

SCHAEFFLER



THE
**MOTION
TECHNOLOGY
COMPANY**

FY 2025
Schaeffler AG
earnings

March 3, 2026
Herzogenaurach

We pioneer motion

Disclaimer

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Financial Performance

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Outlook

AGENDA

Summary FY 2025 – Resilient performance in an increasingly volatile and challenging environment

1

Sales growth¹ FY

-0.6%

FY 2025: EUR 23,492 mn

2

Gross margin FY

19.9%²

FY 2024: 19.1%

3

EBIT margin³ FY

4.0%

FY 2024: 3.5%

4

Free Cash Flow⁴ FY

EUR 266 mn

FY 2024: EUR -694 mn⁵

5

Dividend proposal⁶

EUR 0.30

FY 2024: EUR 0.25

Key messages FY

- Sales growth¹ – Positive development in all divisions except PTC; PTC affected by phase-out businesses and lower demand in Europe
- Gross margin² – Clearly improved vs. prior year on an underlying basis; restructuring measures increasingly paying off
- EBIT margin³ – Substantially higher vs. prior year; E-Mobility and B&IS main driver of margin increase
- Free Cash Flow⁴ – Higher profitability and disciplined capital allocation leading to strong Free Cash Flow⁴
- Dividend proposal⁶ – Increasing dividend payout from 25 cents to 30 cents per share

¹ FX-adjusted, yoy | ² Gross margin FY reported 18.4% includes extraordinary one-off losses of EUR 352 mn due to depreciation of SAP licenses, impairment loss on intangible assets at Chassis Systems and a market-driven capacity adjustment in E-Mobility in Americas | ³ Before special items | ⁴ Before cash in- and outflows for M&A activities | ⁵ Includes payments related to Contract Manufacturing business and an agreement on allocation of investigation costs with Continental | ⁶ Proposed dividend to AGM per share
 March 3, 2026 FY 2025 Schaeffler AG earnings

Schaeffler Group FY 2025 – Highlights and lowlights

-  **Resilience of Core Business**
Three hedges logic paying off – Diversification in powertrain technologies, strong VLS business and recovery of B&IS margin supported by self-help
-  **Self-help measures and integration on track**
Accelerated execution of structural measures, translating into higher operational efficiency; integration progressing, synergy targets confirmed
-  **Optimization of business portfolio**
Active portfolio management including sale of Turbochager business in China and closure of Schaeffler Ultra Precision Drives in Germany
-  **Progressing on new growth opportunities**
Activities in Humanoids and Defense successfully launched, initial collaborations set up

-  **Geopolitical risks**
Ongoing geopolitical tensions are continuously leading to a highly complex environment for a globally operating company
-  **Macroeconomic environment**
Trade conflicts and rising material costs are weighing on global economy and free trade
-  **E-Mobility market headwinds**
Electrification trend globally intact, but challenged by regional headwinds; market-driven capacity adjustment in Americas

FY 2025 Guidance – Achieved on all metrics, overachieved for Free Cash Flow¹

	Schaeffler Group	E-Mobility	Powertrain & Chassis	Vehicle Lifetime Solutions	Bearings & Industrial Solutions
Sales in EUR bn	23.0 to 25.0 2025: 23.5 ✓	5.0 to 5.5 2025: 5.0 ✓	9.0 to 9.5 2025: 8.9 (✓)	3.0 to 3.25 2025: 3.0 ✓	6.0 to 6.75 2025: 6.4 ✓
EBIT margin²	3.0% to 5.0% 2025: 4.0% ✓	-17.0% to -14.0% 2025: -16.0% ✓	10.0% to 12.0% 2025: 10.5% ✓	14.0% to 16.0% 2025: 14.8% ✓	6.0% to 8.0% 2025: 7.5% ✓
Free Cash Flow¹ in EUR mn	0 to 200 2025: 266 ↑				

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

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AGENDA

FY Sales growth¹ – Stable development, strong regional setup paying off

FY 2025 ¹	% of Group sales ²	Hedge 1: ICE vs. BEV				Region growth
		E-Mobility	Powertrain & Chassis	Vehicle Lifetime Solutions	Bearings & Industrial Solutions	
		21%	38%	13%	27%	
Europe	46%	+8.6%	-11.4%	+4.2%	+0.8%	-2.3%
Americas	23%	+13.3%	-0.8%	+5.7%	+0.3%	+2.4%
Greater China	17%	-14.2%	-2.4%	+4.1%	+0.8%	-4.2%
Asia/Pacific	14%	+22.5%	+1.4%	+11.0%	+1.2%	+5.1%
Division growth		+7.0%	-5.2%	+5.0%	+0.7%	-0.6%

Hedge 2: Build vs. Repair

Hedge 3: Auto vs. Non-Auto

FY sales growth¹

¹ FX-adjusted, vs. FY 2024 | ² Division "Others" not shown

OEM Auto Powertrain¹ – Outperformance in BEV, strong order intake in BEV and HEV

Outperformance by Powertrain Type²

FY 2025 vs FY 2024

	<i>Sales growth³</i>	<i>Market growth</i>	<i>Outperformance</i>
BEV	42.0%	28.9%	+13.1pp
HEV	8.0%	14.0%	-6.0pp
ICE	-9.4%	-5.4%	-4.0pp
Total	0.4%	3.2%	-2.8pp

Order Intake⁴/ Book-to-Bill⁵ by Powertrain Type

FY 2025

	<i>Sales</i>	<i>Order Intake</i>	<i>Book-to-Bill</i>
BEV	1,560 mn	2,004 mn	1.3x
HEV	4,073 mn	8,834 mn	2.2x
ICE	6,892 mn	4,702 mn	0.7x
Total	12,525 mn	15,540 mn	1.2x

Key Aspects

- Positive outperformance in BEV due to continued strong development in region Americas and Asia Pacific (e.g. EMR4 and Inverter)
- Substantial book-to-bill ratio in HEV due to order intakes of European and American OEMs with mild hybrid drive systems and double inverters
- Planned ramp-downs in ICE, e.g. Hydraulics & Turbocharger, as main contribution to softer performance, Americas with positive ICE-sales growth

¹ OEM Automotive Powertrain Sales = Sales E-Mobility and Powertrain & Chassis, that are powertrain-related for Passenger Cars (i.e. excl. Chassis, Commercial Vehicle business, selected unattributable cases) | ² Includes content supplied by S&P Global © [IHS Markit Light Vehicle Production Powertrain Forecast, January 2026] | ³ FX-adjusted | ⁴ Lifetime Sales / current period revenue | ⁵ Order Intake LTM Gross / Sales LTM

E-Mobility – Good sales growth¹ and strong order intake, further gross margin improvement

Sales growth¹ FY

+7.0%

FY 2025: EUR 5,015 mn

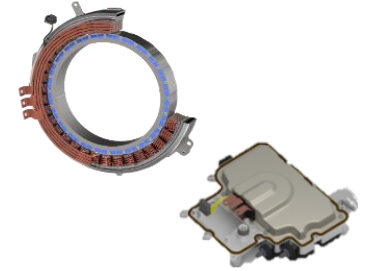
Order Intake² FY

EUR 9.3 bn

9M 2025: EUR 5.8 bn

Highlight Q4

- 48V electric drive for European Premium OEM, enabled by strong combined competencies in mechanics & electronics
- Power electronics business for European Volume OEM and Chinese OEM, for hybrid and battery electric vehicles



Book-to-Bill³ FY

1.8x




9M 2025: 1.6x

Δ Gross margin⁴ FY

+3.7pp⁵

Gross margin FY 2025: 5.0%⁵

Key Aspects FY

-  Sales growth¹ driven by ramp-ups in Americas and Asia/Pacific, offsetting temporary revenue decline in Greater China
-  Gross margin increase driven by volume growth in Electric Drives and Controls as well as enhanced operational performance
-  Strong order intake in Q4, resulting in a Book-to-Bill ratio of 1.8x for the Full Year

¹ FX-adjusted, yoy | ² Lifetime sales / current period revenue | ³ Order intake LTM Gross / Sales LTM | ⁴ Gross margin FY 2025 vs. FY 2024 | ⁵ Gross margin FY reported of 1.9% includes extraordinary one-off losses of EUR 154 mn due to depreciation of SAP licenses and a market-driven capacity adjustment in Americas

Powertrain & Chassis – Positive gross margin development, despite lower sales¹ and portfolio decisions

Sales growth¹ FY

-5.2%

FY 2025: EUR 8,900 mn

Order Intake² FY

EUR 8.6 bn

9M 2025: EUR 6.3 bn

Highlight Q4

- Hydraulic Cam Phasing System order for a leading OEM in South-East Asia, former competitors' business
- Schaeffler leveraging its strong local production footprint



Book-to-Bill³ FY

0.9x

9M 2025: 0.9x

Δ Gross margin⁴ FY

+0.9pp⁵

Gross margin FY 2025: 23.2%⁵

Key Aspects FY

- Sales decline mainly driven by established OEMs in Europe and effects related to strategic phase-out of portfolio elements
- ⬆ Operational gross margin improvement supported by implementation of portfolio strategy and favorable regional mix

¹ FX-adjusted, yoy | ² Lifetime sales / current period revenue | ³ Order intake LTM Gross / Sales LTM | ⁴ Gross margin FY 2025 vs. FY 2024 | ⁵ Gross margin FY reported of 21.5% includes extraordinary one-off losses of EUR 148 mn due to depreciation of SAP licenses and an impairment loss on intangible assets at Chassis Systems

Vehicle Lifetime Solutions – Continued growth¹, strong gross margin

Sales growth¹ FY

+5.0%

FY 2025: EUR 3,038 mn

Outperformance² FY

+2.6pp

Car Parc growth³: 2.4%

Highlight Q4

- Global launch of seven new product categories – Diesel and gasoline injectors, high-pressure pumps, several actuators and sensors
- Additional product group launches and range extensions planned for 2026



Car parc age⁴ 2025e

11.5 years



Car parc age 2024: 11.3 years

Δ Gross margin⁵ FY

+0.7pp⁶

Gross margin FY 2025: 32.1%⁶

Key Aspects FY

- 
 Outperformance driven by continued growth in all business divisions and regions
- 
 Strong gross margin, benefitting from favorable pricing and higher volumes

¹ FX-adjusted, yoy | ² Sales growth vs. Car Parc growth | ³ Growth passenger cars and light commercial vehicles 2025 vs. 2024 according to S&P Global, November 2025 | ⁴ Average Car Parc age 2024 and estimated 2025 according to S&P Global, November 2025 | ⁵ Gross margin FY 2025 vs. FY 2024 | ⁶ Gross margin FY reported of 31.6% includes extraordinary one-off losses of EUR 16 mn due to depreciation of SAP licenses

Bearings & Industrial Solutions – Positive sales growth¹, further room for improvement

Sales growth¹ FY

+0.7%

FY 2025: EUR 6,368 mn

Outperformance² FY

-0.5pp

Blended market growth³: +1.2%

Highlight Q4

- Global Aerospace customer generating significant order intake for ball bearings
- Complementary maintenance, repair and overhaul business leading to additional sales and growth potentials



Book-to-Bill⁴ FY

1.1x

Order Intake FY 2025: EUR 6.7 bn⁵

Δ Gross margin⁶ FY

-0.4pp⁷

Gross margin FY 2025: 22.8%⁷

Key Aspects FY

- ▲ Slight growth across all regions, driven by strong sales momentum in Aerospace and Wind sector
- Gross margin stable due to production cost improvements, but still impacted by restructuring costs adjusted in EBIT

¹ FX-adjusted, yoy | ² Sales growth vs. blended market growth | ³ Blended market growth based on weighted average of Industrial Production and Light Vehicle Production | ⁴ Order Intake LTM Gross / Sales LTM | ⁵ Automotive Order Intake based on nominations to customer projects; Industrial Order Intake based on new orders plus order book adjustments | ⁶ Gross margin FY 2025 vs. FY 2024 | ⁷ Gross margin FY reported of 22.3% includes extraordinary one-off losses of EUR 33 mn due to depreciation of SAP licenses

New Growth – Expansion into new areas such as Humanoids, Defense and Space

Humanoids



- Schaeffler supplies key components for humanoid robots, e.g. innovative actuators
- Partnerships and supply agreements signed with several manufacturers, including Neura Robotics, Humanoid and Leju Robotics
- Taicang Humanoid Lighthouse Factory as a cooperation platform for a humanoid ecosystem in China

Humanoid activities gaining traction globally

Defense



- Schaeffler as an integrated systems partner for land systems, air systems as well as repair & service in the Defense sector
- Discussions with leading primes¹ and startups ongoing to explore strategic collaborations, Memorandum of Understanding (MoU) with AI-driven drone manufacturer Helsing signed
- Organizational structure set up, ensuring certified structures and solutions

Well-positioned to grow in Defense sector

Space



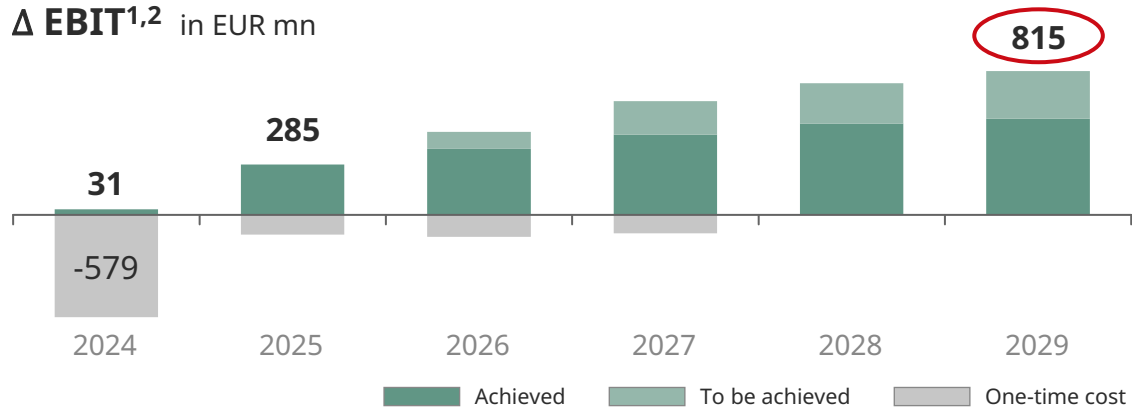
- Space sector with increasing strategic relevance, expected market CAGR 2025-2030 of 38%
- Schaeffler currently supplies bearings and linear motion elements for mission-critical systems
- Schaeffler is well-positioned to seize further business opportunities with mechatronic competencies, e.g. satellite reaction wheels

