<th>Q3 22</th>
<th>Q4 22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>World</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S&amp;P¹</td>
<td>+7.1%</td>
<td>+15.5%</td>
<td>+29.5%</td>
<td>+12.4%</td>
</tr>
<tr>
<td>AT²</td>
<td>+6.0%</td>
<td>+10.7%</td>
<td>+25.2%</td>
<td>+15.8%</td>
</tr>
<tr>
<td>Outperformance</td>
<td><strong>-1.1pp</strong></td>
<td><strong>-4.8pp</strong></td>
<td><strong>-4.3pp</strong></td>
<td><strong>-17.7pp</strong></td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S&amp;P¹</td>
<td>+14.2%</td>
<td>+12.6%</td>
<td>+24.7%</td>
<td>+5.5%</td>
</tr>
<tr>
<td>AT²</td>
<td>+15.1%</td>
<td>+14.5%</td>
<td>+22.0%</td>
<td>+18.0%</td>
</tr>
<tr>
<td>Outperformance</td>
<td><strong>+0.9pp</strong></td>
<td><strong>+1.9pp</strong></td>
<td><strong>+4.3pp</strong></td>
<td><strong>+17.9pp</strong></td>
</tr>
<tr>
<td><strong>Americas</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S&amp;P¹</td>
<td>+9.9%</td>
<td>+13.5%</td>
<td>+34.3%</td>
<td>+34.3%</td>
</tr>
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<td>AT²</td>
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</tr>
<tr>
<td>Outperformance</td>
<td><strong>-9.1pp</strong></td>
<td><strong>-11.9pp</strong></td>
<td><strong>-9.6pp</strong></td>
<td><strong>-2.1pp</strong></td>
</tr>
<tr>
<td><strong>Greater China</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S&amp;P¹</td>
<td>-4.4%</td>
<td>+20.6%</td>
<td>+30.6%</td>
<td>+12.4%</td>
</tr>
<tr>
<td>AT²</td>
<td>-8.2%</td>
<td>+15.2%</td>
<td>+12.9%</td>
<td>+15.8%</td>
</tr>
<tr>
<td>Outperformance</td>
<td><strong>-3.8pp</strong></td>
<td><strong>-5.4pp</strong></td>
<td><strong>-17.7pp</strong></td>
<td><strong>+3.4pp</strong></td>
</tr>
<tr>
<td><strong>Asia/Pacific</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S&amp;P¹</td>
<td>+12.7%</td>
<td>+14.3%</td>
<td>+30.6%</td>
<td>+5.5%</td>
</tr>
<tr>
<td>AT²</td>
<td>+15.5%</td>
<td>+10.1%</td>
<td>+12.9%</td>
<td>+15.8%</td>
</tr>
<tr>
<td>Outperformance</td>
<td><strong>+2.8pp</strong></td>
<td><strong>+4.2pp</strong></td>
<td><strong>+12.4%</strong></td>
<td><strong>+3.4pp</strong></td>
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</tbody>
</table>

### YTD Outperformance: -2.9pp

<table>
<thead>
<tr>
<th></th>
<th>S&amp;P¹</th>
<th>AT²</th>
<th>Outperformance</th>
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<tbody>
<tr>
<td><strong>World</strong></td>
<td>+7.1%</td>
<td>+6.0%</td>
<td><strong>-1.1pp</strong></td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>+14.2%</td>
<td>+15.1%</td>
<td><strong>+0.9pp</strong></td>
</tr>
<tr>
<td><strong>Americas</strong></td>
<td>+9.9%</td>
<td>+0.8%</td>
<td><strong>-9.1pp</strong></td>
</tr>
<tr>
<td><strong>Greater China</strong></td>
<td>-4.4%</td>
<td>-8.2%</td>
<td><strong>-3.8pp</strong></td>
</tr>
<tr>
<td><strong>Asia/Pacific</strong></td>
<td>+12.7%</td>
<td>+15.5%</td>
<td><strong>+2.8pp</strong></td>
</tr>
</tbody>
</table>

1 Includes content supplied by S&P Global Mobility© [IHS Markit Light Vehicle Production Forecast (Base), July 2023]. All rights reserved |
2 FX-adjusted growth of Automotive Technologies division sales
### Key figures by Group and Division

