

**SCHAEFFLER**



**E-Mobility**

**Chassis  
Systems**

**Engine &  
Transmission**

## Schaeffler AG – Division Automotive Technologies

Matthias Zink  
CEO Automotive Technologies Division  
J.P. Morgan European Automotive Conference  
June 4, 2024

We pioneer motion

## Disclaimer

This presentation contains forward-looking statements. The words “anticipate”, “assume”, “believe”, “estimate”, “expect”, “intend”, “may”, “plan”, “project”, “should” and similar expressions are used to identify forward-looking statements. Forward-looking statements are statements that are not historical facts; they include statements about Schaeffler Group’s beliefs and expectations and the assumptions underlying them. These statements are based on plans, estimates and projections as they are currently available to the management of Schaeffler AG. Forward-looking statements therefore speak only as of the date they are made, and Schaeffler Group undertakes no obligation to update any of them in light of new information or future events.

By their very nature, forward-looking statements involve risks and uncertainties. These statements are based on Schaeffler AG management’s current expectations and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements. Actual results may differ from those set forth in the forward-looking statements as a result of various factors (including, but not limited to, future global economic conditions, changed market conditions affecting the automotive industry, intense competition in the markets in which we operate and costs of compliance with applicable laws, regulations and standards, diverse political, legal, economic and other conditions affecting our markets, and other factors beyond our control).

This presentation is intended to provide a general overview of Schaeffler Group’s business and does not purport to deal with all aspects and details regarding Schaeffler Group. Accordingly, neither Schaeffler Group nor any of its directors, officers, employees or advisers nor any other person makes any representation or warranty, express or implied, as to, and accordingly no reliance should be placed on, the accuracy or completeness of the information contained in the presentation or of the views given or implied. Neither Schaeffler Group nor any of its directors, officers, employees or advisers nor any other person shall have any liability whatsoever for any errors or omissions or any loss howsoever arising, directly or indirectly, from any use of this information or its contents or otherwise arising in connection therewith.

The material contained in this presentation reflects current legislation and the business and financial affairs of Schaeffler Group which are subject to change.

The permission to use S&P Global Mobility copyrighted reports, data and information does not constitute an endorsement or approval by S&P Global Mobility of the manner, format, context, content, conclusion, opinion or viewpoint in which S&P Global Mobility reports, data and information or its derivations are used or referenced herein.

This presentation is with regard to the voluntary public tender offer of Schaeffler AG (“Schaeffler”) for all shares of Vitesco Technologies Group AG (“Vitesco”) and with regard to the business combination between Schaeffler and Vitesco for information purposes only.