Developing growth in Space

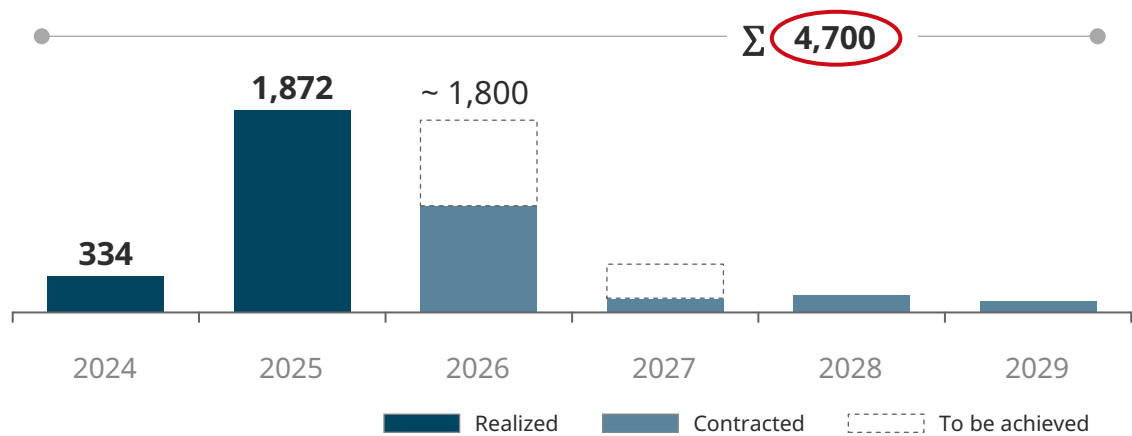
¹ Top-tier contractors

Performance Improvement Program – Implementation faster than expected

Δ EBIT^{1,2} in EUR mn



HCO Reduction²

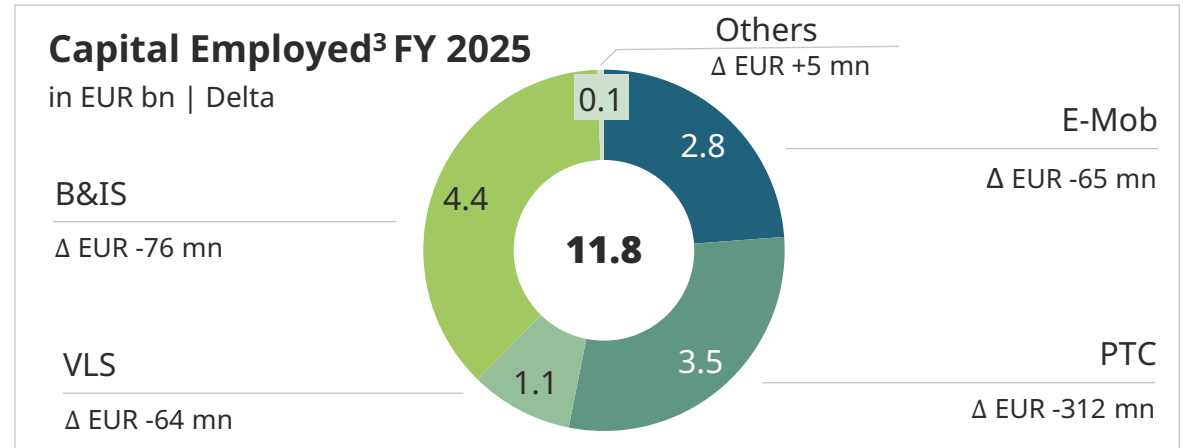
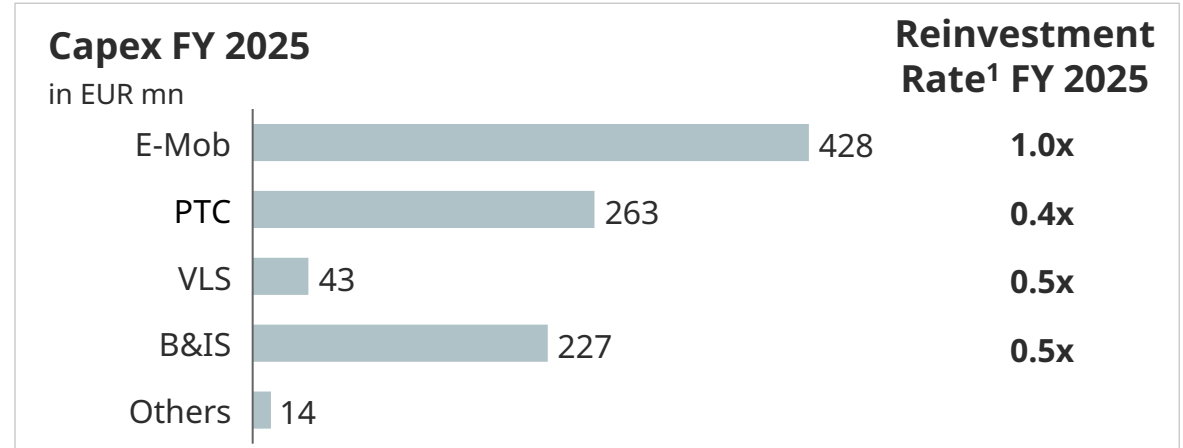
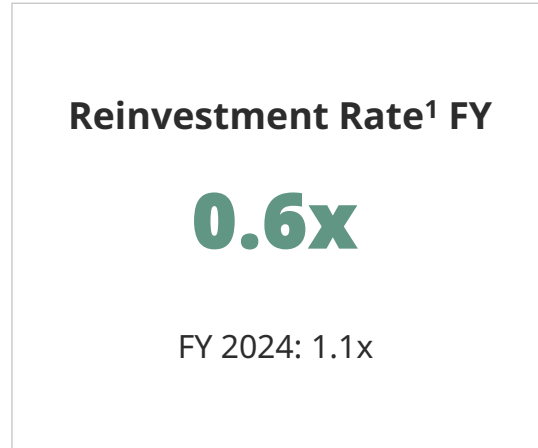
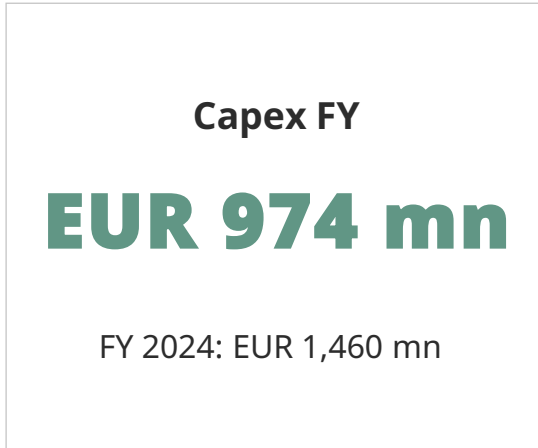


Key Aspects

- EBIT impact of EUR 815 mn p.a. from merger synergies¹ and additional structural measures² committed
- One-time cost impact³ of EUR 1,080 mn until 2028, thereof EUR 579 mn in 2024 predominantly related to restructuring provisions for the implementation of the announced measures
- Realization of synergies and structural measures as of December 31, 2025, on track
 - EBIT improvement 2024 and 2025: **EUR 316 mn** of EUR 815 mn (~39%) realized
 - HCO reduction 2024 and 2025: **2,206** of 4,700 HCO (~47%) realized, ~76% contracted
- All negotiations with works council successfully completed
- Additional closures of two German plants (Steinhagen and Hameln)

¹ Synergies (EUR 600 mn) announced on Oct. 9, 2023 | ² Structural measures (EUR 290 mn) announced on Nov. 5, 2024, of which EUR 75 mn are related to HCO synergies | ³ Integration cost expensed and paid over-time plus restructuring provisions regarding structural measures and HCO reduction

Capital allocation – Strict capital allocation and further reduction of Capital Employed



¹ Investments / D&A (excl. Depreciation for Leasing) | ² End of period | ³ End of period, FY 2025 vs. Q3 2025

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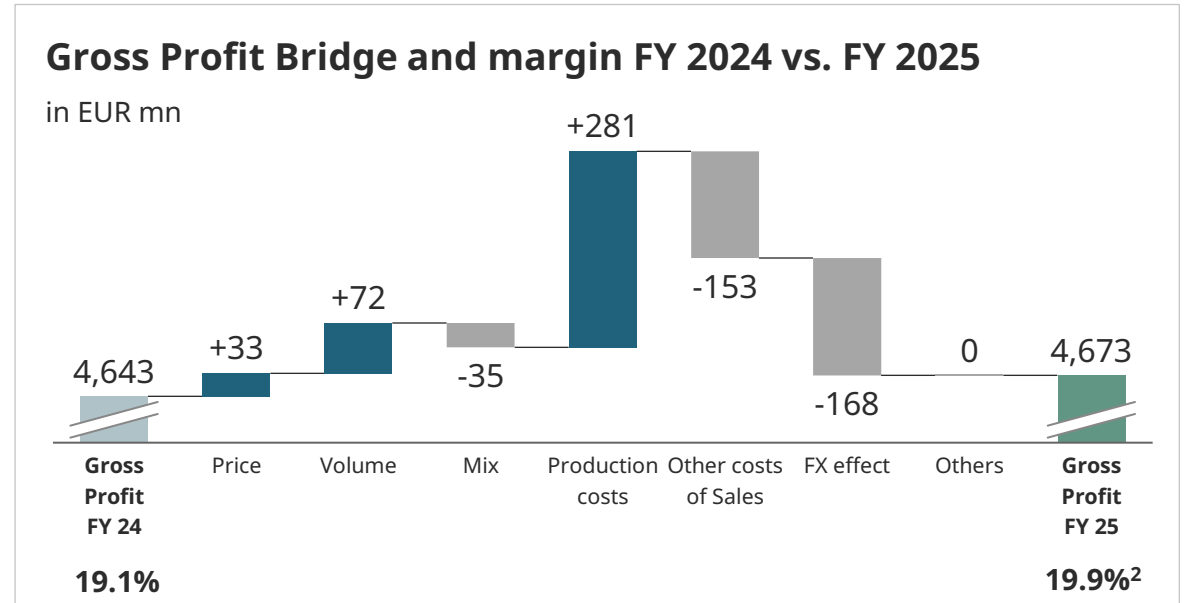
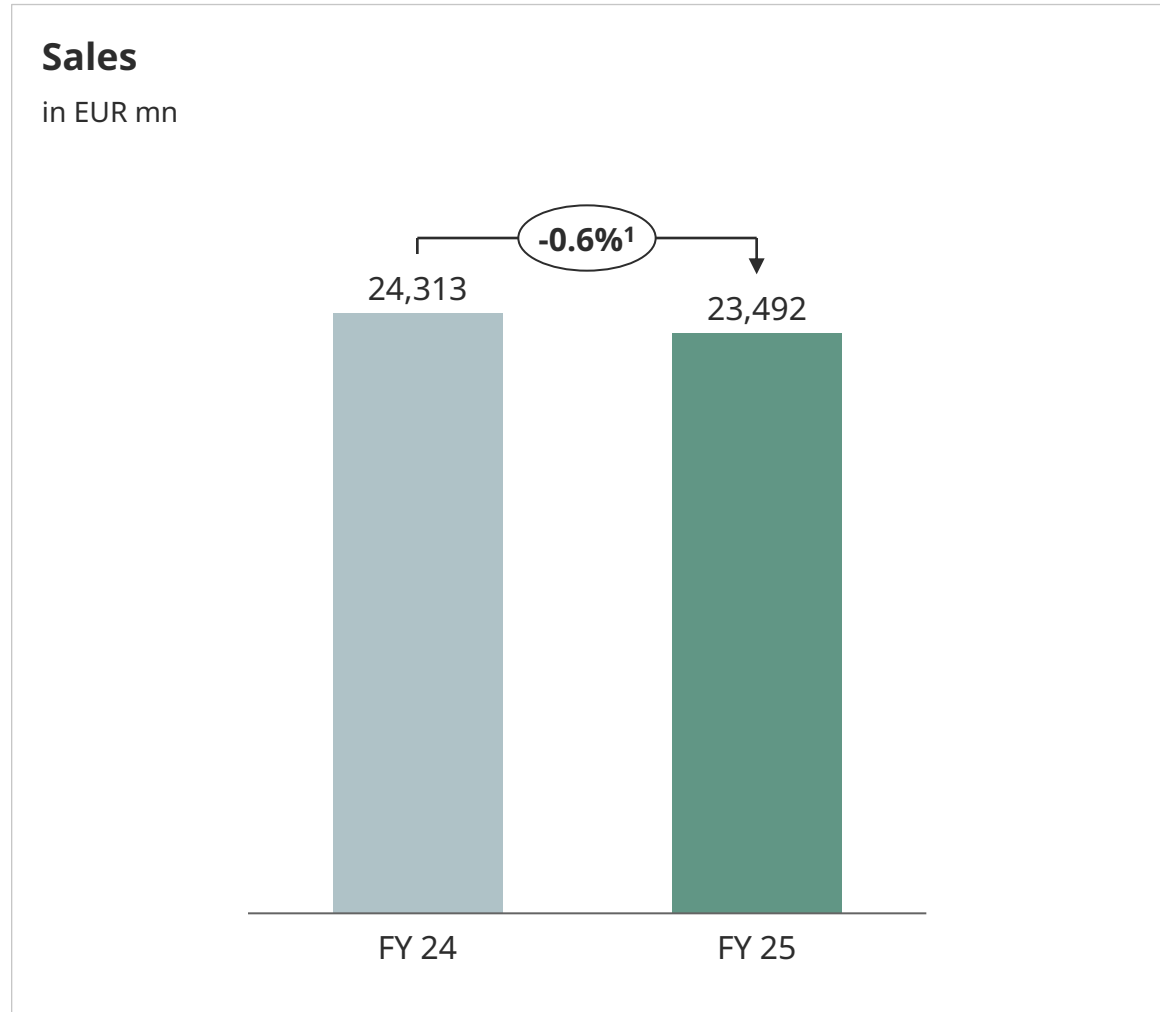
Financial Performance