#### Group in EUR mn

<table>
<thead>
<tr>
<th>Q1 22</th>
<th>Q2 22</th>
<th>Q3 22</th>
<th>Q4 22</th>
<th>Q1 23</th>
<th>Q2 23</th>
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<tbody>
<tr>
<td>Sales</td>
<td>3,758</td>
<td>3,790</td>
<td>4,242</td>
<td>4,019</td>
<td>4,152</td>
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<tr>
<td>Sales Growth¹</td>
<td>+1.9%</td>
<td>+4.4%</td>
<td>+20.2%</td>
<td>+11.8%</td>
<td>+10.4%</td>
</tr>
<tr>
<td>EBIT reported</td>
<td>247</td>
<td>186</td>
<td>316</td>
<td>224</td>
<td>244</td>
</tr>
<tr>
<td>EBIT bsi</td>
<td>258</td>
<td>200</td>
<td>355</td>
<td>233</td>
<td>336</td>
</tr>
<tr>
<td>EBIT bsi margin</td>
<td>6.9%</td>
<td>5.3%</td>
<td>8.4%</td>
<td>5.8%</td>
<td>8.1%</td>
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#### Automotive Aftermarket in EUR mn

<table>
<thead>
<tr>
<th>Q1 22</th>
<th>Q2 22</th>
<th>Q3 22</th>
<th>Q4 22</th>
<th>Q1 23</th>
<th>Q2 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>464</td>
<td>506</td>
<td>548</td>
<td>523</td>
<td>582</td>
</tr>
<tr>
<td>Sales Growth¹</td>
<td>+2.1%</td>
<td>+4.4%</td>
<td>+5.6%</td>
<td>+16.8%</td>
<td>+25.7%</td>
</tr>
<tr>
<td>EBIT reported</td>
<td>63</td>
<td>64</td>
<td>73</td>
<td>55</td>
<td>102</td>
</tr>
<tr>
<td>EBIT bsi</td>
<td>64</td>
<td>64</td>
<td>73</td>
<td>59</td>
<td>103</td>
</tr>
<tr>
<td>EBIT bsi margin</td>
<td>13.8%</td>
<td>12.7%</td>
<td>13.4%</td>
<td>11.2%</td>
<td>17.7%</td>
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#### Automotive Technologies in EUR mn

<table>
<thead>
<tr>
<th>Q1 22</th>
<th>Q2 22</th>
<th>Q3 22</th>
<th>Q4 22</th>
<th>Q1 23</th>
<th>Q2 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>2,292</td>
<td>2,221</td>
<td>2,554</td>
<td>2,430</td>
<td>2,440</td>
</tr>
<tr>
<td>Sales Growth¹</td>
<td>-3.2%</td>
<td>+1.3%</td>
<td>+25.2%</td>
<td>+9.9%</td>
<td>+6.0%</td>
</tr>
<tr>
<td>EBIT reported</td>
<td>78</td>
<td>1</td>
<td>109</td>
<td>66</td>
<td>44</td>
</tr>
<tr>
<td>EBIT bsi</td>
<td>81</td>
<td>11</td>
<td>122</td>
<td>78</td>
<td>105</td>
</tr>
<tr>
<td>EBIT bsi margin</td>
<td>3.5%</td>
<td>0.5%</td>
<td>4.8%</td>
<td>3.2%</td>
<td>4.3%</td>
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</table>

#### Industrial in EUR mn

<table>
<thead>
<tr>
<th>Q1 22</th>
<th>Q2 22</th>
<th>Q3 22</th>
<th>Q4 22</th>
<th>Q1 23</th>
<th>Q2 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,002</td>
<td>1,062</td>
<td>1,140</td>
<td>1,066</td>
<td>1,130</td>
</tr>
<tr>
<td>Sales Growth¹</td>
<td>+15.7%</td>
<td>+11.7%</td>
<td>+17.8%</td>
<td>+13.7%</td>
<td>+13.4%</td>
</tr>
<tr>
<td>EBIT reported</td>
<td>106</td>
<td>121</td>
<td>135</td>
<td>103</td>
<td>98</td>
</tr>
<tr>
<td>EBIT bsi</td>
<td>113</td>
<td>125</td>
<td>159</td>
<td>97</td>
<td>128</td>
</tr>
<tr>
<td>EBIT bsi margin</td>
<td>11.3%</td>
<td>11.7%</td>
<td>13.9%</td>
<td>9.1%</td>
<td>11.3%</td>
</tr>
</tbody>
</table>
Sustainability – Eight non-financial targets underline clear commitment to sustainability

Sustainability targets were integrated into the variable remuneration of upper management

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