**1**

**Where we stand**

**2**

Where we play

**3**

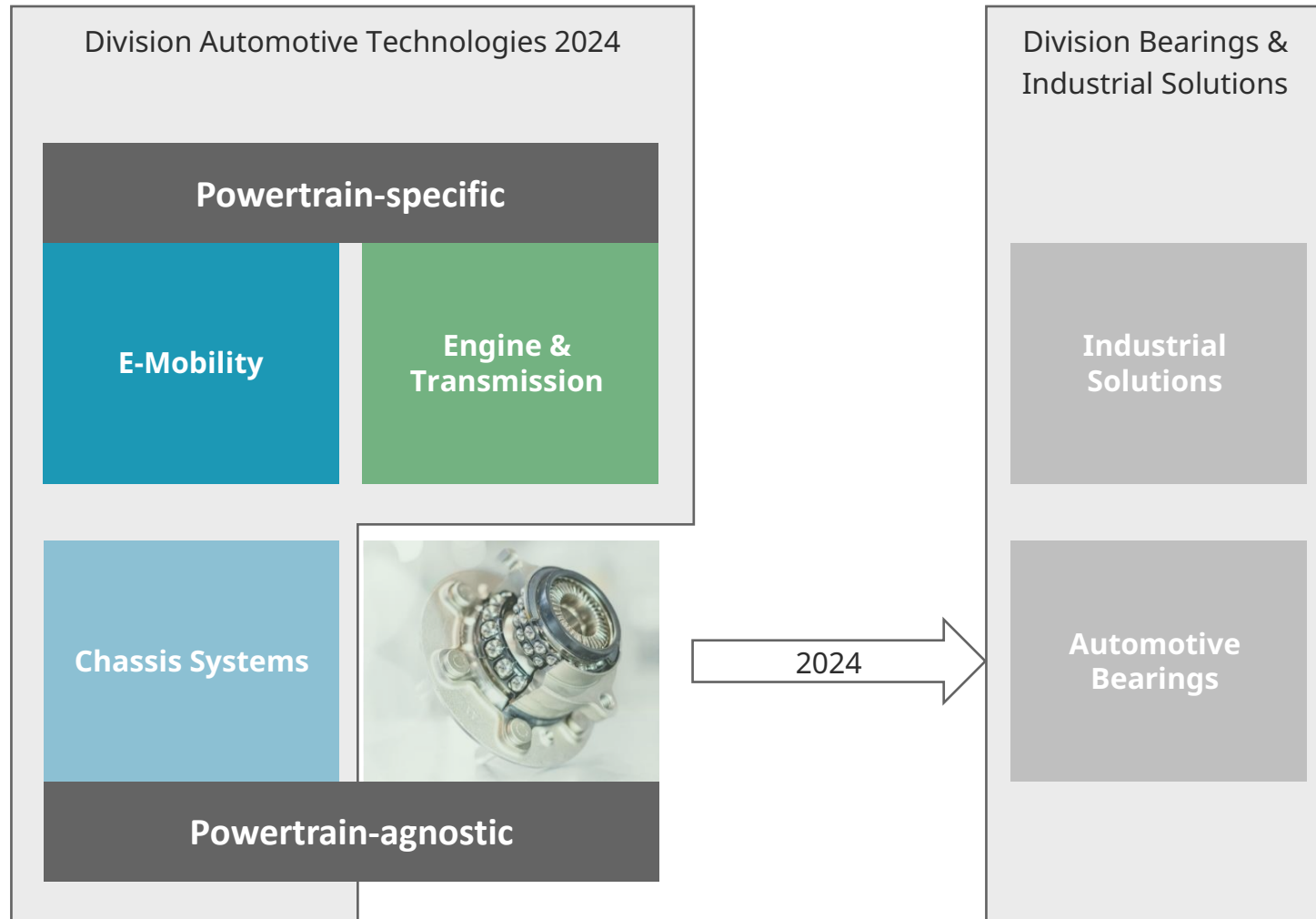
How we win

**4**

How we create value

**AGENDA**

## Automotive Bearings became part of division Bearings & Industrial Solutions from 2024 onwards



### Where we stand in 2024

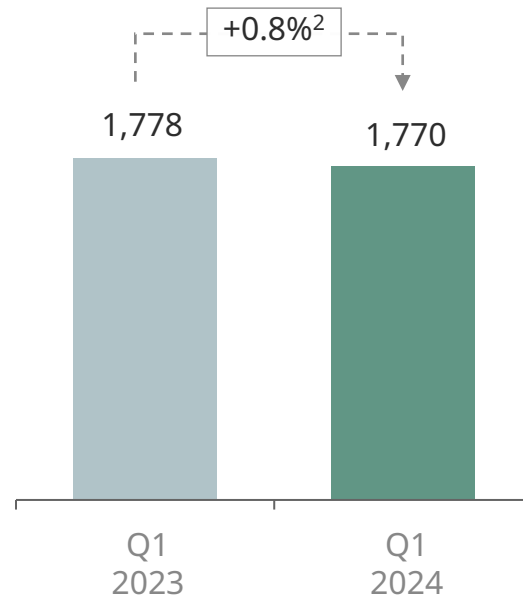
- Division Automotive Technologies: Focusing on 3 Business Divisions in 2024
- Division Bearings & Industrial Solutions: Build the leading global Bearings & Industrial Solutions company operating in four market clusters

The Automotive product portfolio for our customers is still both: powertrain-specific and powertrain-agnostic

## Q1 2024 Automotive Technologies<sup>1</sup> – Slight sales growth, EBIT margin<sup>4</sup> improving

### Sales

in EUR mn

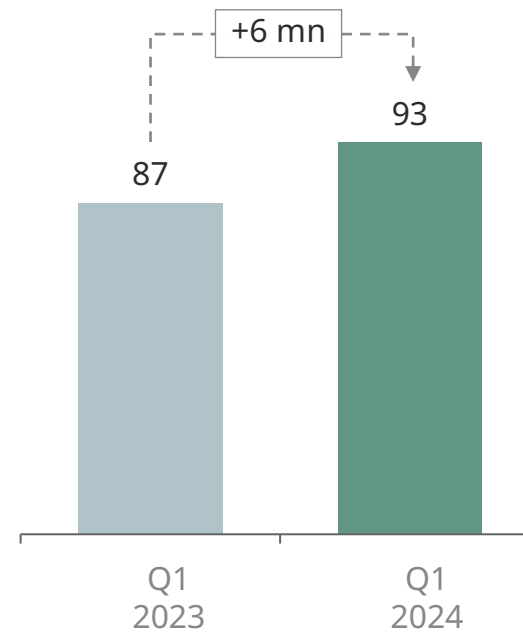


### Gross margin<sup>3</sup>

Quarter	Gross margin
Q1 2023	19.2%
Q1 2024	21.1%

### EBIT<sup>4</sup>

in EUR mn



### EBIT margin<sup>4</sup>

Quarter	EBIT margin
Q1 2023	4.9%
Q1 2024	5.3%

### Key Aspects



E-Mobility continues growth path in Europe and Americas, double-digit growth<sup>2</sup> in Chassis Systems