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AGENDA

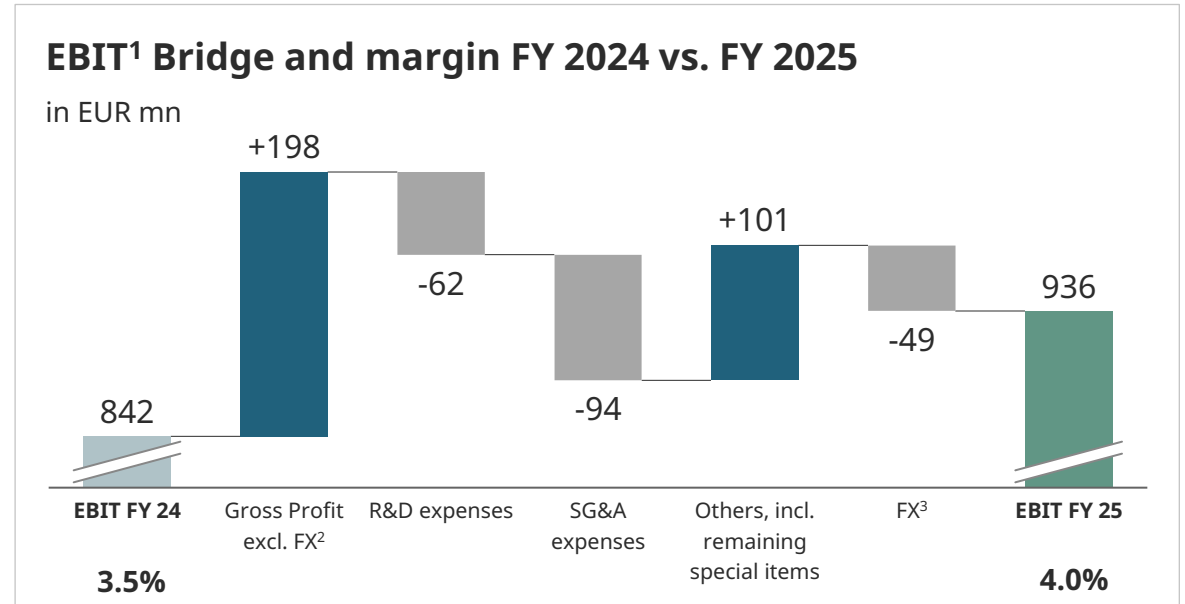
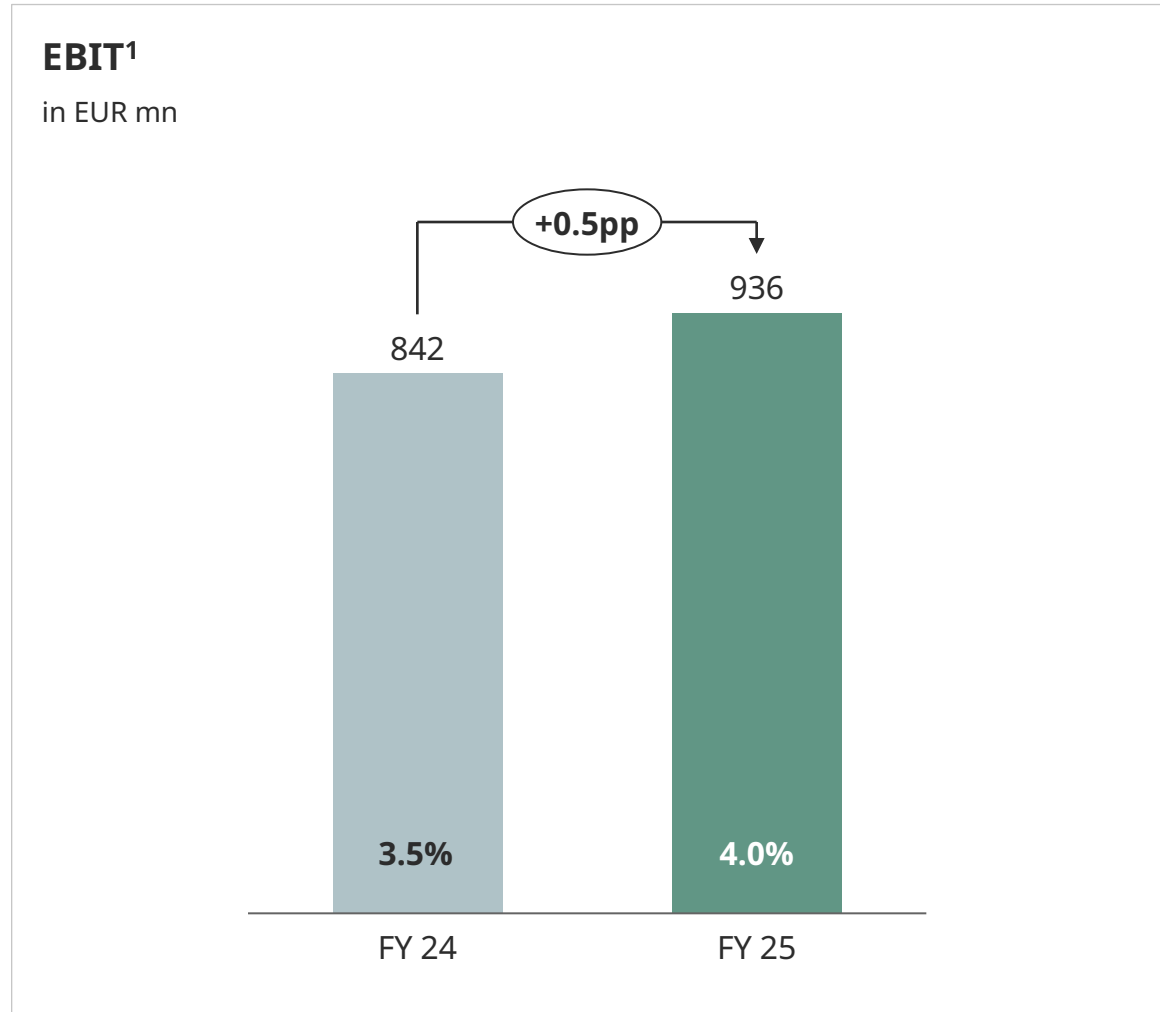
Sales and Gross Profit – Stable sales development, strong operational performance



- ### Key Aspects
- Volume: continued scale up of E-Mobility and VLS expansion
 - Production costs: strong E-Mobility and B&IS operational performance
 - Other costs of sales: accounting-related impacts
 - FX: unfavorable impact especially in PTC and B&IS

¹ FX-adjusted, sales growth reported -3.4% | ² Gross margin FY reported of 18.4% includes extraordinary one-off losses of EUR 352 mn due to depreciation of SAP licenses, impairment loss on intangible assets at Chassis Systems and a market-driven capacity adjustment in E-Mobility in Americas

EBIT margin¹ – Structural YoY improvement driven by E-Mobility and B&IS

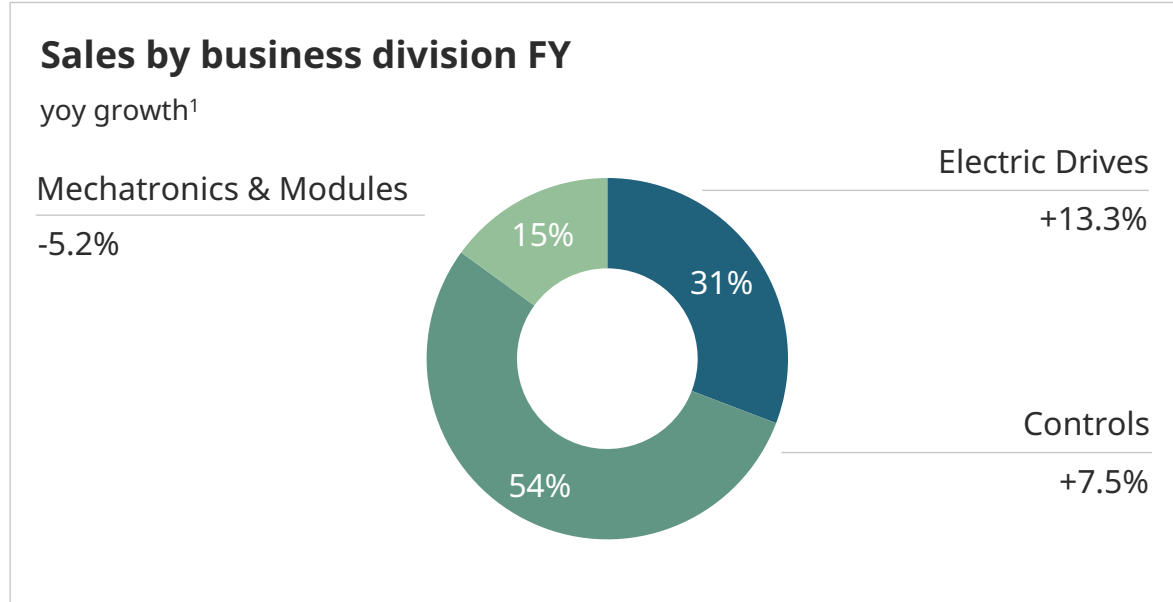
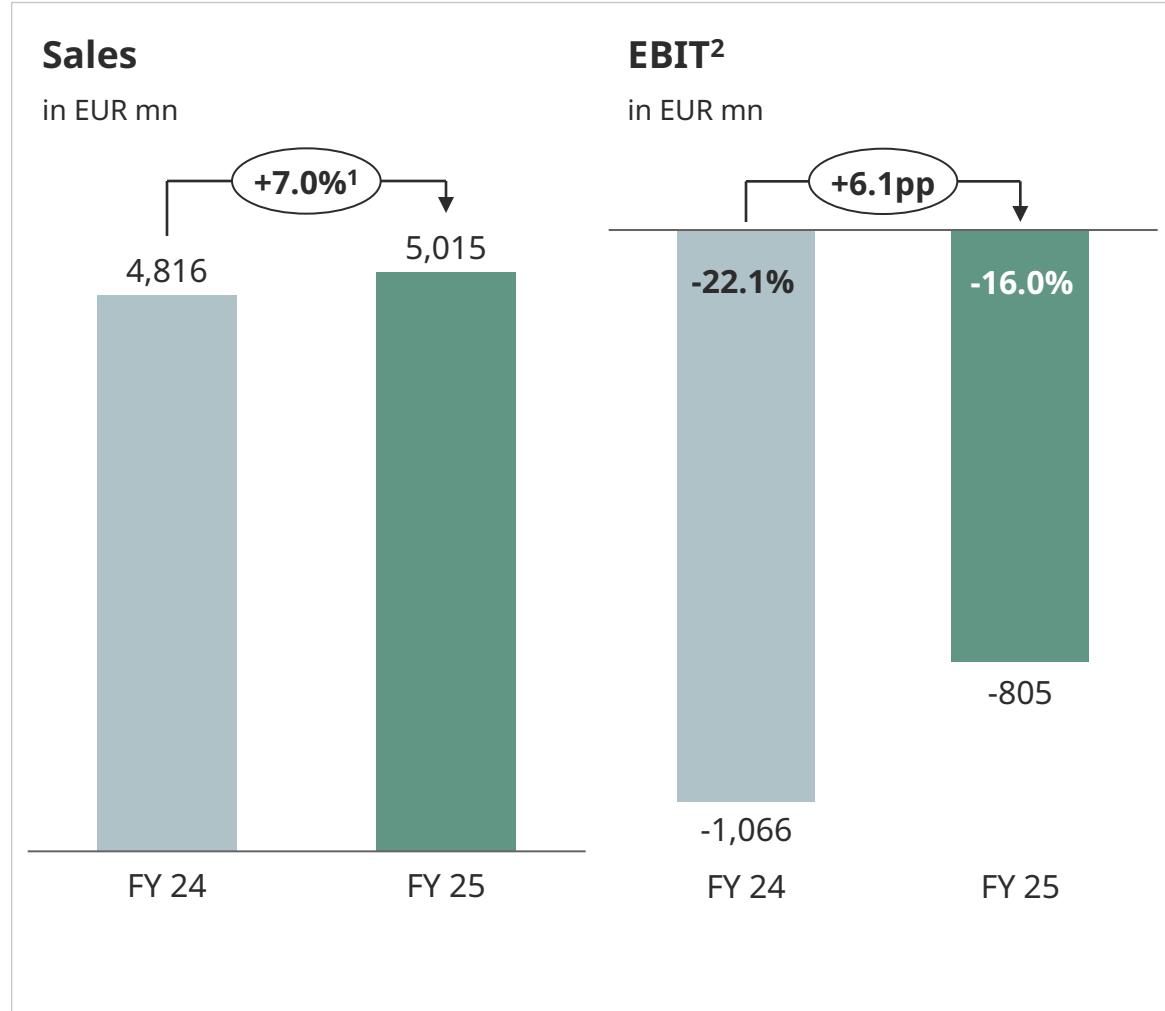


Key Aspects

- EBIT margin¹ improvement mainly driven by
 - E-Mobility growth and VLS commercial performance
 - PTC and B&IS operational performance
- R&D and SG&A: synergies contribution still impacted by integration costs

¹ Before special items | ² Gross margin FY reported of 18.4% includes extraordinary one-off losses of EUR 352 mn due to depreciation of SAP licenses, impairment loss on intangible assets at Chassis Systems and a market-driven capacity adjustment in E-Mobility in Americas | ³ Total FX effect including FX impact in Gross Profit, overhead and operative FX gains and losses

E-Mobility – Scale up despite challenging environment, EBIT margin² improvement on track