Strong Q1 EBIT margin of 5.3%<sup>4</sup> driven by favorable product mix in Engine & Transmission Systems

<sup>1</sup> Reclassification of Division and restated figures as per slide 21 | <sup>2</sup> FX-adjusted | <sup>3</sup> Gross profit includes extraordinary one-off gains of EUR 30 mn due to change in accounting estimate regarding the valuation of inventories, adjusted for in the EBIT margin | <sup>4</sup> Before special items



## Q1 2024 Automotive Technologies<sup>1</sup> – Slight sales growth, driven by New Business

We delivered what we promised and heading towards break-even



### Powertrain-specific

#### E-Mobility

+2.2% yoy growth<sup>2</sup>

#### Engine & Transmission

-0.3% yoy growth<sup>2</sup>

We adopted our business stringently to consolidated volumes from customer side and realized synergies



#### Chassis Systems

+10.0% yoy growth<sup>2</sup>

#### Powertrain-agnostic

We are entering the Market & Product Launch Phase with steering systems



### Sales by business division

	Q1 2023	Q1 2024
E-Mobility	335	337
Engine & Transmission	1,335	1,317
Chassis Systems	107	117
<b>Total</b>	<b>1,778</b>	<b>1,770</b>

+0.8%<sup>2</sup>

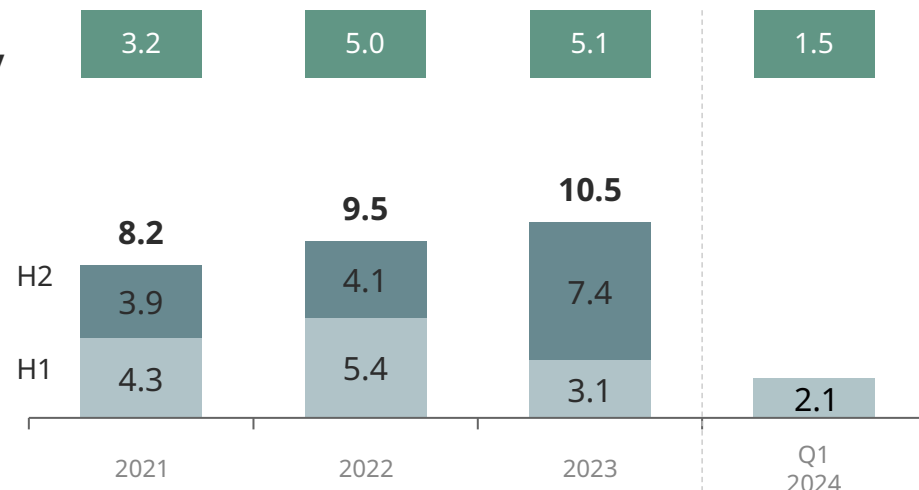
<sup>1</sup> Reclassification of Division and restated figures as per slide 21 | <sup>2</sup> FX-adjusted

## Q1 2024 Automotive Technologies – Strong Q1 order intake of EUR 1.5 bn in E-Mobility

### Order Intake<sup>1,2</sup>

in EUR bn

Thereof  
E-Mobility



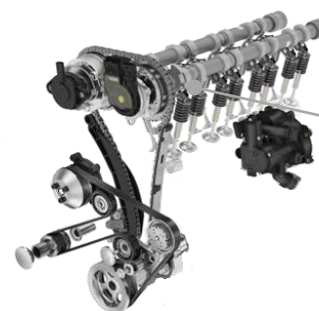
### Book-to-bill-ratio<sup>2,3</sup>

H2	1.4x	1.2x	2.1x	-
H1	1.4x	1.8x	0.9x	Q1 1.2x
FY	1.4x	1.5x	1.5x	-

### Key aspects



New OEM nominations for E-Motor and Inverter in our strongly growing global E-Mobility Heavy Duty Business



New Order Intake by global OEM in the medium duty sector, proving the strength of our mature business

**Strong start into the year with important orders in E-Mobility and a book-to-bill-ratio of 1.2x**

<sup>1</sup> Nominations to customer projects | <sup>2</sup> Prior-year values restated | <sup>3</sup> Lifetime Sales / Current period revenue