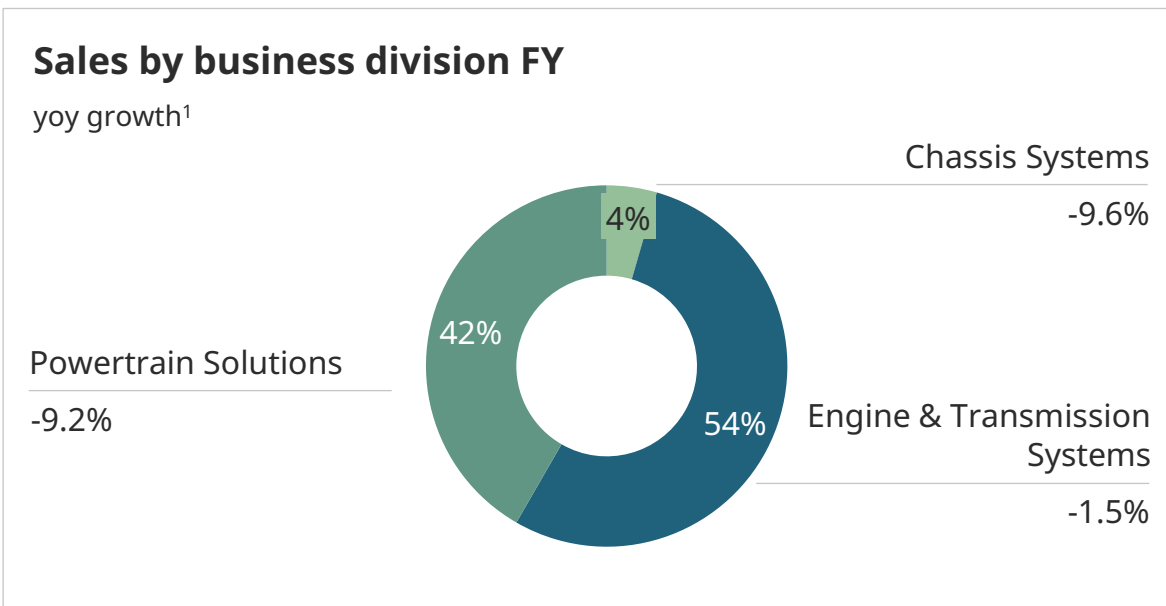
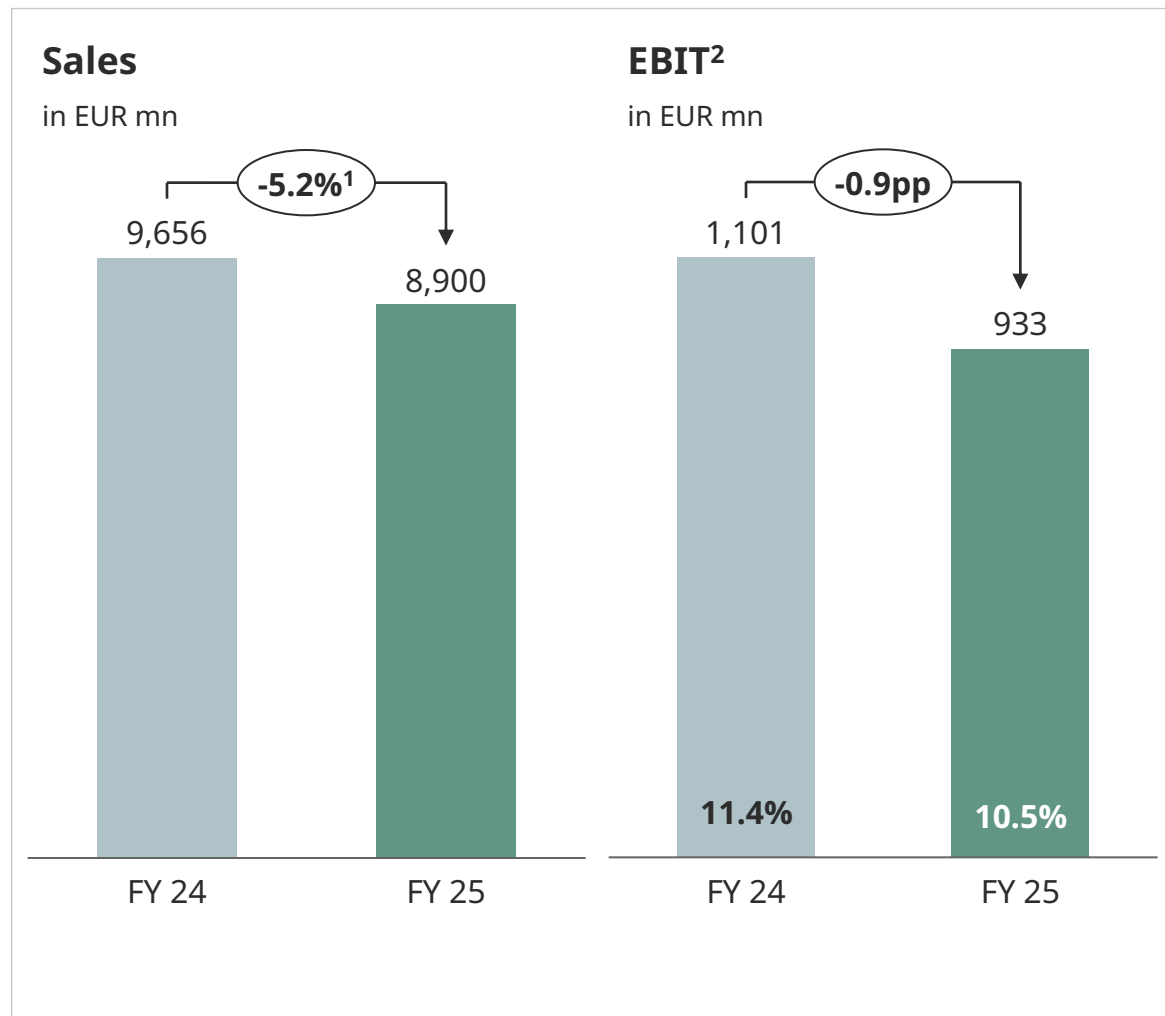


Key Aspects

- Electric Drives and Controls with strong growth¹ in Europe, Americas and Asia/Pacific, the latter mainly driven by production relocation from Greater China to Asia/Pacific
- Structural EBIT² improvement through increased capacity utilization and R&D costs absorption

¹ FX-adjusted | ² Before special items

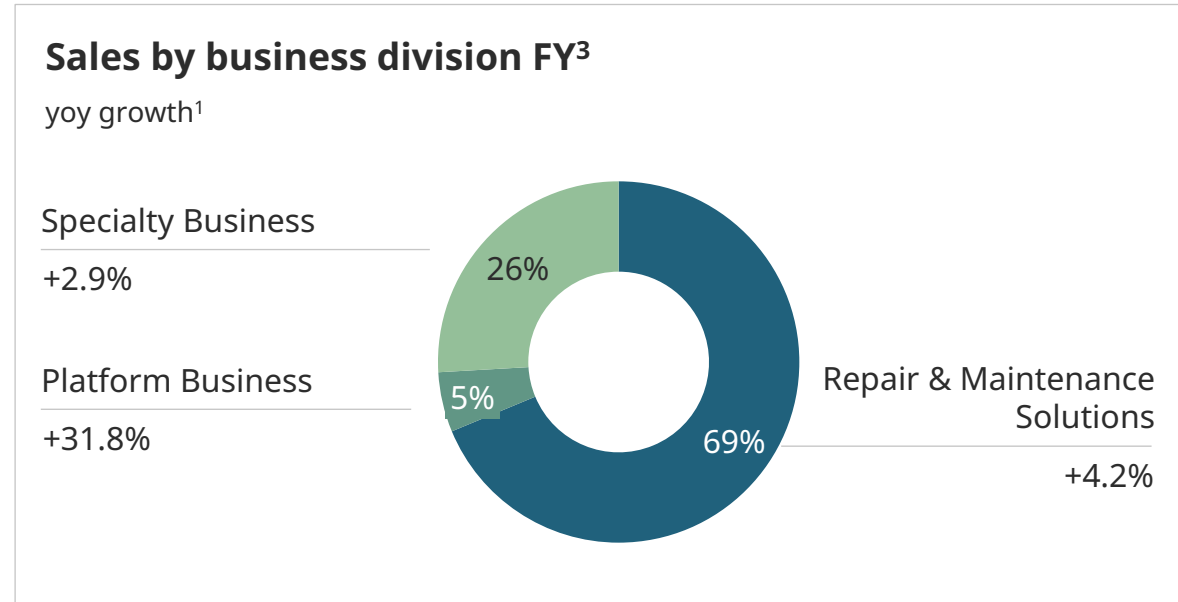
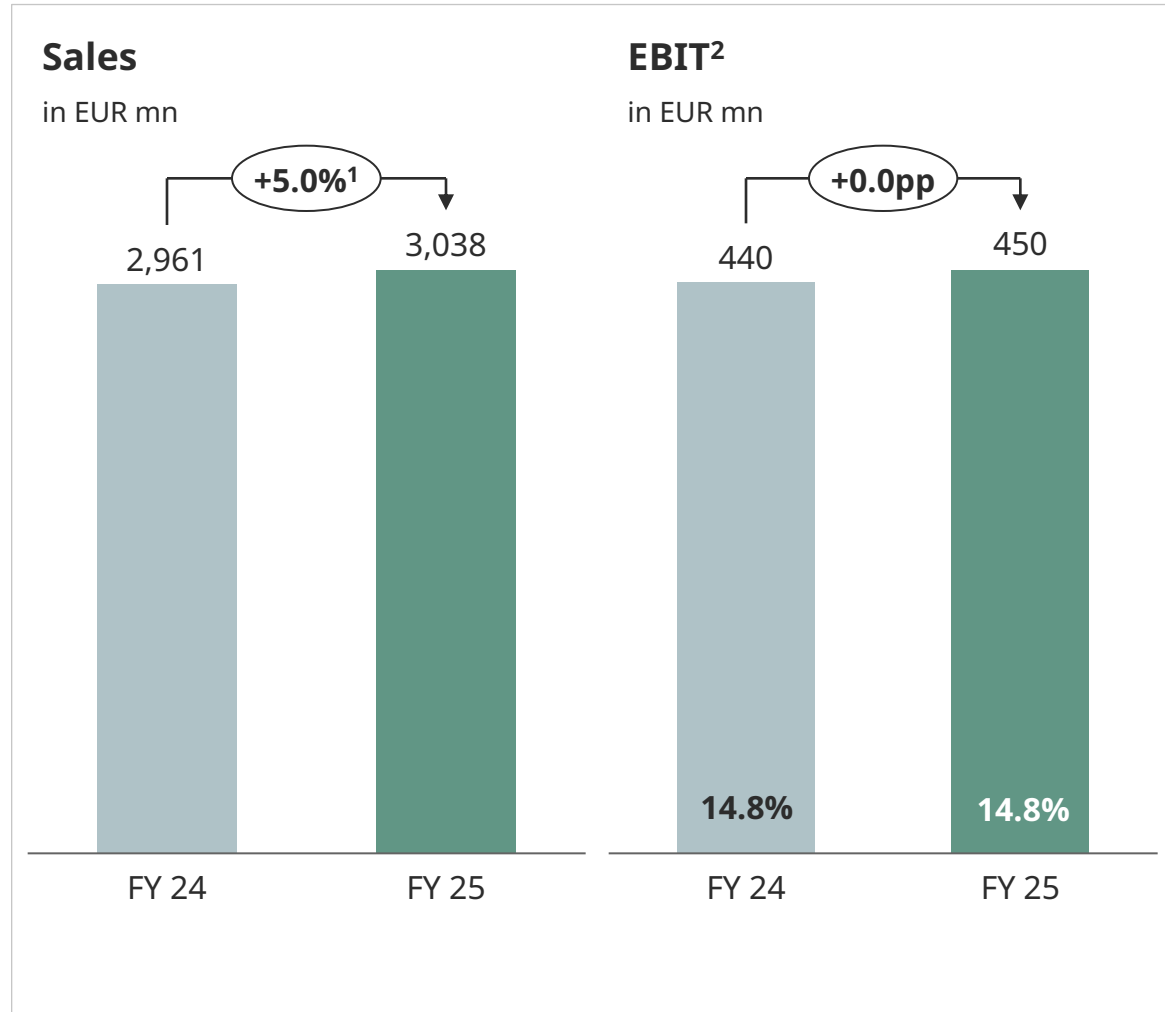
Powertrain & Chassis – Sales¹ decline mainly driven by Europe, double-digit EBIT margin² confirmed



- Key Aspects**
- Sales¹ erosion driven by market and phase-out businesses
 - Engine & Transmission Systems with growth¹ in Greater China and Americas, both above respective market
 - Resilient double-digit EBIT margin² driven by operational performance and positive regional mix effects