1

Where we stand

2

**Where we play**

3

How we win

4

How we create value

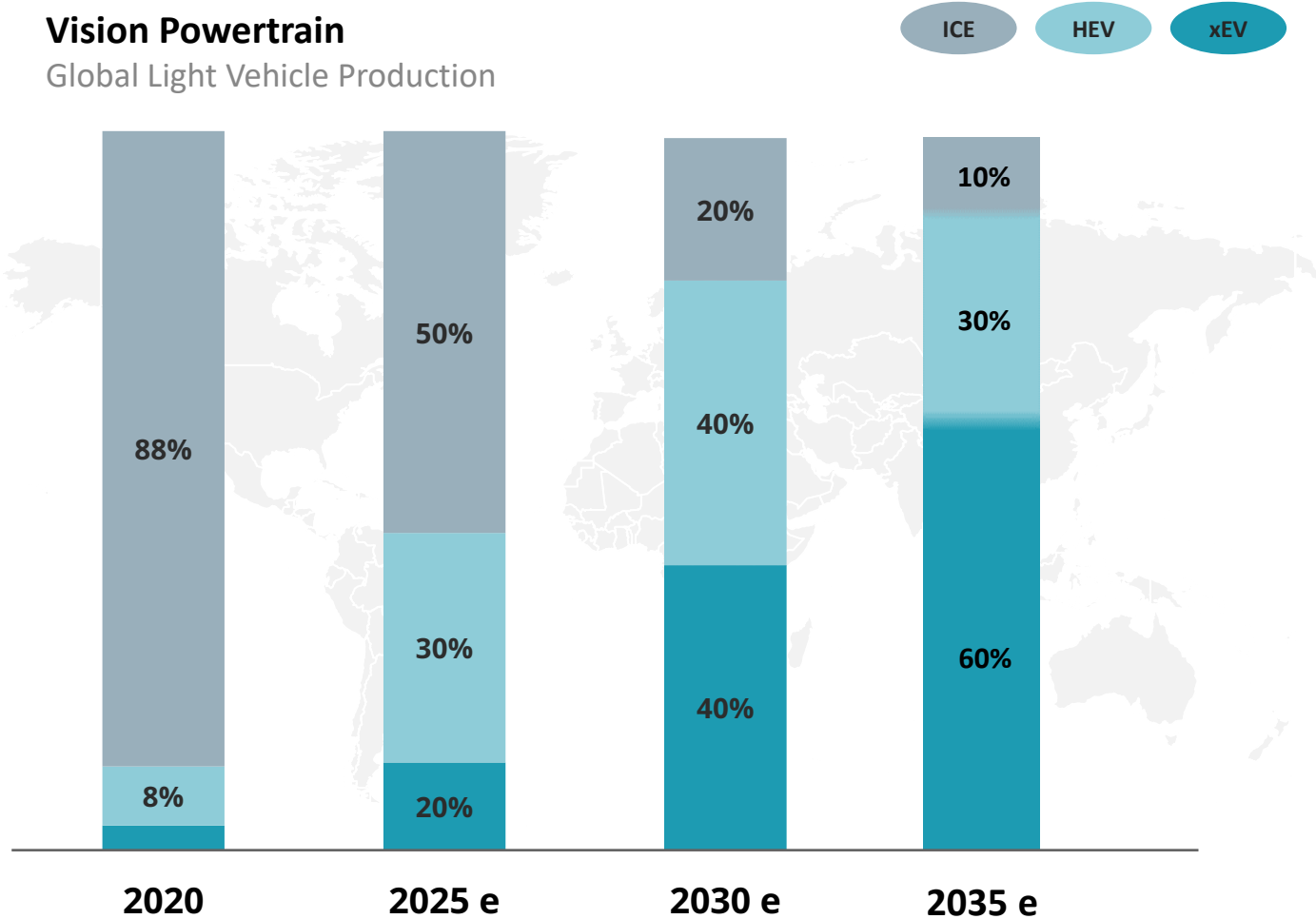
AGENDA



## Market & Customers – Open technology approach remains key on the road to electrification

### Vision Powertrain

Global Light Vehicle Production

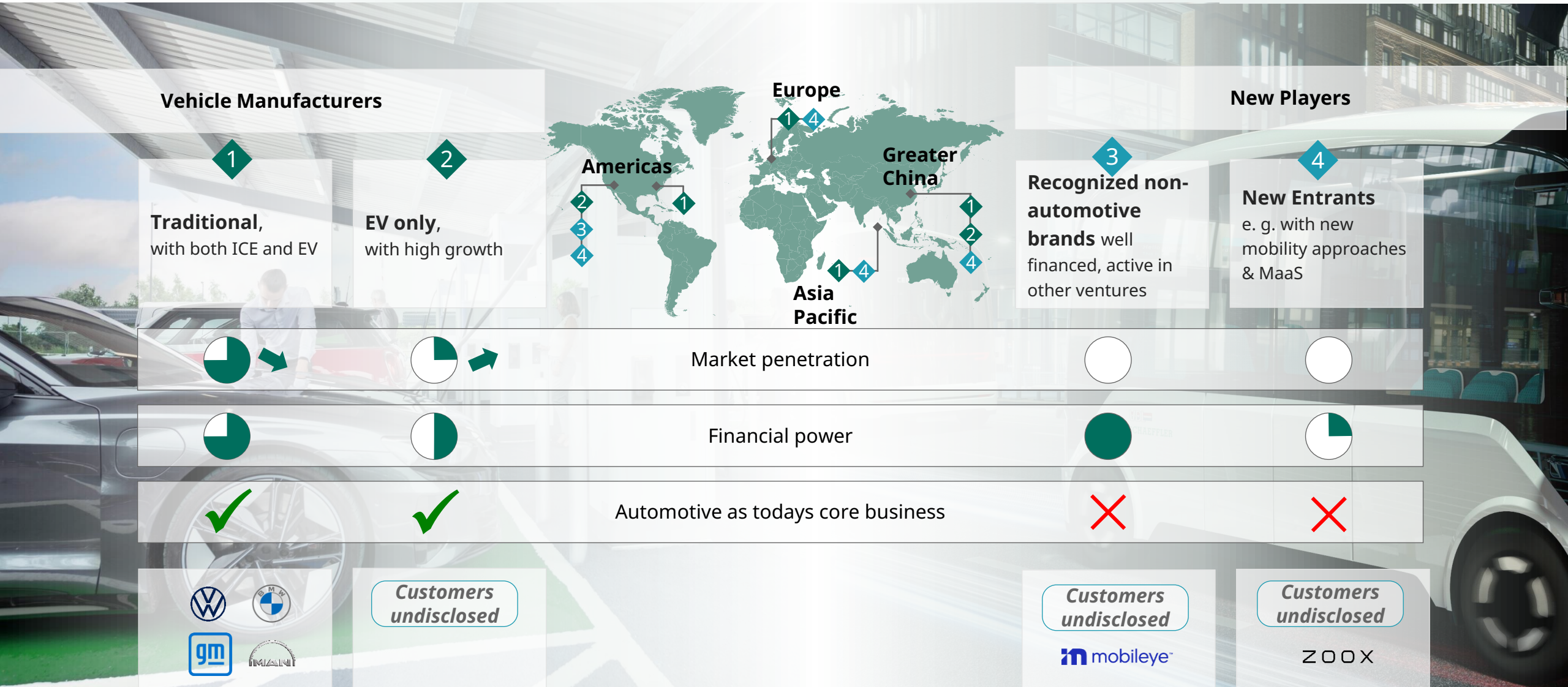


Despite declining ICE, majority of the global car park still based on ICE Technology

Hybrid technology supposed to stay for longer as transition technology

Uncertainties in markets influencing electrification growth

## Our customer landscape covers established Vehicle Manufacturers as well as New Players



1

Where we stand

2

Where we play

3

**How we win**

4

How we create value

AGENDA