¹ FX-adjusted | ² Before special items

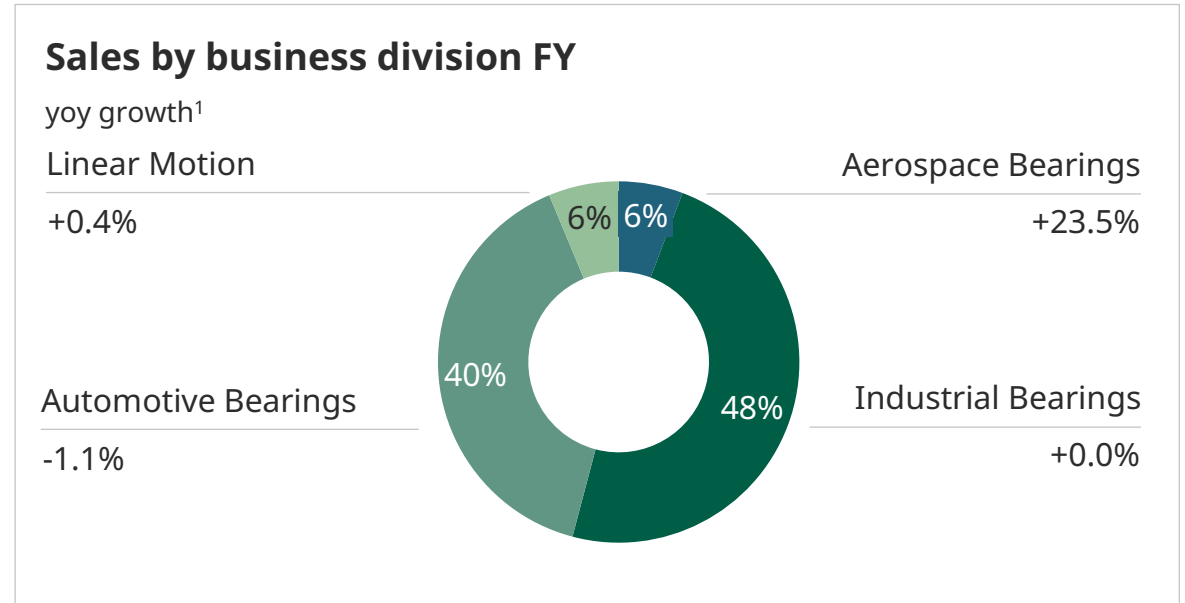
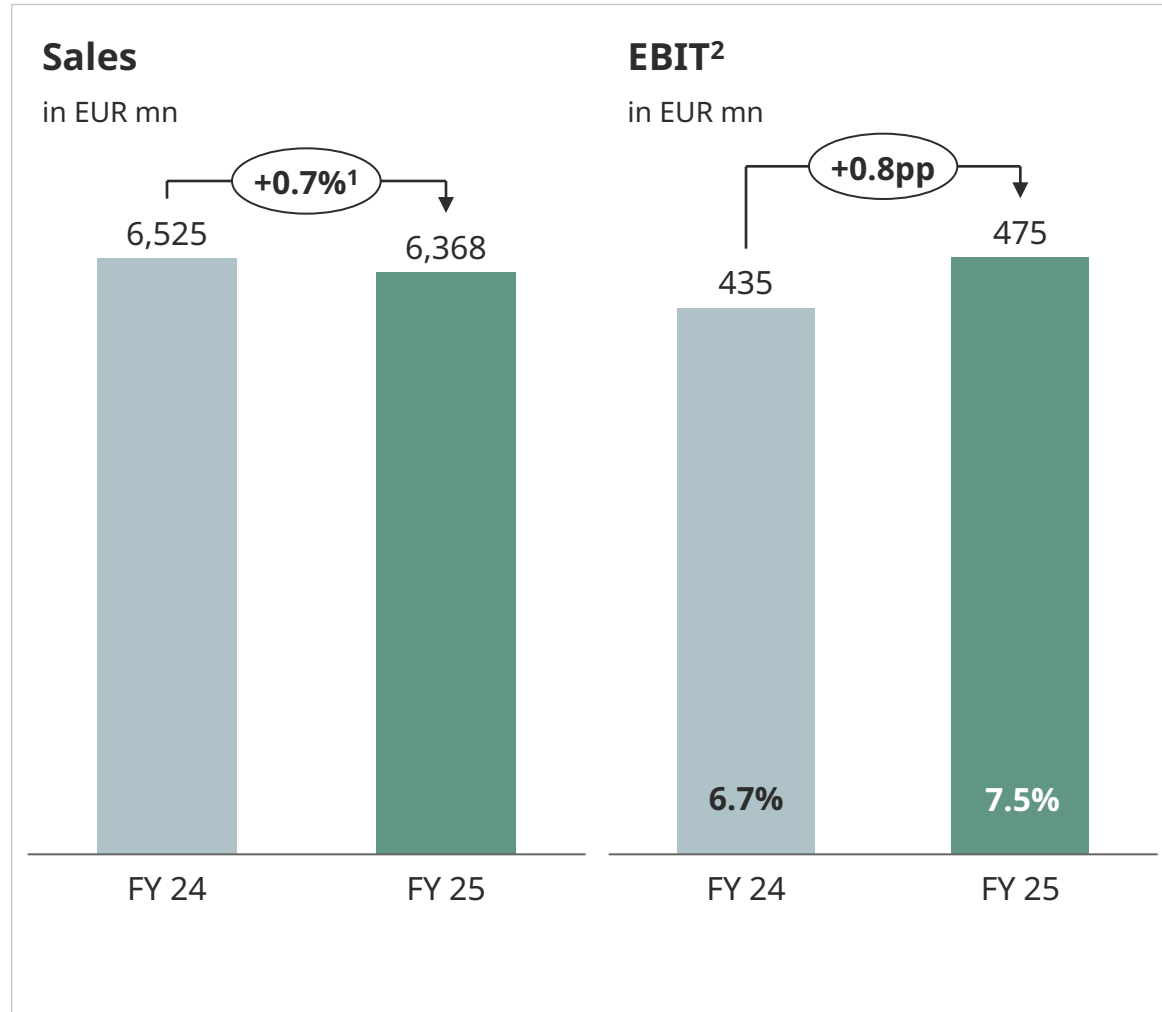
Vehicle Lifetime Solutions – Sales growth¹ in all business divisions allows for a continued robust EBIT margin²



- Key Aspects**
- Repair & Maintenance Solutions with double-digit growth¹ in Americas and Asia/Pacific
 - Successful expansion of Platform Business
 - Solid EBIT margin² contribution through higher volumes and favorable pricing

¹ FX-adjusted | ² Before special items | ³ Emerging Business not reported due to non-existing sales

Bearings & Industrial Solutions – Strong growth¹ in Aerospace Bearings, EBIT margin² structurally improved



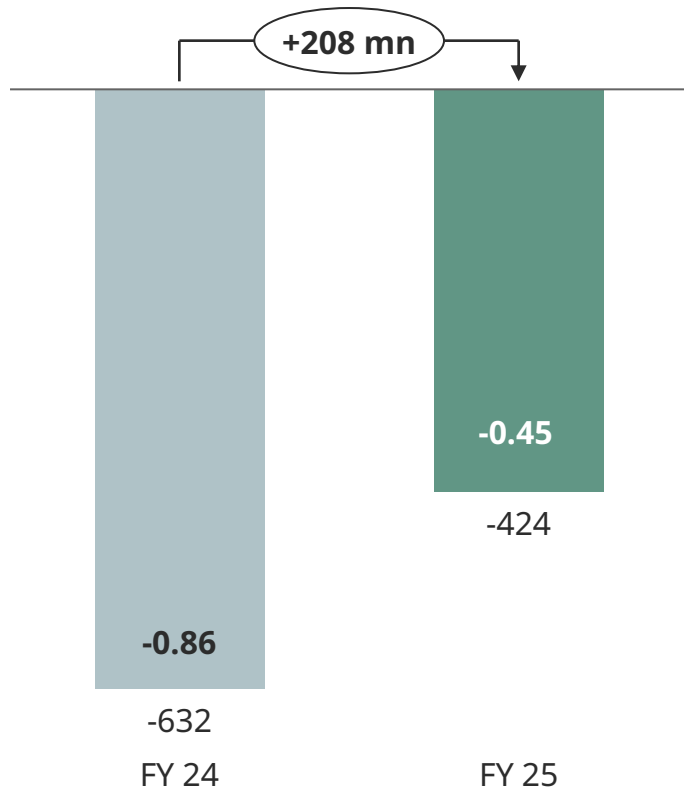
- Key Aspects**
- Industrial Bearings delivered growth in wind sector in Greater China and Asia/Pacific, compensating for weaker sales in Europe; Auto Bearings with growth¹ in Greater China
 - Double-digit sales growth¹ in Aerospace Bearings in Europe & Americas
 - EBIT margin² increase leveraging operational progress & restructuring

¹ FX-adjusted | ² Before special items

Net Income¹ – Negatively impacted by special items

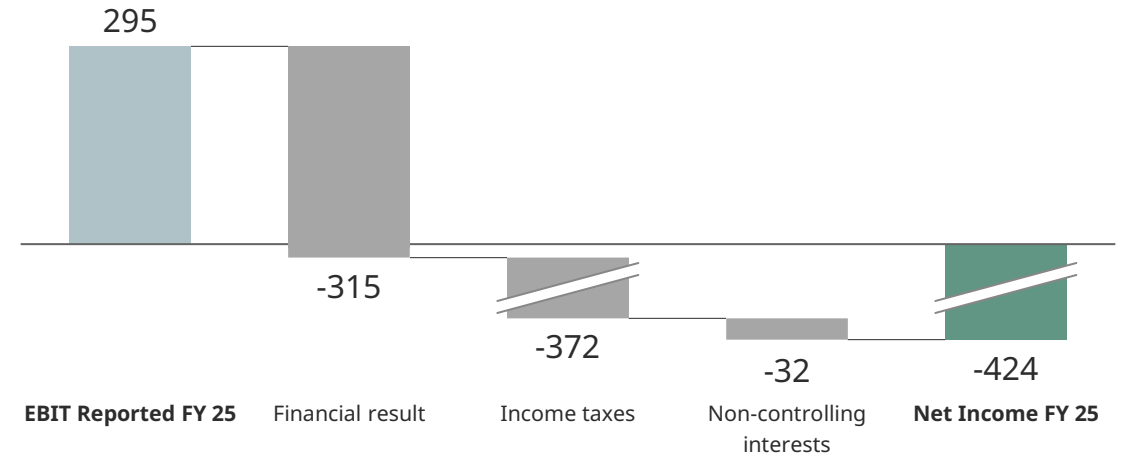
Reported Net Income and EPS¹

in EUR mn



Net Income¹ Bridge FY 2025

in EUR mn



Key Aspects

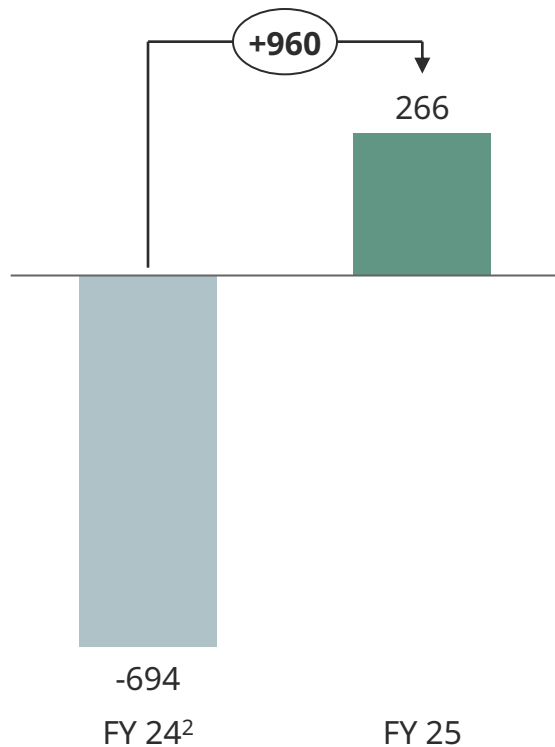
- Financial result in line with prior year, interest expenses at EUR 274 mn (PY: EUR 275 mn)
- Income taxes impacted by write-downs of deferred tax assets
- Net Income before special items as basis for dividend payout amounted to EUR 148 mn

¹ Attributable to the shareholders of the parent company, both 2024 and 2025 as reported

Free Cash Flow¹ – FCF improves by almost EUR 1 bn through improved performance and capital allocation

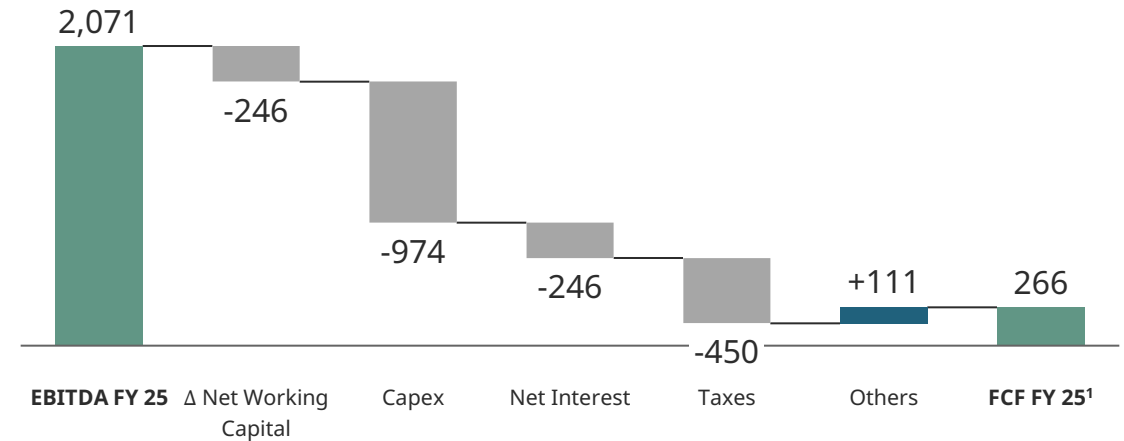
Free Cash Flow before M&A¹

in EUR mn



FCF Bridge FY 2025

in EUR mn



Key Aspects

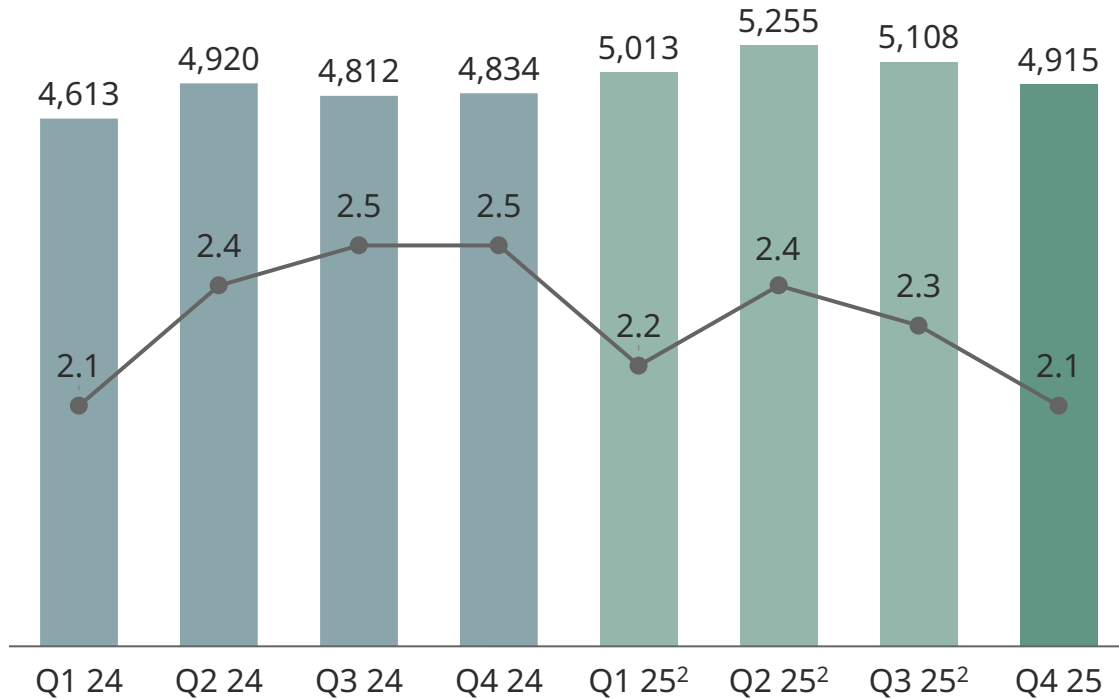
- Negative Δ Net Working Capital due to increased inventories following supply chain disruptions
- Cautious Capex steering in a volatile 2025 environment without impacting future growth
- FY 2024 includes Contract Manufacturing payments and allocation of Continental investigation costs

¹ Before cash in- and outflows for M&A activities | ² Includes payments related to Contract Manufacturing business and an agreement on allocation of investigation costs with Continental

Debt Profile – Continued strong available liquidity position, Leverage ratio¹ improves to 2.1x

Reported net financial debt and Leverage ratio¹

in EUR mn



As of December 31, 2025

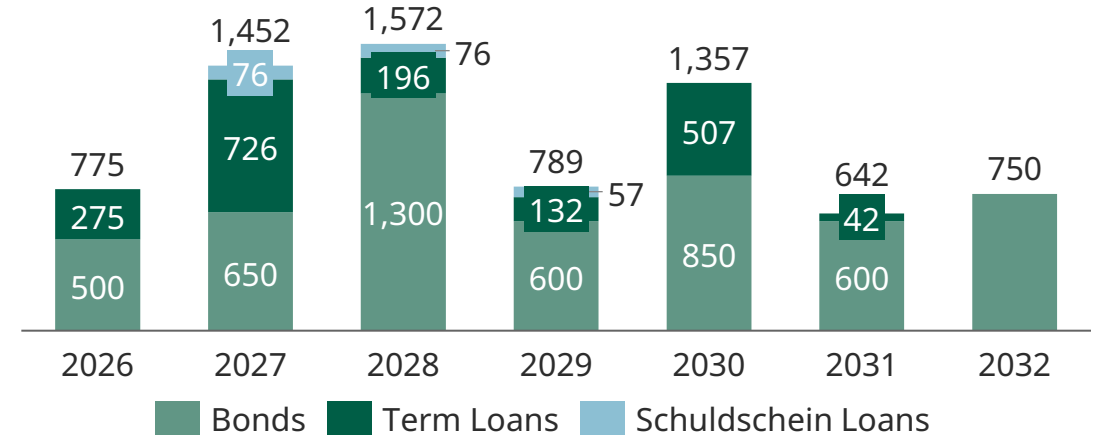
Total gross debt (excl. RCF): EUR 7,286 mn

Total cash: EUR 2,371 mn

Total liquidity: EUR 5,068 mn

Maturity Profile Schaeffler Group as of December 31st

in EUR mn



Key Aspects

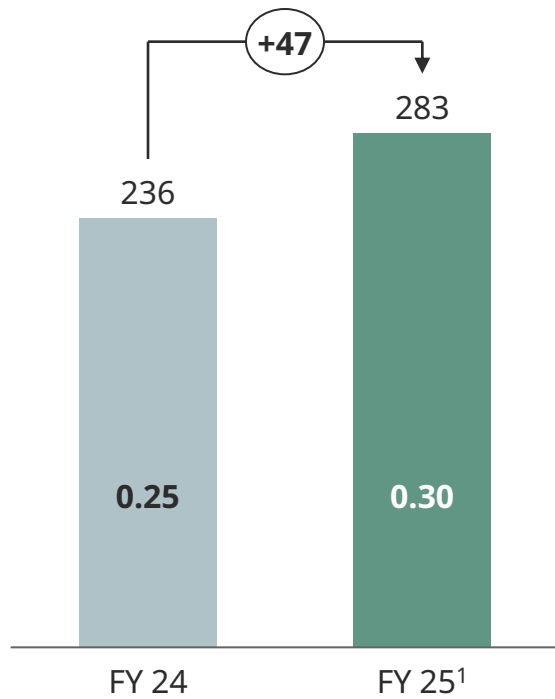
- Leverage ratio improved to 2.1x by year end 2025
- On track to reach mid-term target corridor of 1.5x to 2.0x
- Maturity profile well balanced, strong liquidity of EUR 5.1 bn

¹ Net financial debt to EBITDA LTM ratio before special items | ² Net financial debt to EBITDA LTM ratio before special items, Pro Forma

Dividend – Increase to EUR 30 cent per share proposed¹

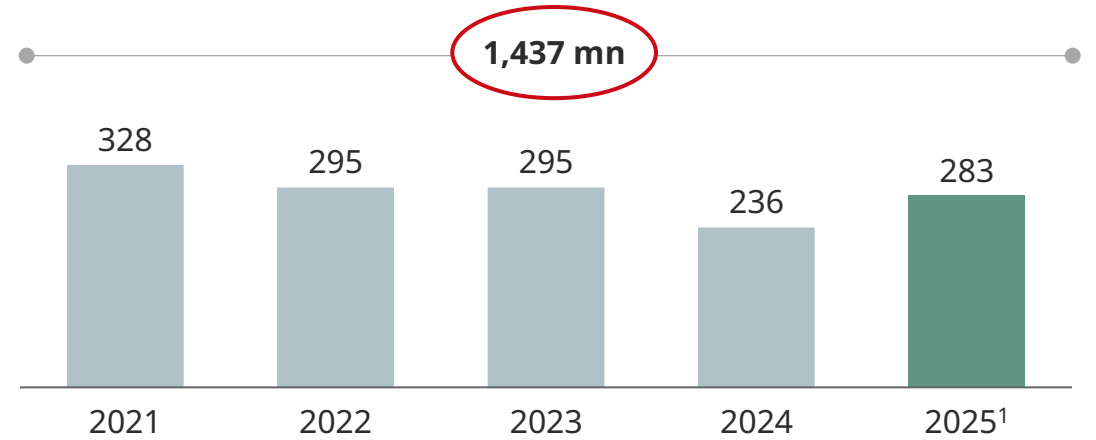
Dividend payment absolute and per share

in EUR mn and EUR



Dividend payout

in EUR mn



Key Aspects

- Strong underlying Free Cash Flow of EUR 503 mn allows for material participation of shareholders to our results in FY 2025
- Dividend increase of 5 cents to EUR 30 cents per share proposed
- Consistent dividend payments are an integral part of our Equity Story

¹ Proposed dividend to AGM per share

1

Overview

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Business Performance

3

Financial Performance

4

Outlook

AGENDA

FY 2026 Guidance – On our way to achieving Mid-Term Targets 2028

	Schaeffler Group	E-Mobility	Powertrain & Chassis	Vehicle Lifetime Solutions	Bearings & Industrial Solutions
Sales in EUR bn	22.5 to 24.5 2025: 23.5	5.2 to 5.8 2025: 5.0	8.0 to 8.6 2025: 8.9	3.1 to 3.3 2025: 3.0	6.2 to 6.7 2025: 6.4
EBIT margin¹	3.5% to 5.5% 2025: 4.0%	-15.0% to -13.0% 2025: -16.0%	10.0% to 12.0% 2025: 10.5%	13.5% to 15.5% 2025: 14.8%	7.0% to 9.0% 2025: 7.5%
Free Cash Flow² in EUR mn	100 to 300 2025: 266	Market assumptions <ul style="list-style-type: none"> LVP: Schaeffler expects global LVP decrease by -0.4% in 2026, based on the forecast by S&P Global Mobility³ Car Parc: Growth rate of Global LV Parc⁴ between 2.0% and 2.5% for 2026 compared to 2.4% in 2025. The average age will further increase in 2026 (2025: 11.5 years) Industrial Production: According to forecasts by S&P Global Market Intelligence, growth in global Industrial Production⁵ between 2.5% and 3.0% in 2026 (2025: 2.1%) 			

¹ Before special items | ² Before cash in- and outflows for M&A activities | ³ Includes content supplied by S&P Global Mobility© [IHS Markit Light Vehicle Production Forecast (Base), January 2026]. All rights reserved. | ⁴ Includes content supplied by S&P Global Mobility © [IHS Markit Vehicles in Operation (VIO) Forecast, November 2025]. All rights reserved. | ⁵ Includes content supplied by S&P Global Market Intelligence © [Comparative Industry Service Forecast, January 2026]. All rights reserved. Sectors considered: Mechanical Engineering (ISIC 28), Transport Equipment (ISIC 30), Electrical Equipment (ISIC 271)

Top CEO Priorities 2026 – Improve performance and capture new growth opportunities

- 1** Further closing the gap to EBIT breakeven in E-Mobility, while delivering the orderbook
- 2** Securing business performance by continuous self-help measures and portfolio optimization
- 3** Advancing new growth opportunities in Humanoids, Defense and Space by leveraging existing capabilities



Outlook – Financial calendar

Financial calendar and selected IR events 2026

Mar 3	FY 2025 Earnings Release
Mar 4	Analyst Breakfast and Citi Roadshow – London
Mar 10	Evercore ISI’s Annual Industrial Conference – New York
Mar 24	J.P. Morgan Auto Field Trip – Virtual
Mar 26	Jefferies Pan-European Mid-Cap Conference – London
Apr 16	Berenberg Family-Owned Seminar – Paris
Apr 20-22	Hanover Fair Investor Booth Tours – Hanover
Apr 23	AGM
May 5	Q1 2026 Earnings Release



BACKUP

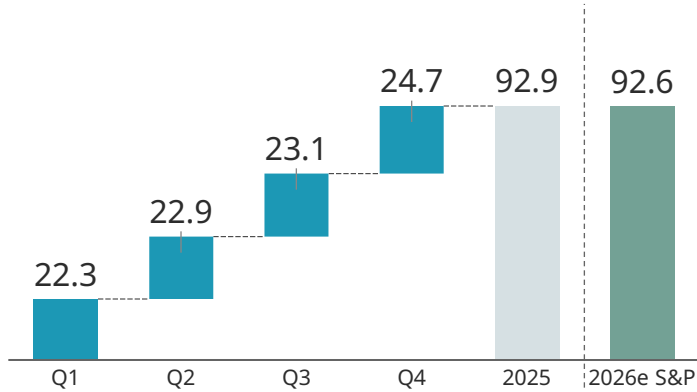
Ancillary comments 2026 – Additional KPIs and parameter

Additional KPIs	FY 2026	Comments
Reinvestment Rate	Slightly below 1.0	Focus on investments in new business and innovation & technology
Restructuring cash-out incl. integration costs	Around EUR 350 mn	Significant portion due to structural measures
Dividend Payout Policy	40% – 60%¹	Dividend proposal 2025 EUR 30 cents
Leverage ratio²	Around 2.0x	Target corridor 1.5x to 2.0x
Tax rate	>100%	Target corridor 28% to 32%

¹ In % of Net Income before special items, attributable to Shareholders of the parent company | ² Net financial debt to EBITDA ratio before special items

Market assumptions 2026

Global LVP¹

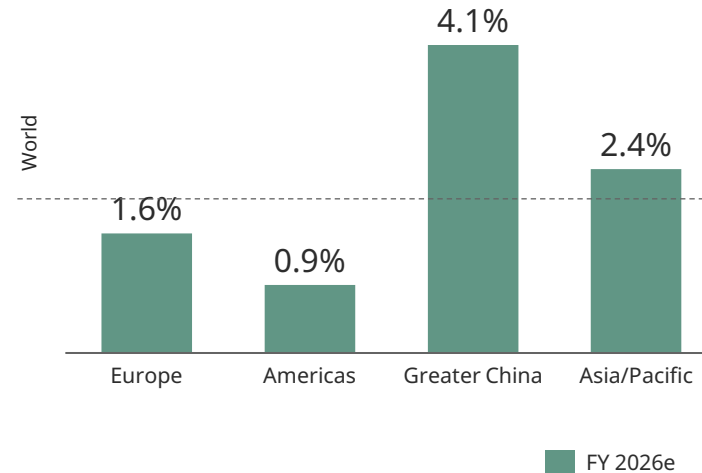


yoy vs. 2025

-0.4%

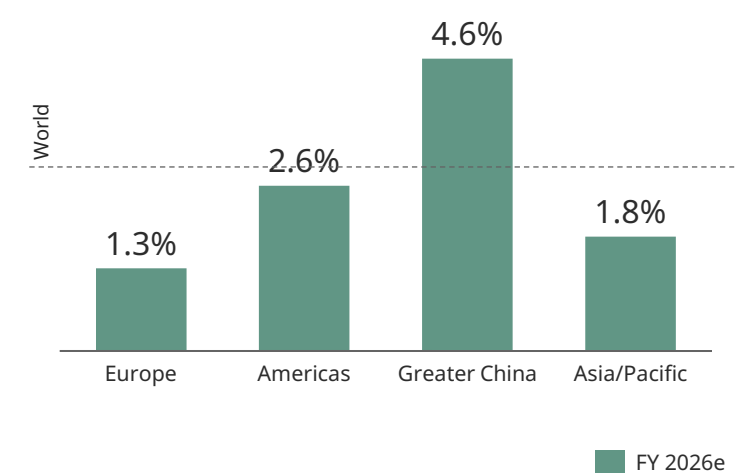
- Schaeffler expects global LVP to decline by 0.4% to 92.6 million units in 2026, based on the forecast by S&P Global Mobility
- Only Asia/Pacific is expected to register growth in 2026, whereas all other regions are set to face stagnant or declining output

Global and regional LV Parc²



- Growth rate of Global LV Parc² 2.1% for 2026 compared to 2.4% in 2025. The average age will increase in 2026 to 11.7 years (2025: 11.5 years) due to lower sales of new cars, in conjunction with lower replacement rate of vehicles in operation
- Like in previous years, the highest growth rate is expected for region Greater China (4.1%)

Global and regional Industrial Production³



- Global Industrial Production³ is set to increase by 2.9% in 2026 (2025: 2.1%), according to the latest estimate by S&P Global Market Intelligence
- The strongest rate of expansion is expected for Greater China, followed by the Americas, while Asia/Pacific and Europe are projected to record moderate growth

¹ Includes content supplied by S&P Global Mobility© [IHS Markit Light Vehicle Production Forecast (Base), January 2026]. All rights reserved. | ² Includes content supplied by S&P Global Mobility © [IHS Markit Vehicles in Operation (VIO) Forecast, November 2025]. All rights reserved. | ³ Includes content supplied by S&P Global Market Intelligence © [Comparative Industry Service Forecast, January 2026]. All rights reserved. Sectors considered: Mechanical Engineering (ISIC 28), Transport Equipment (ISIC 30), Electrical Equipment (ISIC 271)