**Our product portfolio covers high quality components for all customer needs and the Aftermarket Business**

Customers  
**consolidate volumes**  
for high quality components

Dedicated hybrid engines still  
**require technology updates**

In 2030 approximately over  
**85% of global car**  
park still have an ICE



**We convince our customers with innovation power and competencies from component up to vehicle level**

1

**Traditional OEMs**



1



**Powertrain-specific**

**Engine & Transmission  
Systems**

**Order Intake** approx.  
**EUR 0.2 bn**



**Leading supplier of  
valve train  
components with a  
comprehensive  
product portfolio**

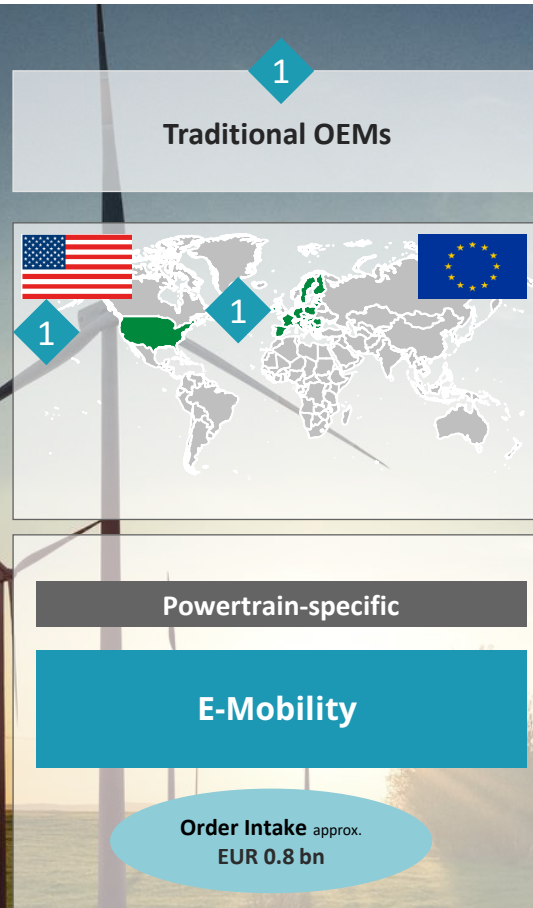
**Profitable business  
due to low validation  
effort and high  
vertical integration**

**Using existing  
products and  
technologies to  
increase market  
share**

**Keeping the engine running – Schaeffler's advanced valve train components consistently deliver reliability for our customers.**



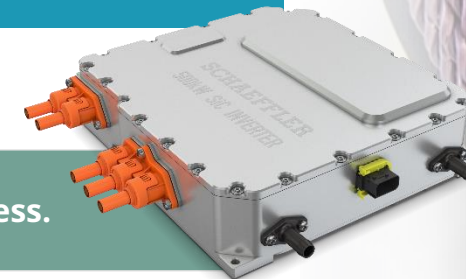
We convince our customers with innovation power and competencies from component up to vehicle level



Modular and scalable Heavy Duty e-Motor & Inverter technology ensure long-term profitability

First standalone nomination for inverter

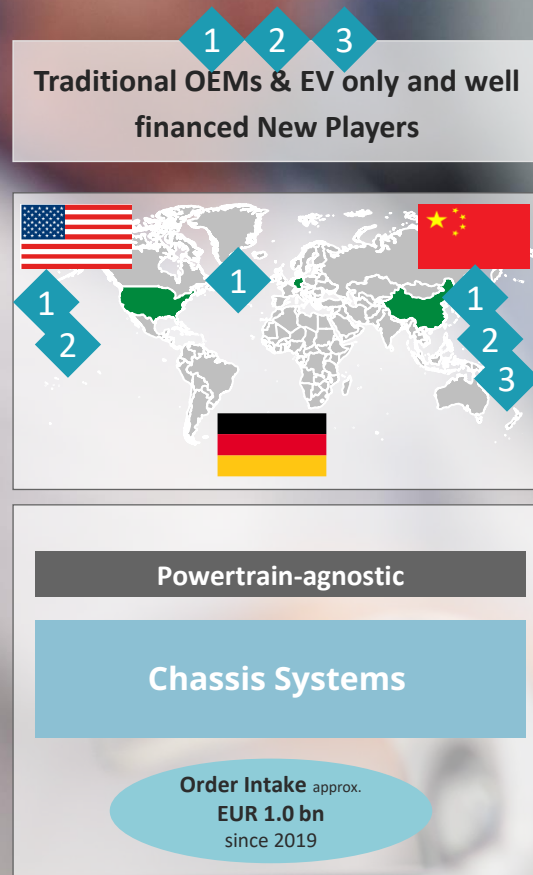
High power density in compact design due to innovative technology



Reliability where it matters – Expansion within the rapidly growing Heavy Duty-E-Mobility business.



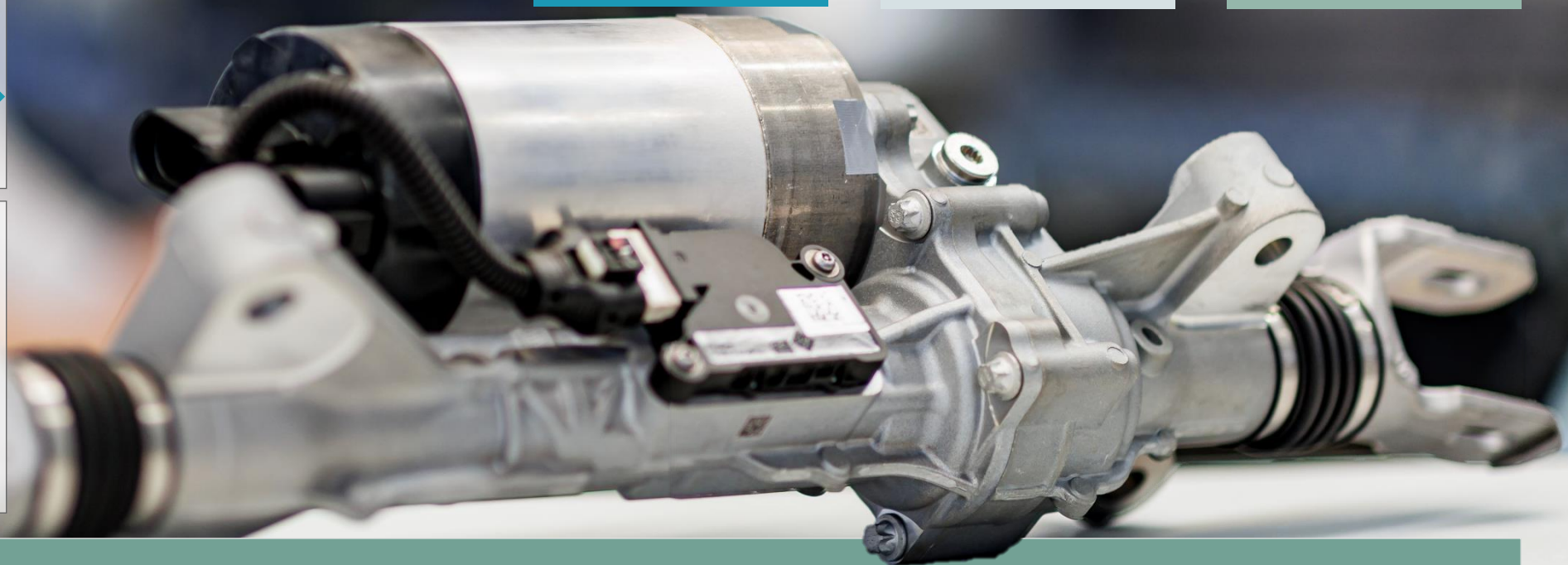
We convince our customers with innovation power and competencies from component up to vehicle level