OEM Auto Powertrain¹ – Outperformance and strong order intake in HEV

Outperformance by Powertrain Type²

Q4 2025 vs Q4 2024

	<i>Sales growth³</i>	<i>Market growth</i>	<i>Outperformance</i>
BEV	30.4%	19.6%	+10.8pp
HEV	4.8%	7.5%	-2.7pp
ICE	-4.8%	-8.5%	+3.7pp
Total	2.1%	-0.5%	+2.6pp

Order Intake⁴/ Book-to-Bill⁵ by Powertrain Type

Q4 2025

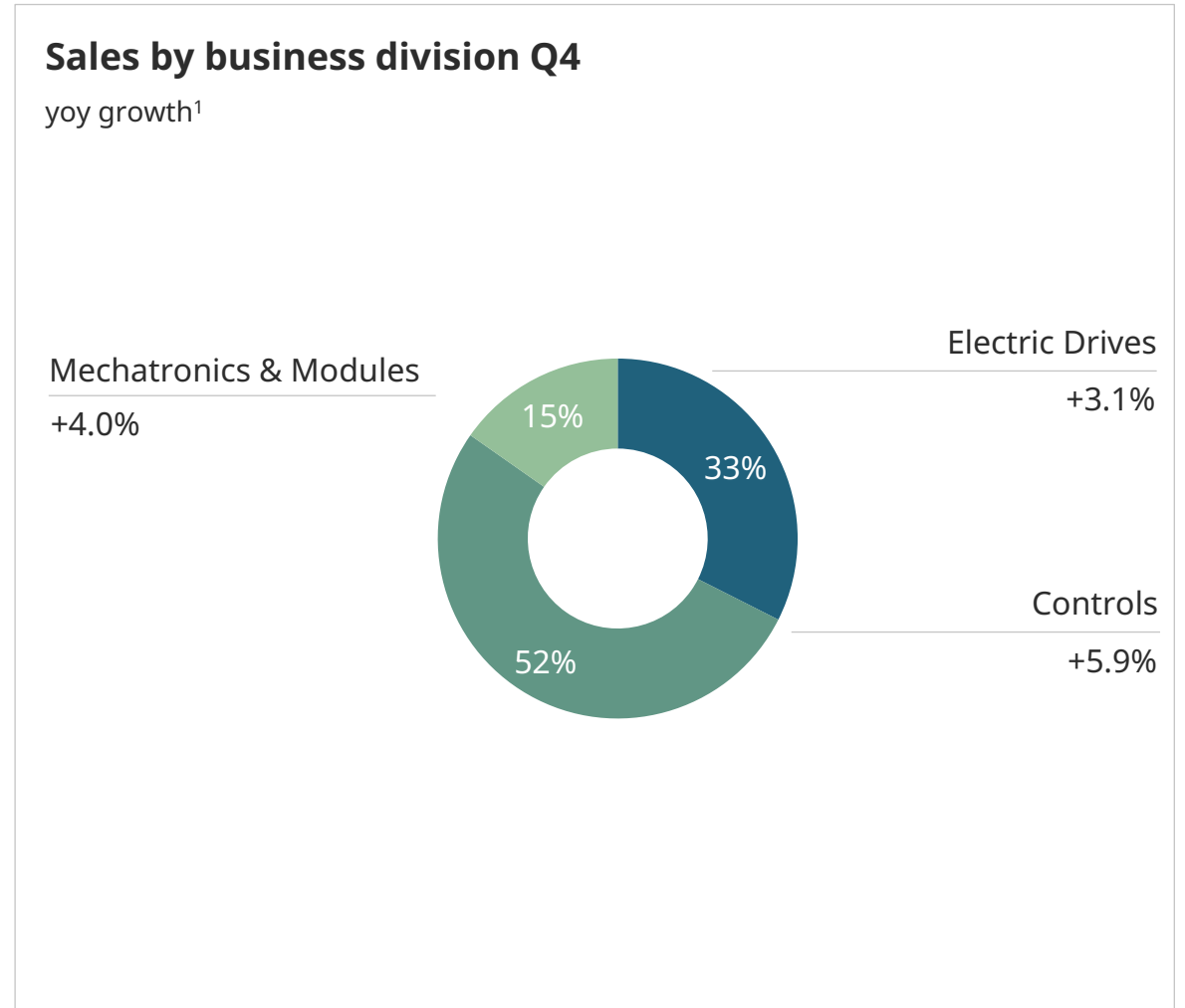
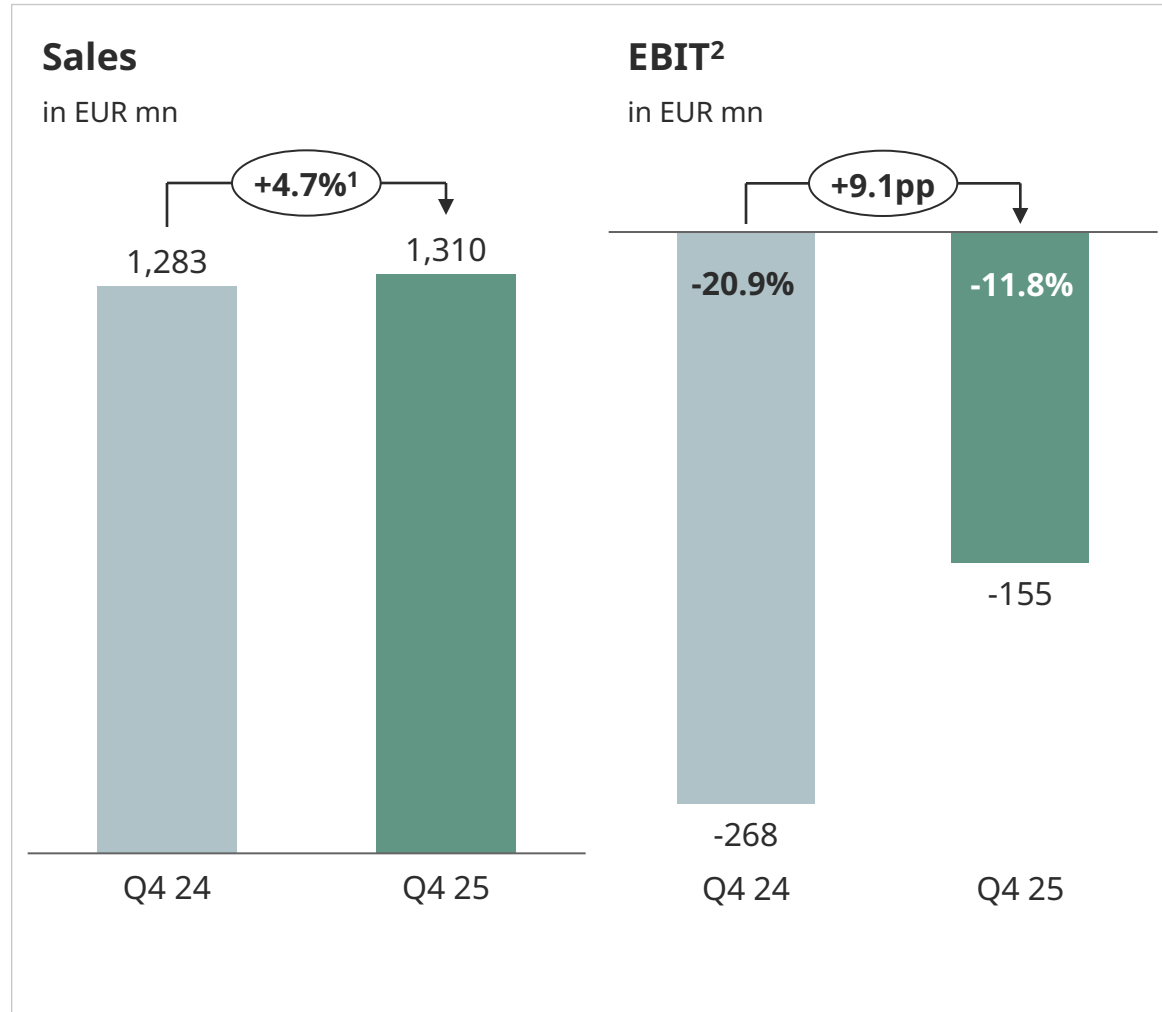
	<i>Sales</i>	<i>Order Intake</i>	<i>Book-to-Bill</i>
BEV	449 mn	402 mn	0.9x
HEV	1,014 mn	3,320 mn	3.3x
ICE	1,685 mn	1,401 mn	0.8x
Total	3,148 mn	5,123 mn	1.6x

Key Aspects

- Positive outperformance in BEV due to continued strong performance in region Americas and Asia Pacific (e.g. EMR4 and Inverter)
- Substantial book-to-bill ratio in HEV due to order intake of European OEM in the area of mild hybrid drive systems
- Strong quarter in region Americas in ICE based on core-technology products exceeds planned ramp-down of selected cases

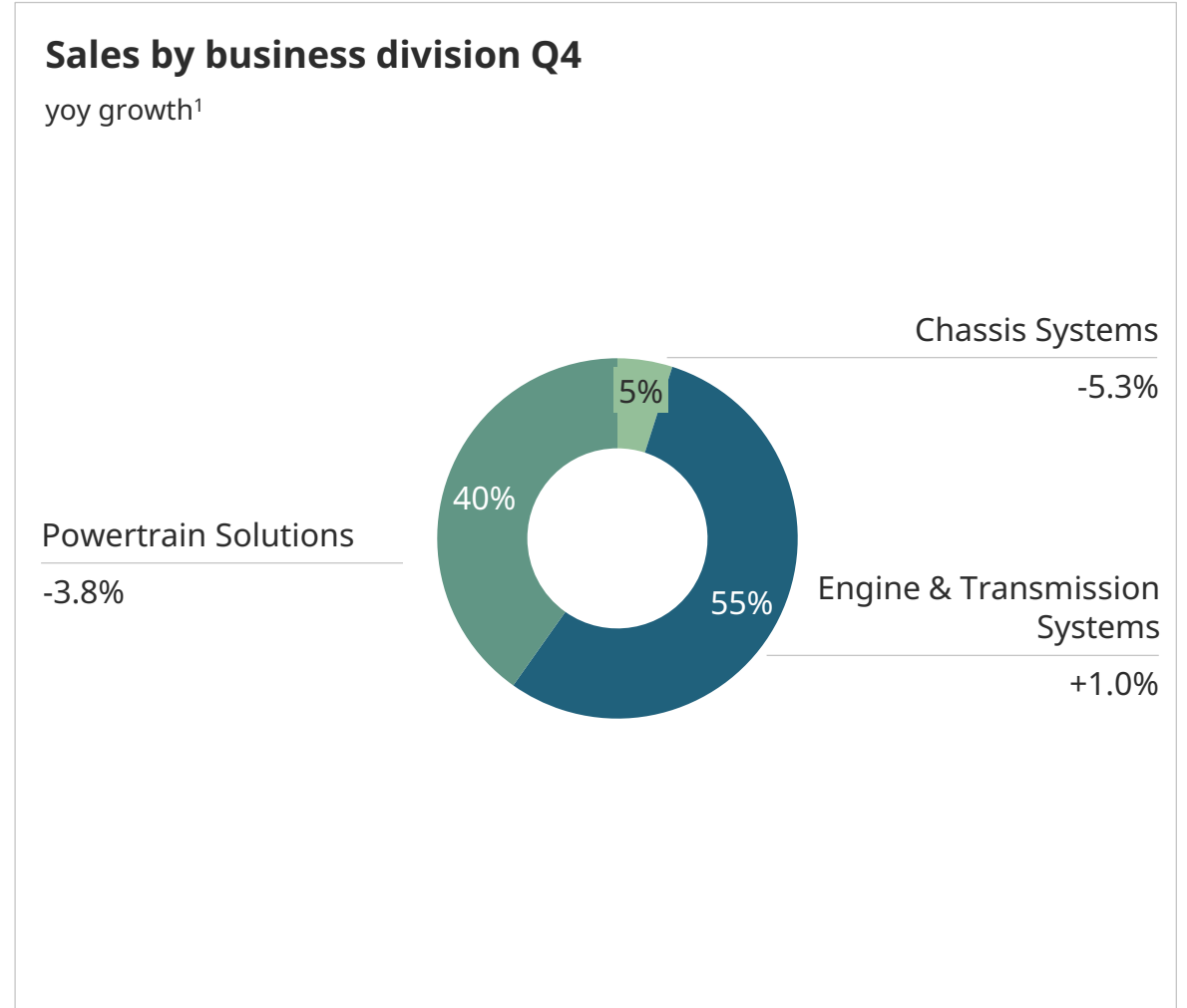
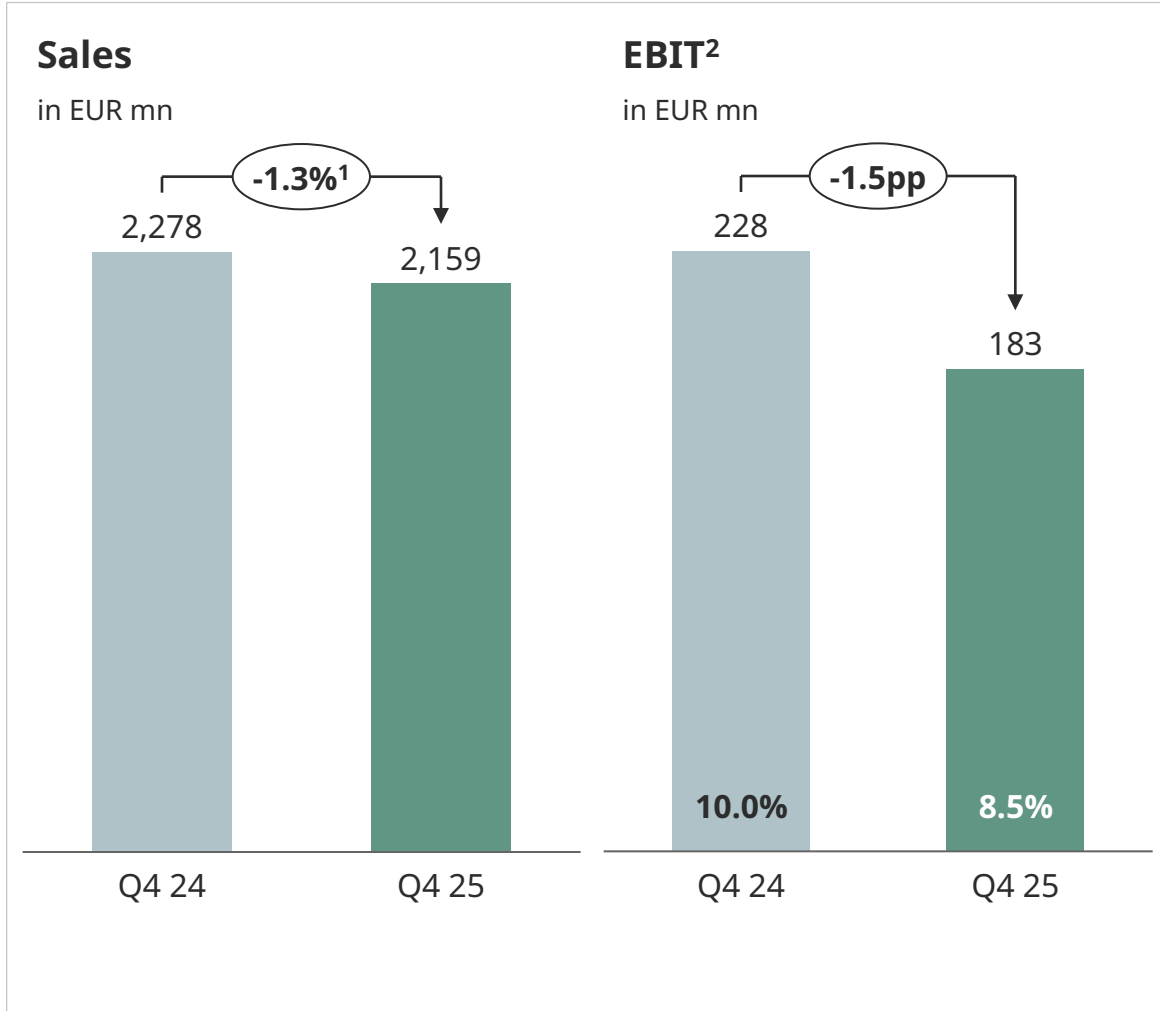
¹ OEM Automotive Powertrain Sales = Sales E-Mobility and Powertrain & Chassis, that are powertrain-related for Passenger Cars (i.e. excl. Chassis, Commercial Vehicle business, selected unattributable cases) | ² Includes content supplied by S&P Global © [IHS Markit Light Vehicle Production Powertrain Forecast, January 2026] | ³ FX-adjusted | ⁴ Lifetime Sales / current period revenue | ⁵ Order Intake L3M Gross / Sales L3M