Ball Screw Drives  
with high  
performance density  
for Steering

Rear-wheel steering  
for best  
maneuverability,  
ride comfort,  
agility and safety

First rear-wheel  
steering system with  
planetary roller gear



Setting the direction – Powertrain-agnostic steering innovations from component up to system

1

Where we stand

2

Where we play

3

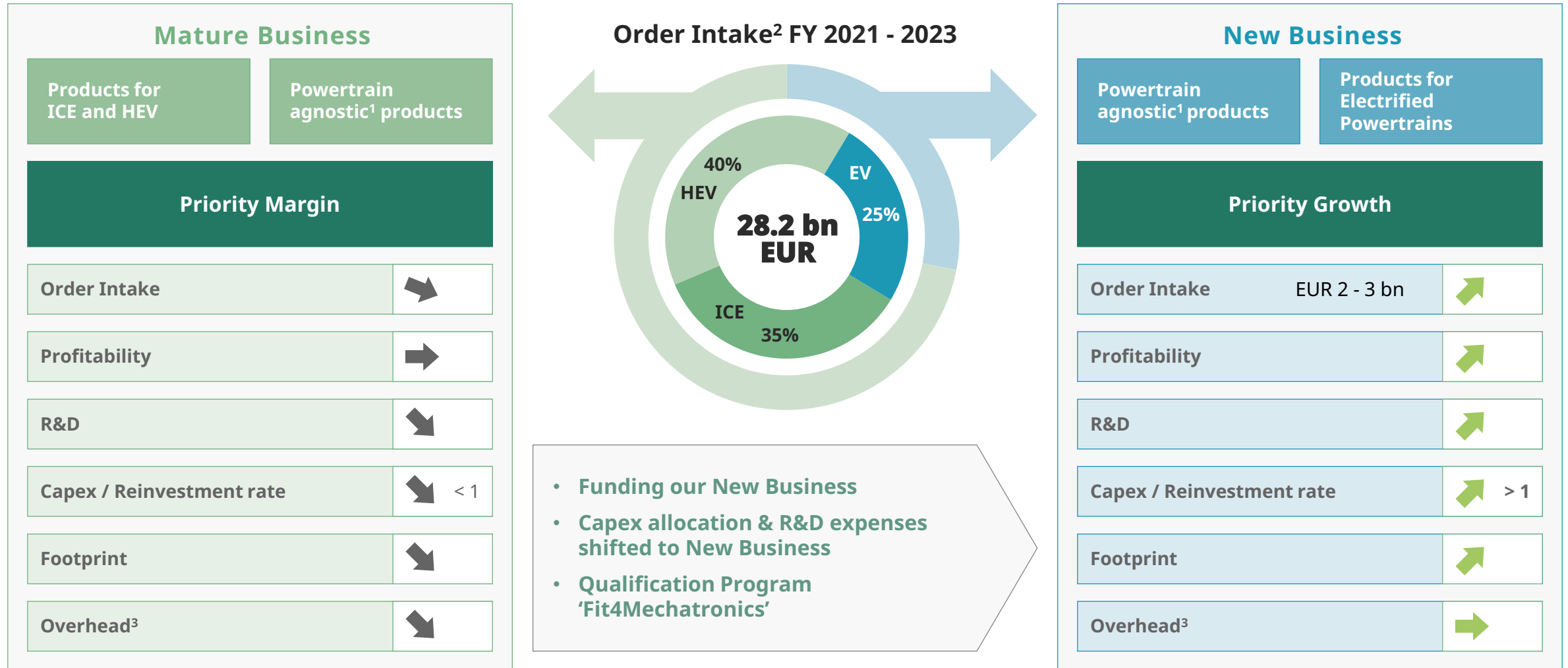
How we win

4

**How we create value**

AGENDA

## Automotive Technologies transformation – How we fund our own growth and create value



## Conclusion – We conquer leadership positions for Powertrains and Chassis applications

- 1 Where we stand** – Strong EBIT margin in mature and strong Order Intake in new business as proof point for our successful strategy
- 2 Where we play** – Supporting our customers with our open technology approach to navigate through the uncertainties in EV growth
- 3 How we win** – Balanced and innovative product offering leading to continued strong Order Intake
- 4 How we create value** – Clear priorities in mature and new business strengthen our transformation

**On track to build the  
leading Motion  
Technology Company**

**BACKUP**

## FY 2024 Guidance – Confirmed for all metrics

FY 2024 Guidance<sup>1</sup>

	Schaeffler Group		
	FY 2023 Actuals	Q1 2024 Actuals	FY 2024 Guidance <sup>1</sup>
<b>Sales growth<sup>2</sup></b>	<b>5.8%</b>	<b>0.0%</b>	<b>Considerable sales growth</b>
<b>EBIT margin<sup>3</sup></b>	<b>7.3%</b>	<b>7.9%</b>	<b>6 – 9%</b>
<b>Free Cash Flow<sup>4</sup></b>	<b>EUR 421 mn</b>	<b>EUR -166 mn</b>	<b>EUR 300 – 400 mn</b>

## KEY ASPECTS

- In transition year 2024 we will only guide on Group level
- FY 2024 Group Guidance is based on:
  - Vitesco accounted for „at equity“ from acquisition in January until Q3 2024 included
  - Vitesco to be fully consolidated in Q4 2024, following closing of the merger
- In 2024, we will continue to report on Group and Divisions. Automotive Bearings moved already in Q1 2024 from the Automotive Technologies division to Bearings and Industrial Solutions division

**Transition Year 2024 has a simpler Guidance format**

<sup>1</sup> Please refer to the Annual Report for further details | <sup>2</sup> FX-adjusted | <sup>3</sup> Before special items | <sup>4</sup> Before cash in- and outflows for M&A activities



## Transition year 2024 – Schaeffler transitory operating model and reporting

### Adjusted comparative figures 2023

Automotive Technologies in EUR mn						
	Q1 23	Q2 23	Q3 23	Q4 23	FY 23	Q1 24
<b>Sales</b>	1,778	1,730	1,748	1,780	7,035	<b>1,770</b>
<b>Sales Growth<sup>1</sup></b>	+7.2%	+11.3%	-2.0%	+3.9%	+4.8%	<b>+0.8%</b>
<b>EBIT bsi</b>	87	90	107	56	339	<b>93</b>
<b>EBIT bsi margin</b>	4.9%	5.2%	6.1%	3.1%	4.8%	<b>5.3%</b>

Vehicle Lifetime Solutions in EUR mn						
	Q1 23	Q2 23	Q3 23	Q4 23	FY 23	Q1 24
<b>Sales</b>	581	548	581	531	2,241	<b>625</b>
<b>Sales Growth<sup>1</sup></b>	+25.7%	+10.0%	+8.4%	+3.1%	+11.4%	<b>+8.6%</b>
<b>EBIT bsi</b>	90	73	101	65	328	<b>109</b>
<b>EBIT bsi margin</b>	15.4%	13.3%	17.3%	12.2%	14.6%	<b>17.4%</b>

Bearings & Industrial Solutions in EUR mn						
	Q1 23	Q2 23	Q3 23	Q4 23	FY 23	Q1 24
<b>Sales</b>	1,787	1,769	1,714	1,690	6,960	<b>1,677</b>
<b>Sales Growth<sup>1</sup></b>	+9.2%	+8.3%	-0.1%	+0.9%	+4.4%	<b>-4.1%</b>
<b>EBIT bsi</b>	159	131	138	99	527	<b>143</b>
<b>EBIT bsi margin</b>	8.9%	7.4%	8.0%	5.9%	7.6%	<b>8.5%</b>

Others in EUR mn						
	Q1 23	Q2 23	Q3 23	Q4 23	FY 23	Q1 24
<b>Sales</b>	6	9	19	42	76	<b>13</b>
<b>Sales Growth<sup>1,2</sup></b>	-	-	-	-	-	<b>-</b>
<b>EBIT bsi</b>	0	-5	-5	3	-7	<b>-23</b>
<b>EBIT bsi margin<sup>2</sup></b>	-	-	-	-	-	<b>-</b>

### Key Aspects

- Automotive Aftermarket and Industrial divisions are renamed Vehicle Lifetime Solutions and Bearings & Industrial Solutions
- Business division Automotive Bearings moves from Automotive Technologies to Bearings & Industrial Solutions
- Global Corporate Center costs equally allocated across divisions rather than in % of sales
- New “Others” line includes “at equity” accounting of notably Vitesco Technologies Group AG until merger, together with special machinery and other service activities

<sup>1</sup> FX-adjusted | <sup>2</sup> Values not provided as not meaningful