E-Mobility – Scale up despite challenging environment, EBIT margin² improvement on track



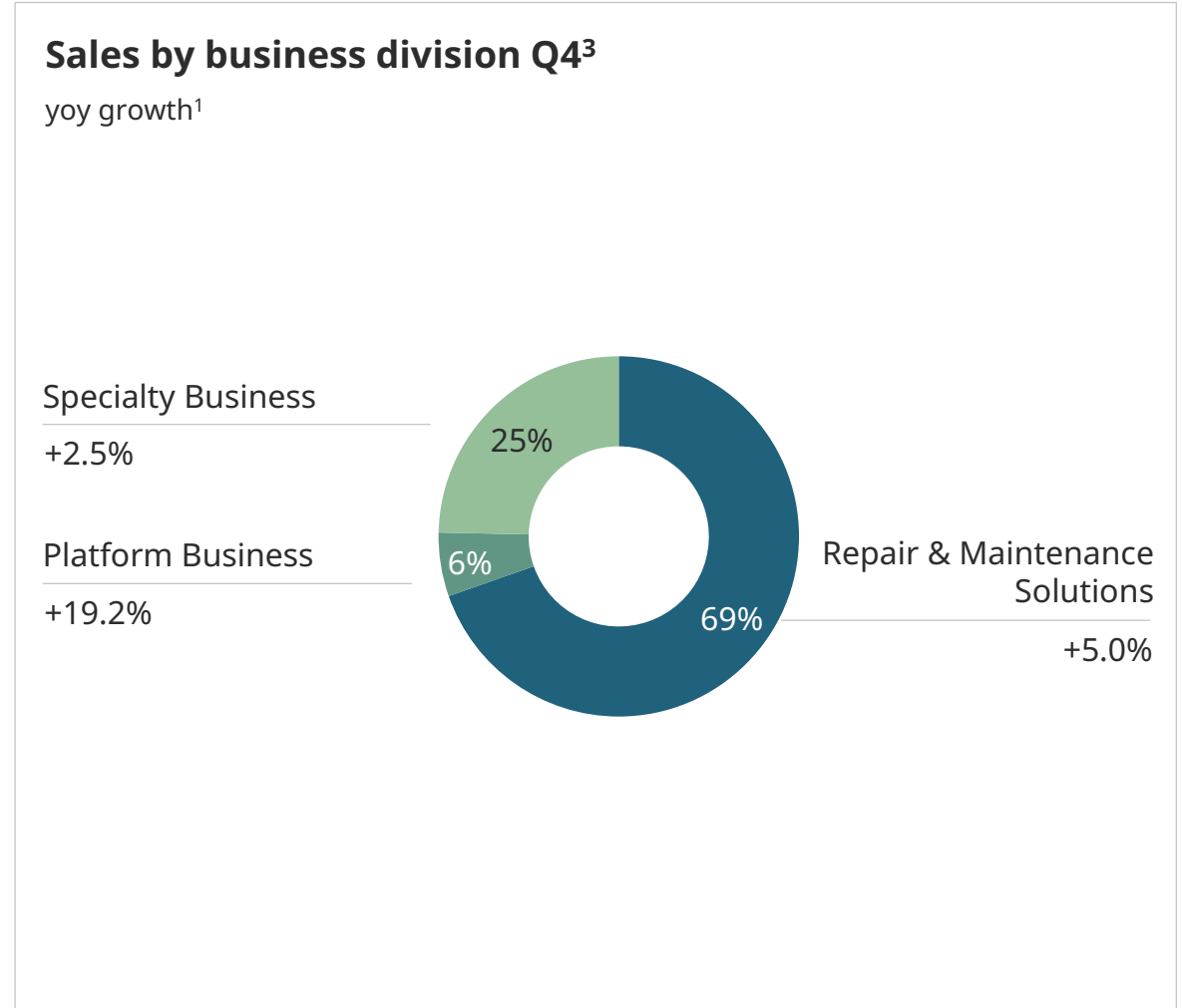
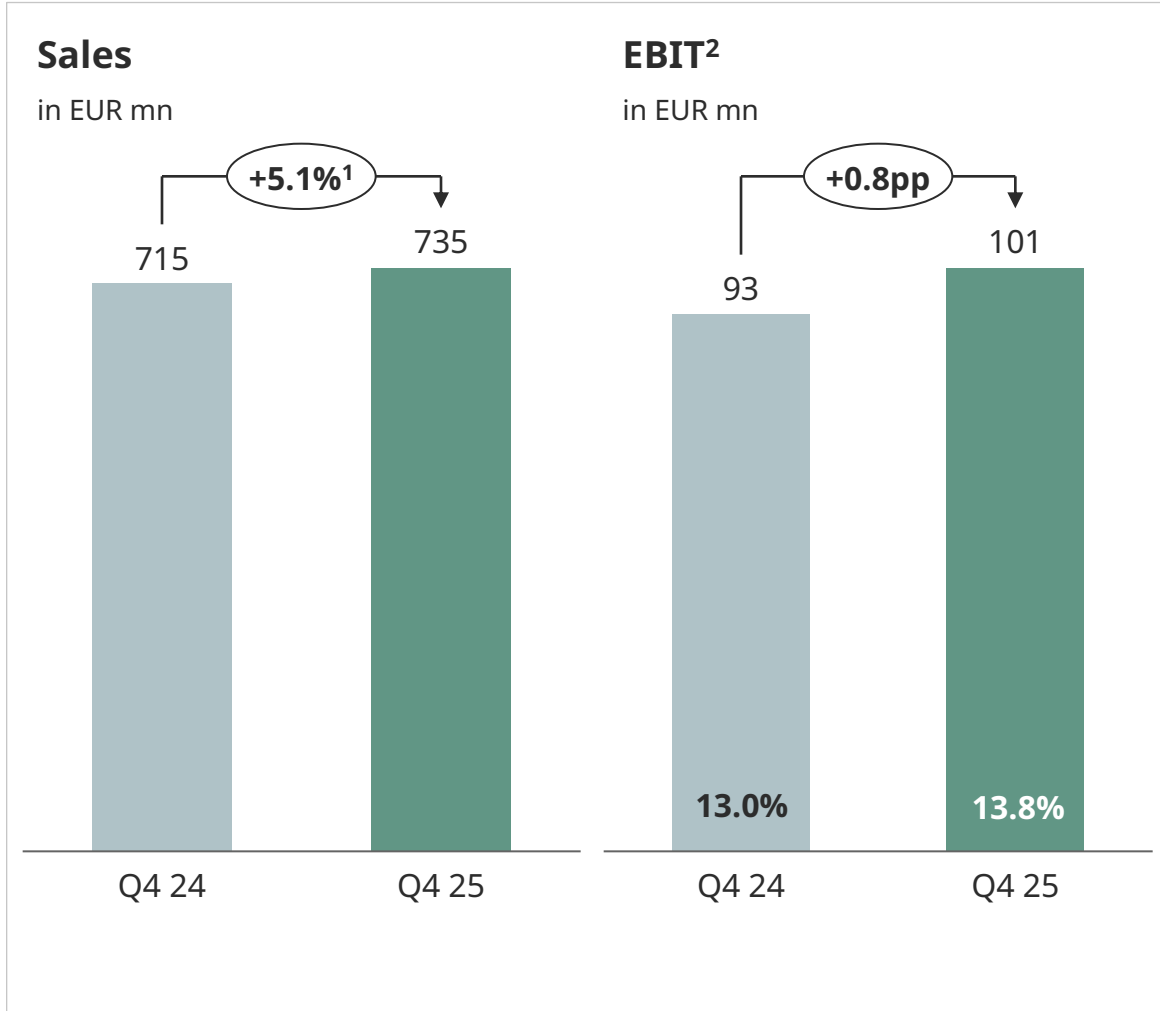
¹ FX-adjusted | ² Before special items

Powertrain & Chassis – Sales¹ decline mainly driven by Europe, EBIT margin² lower yoy



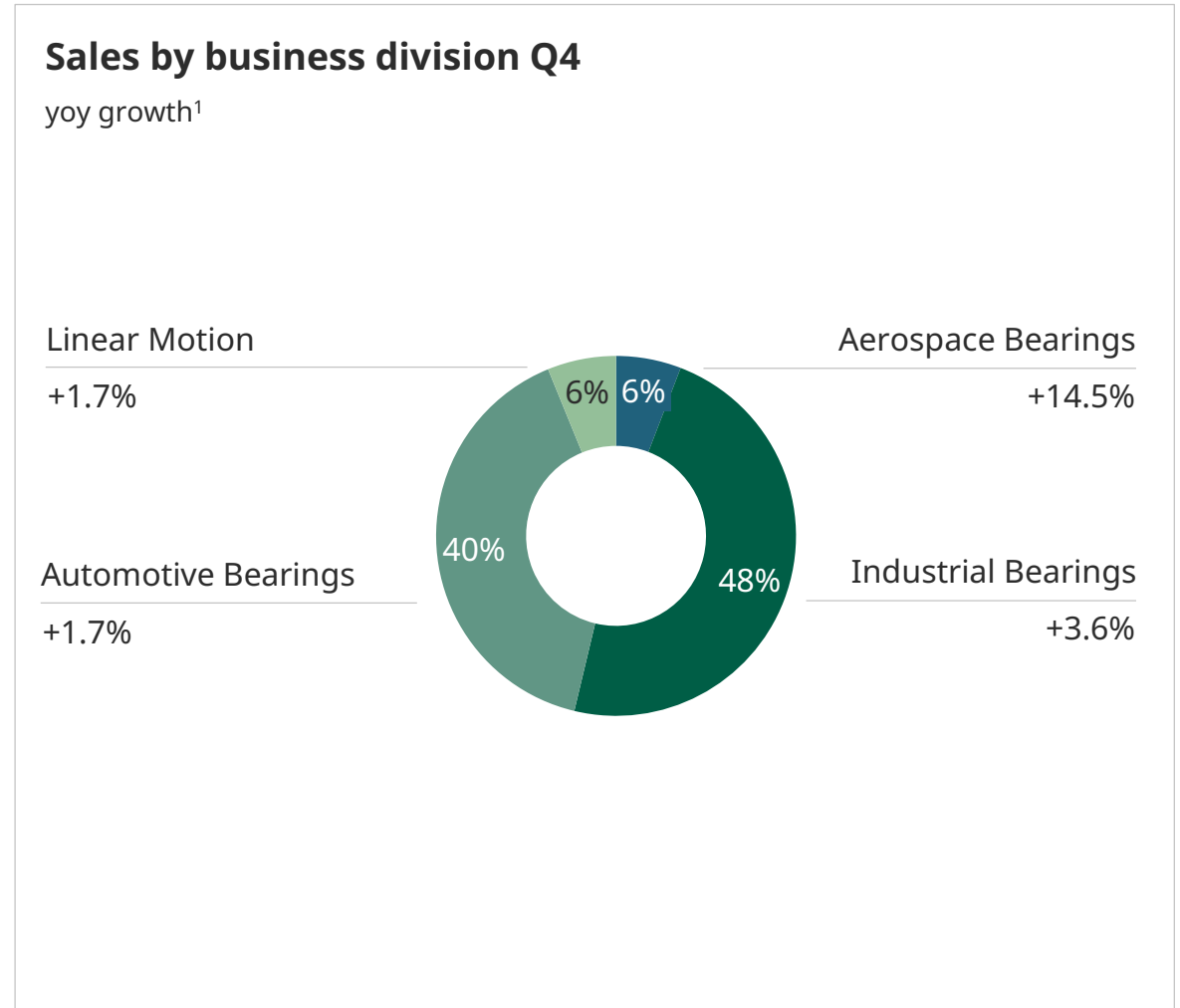
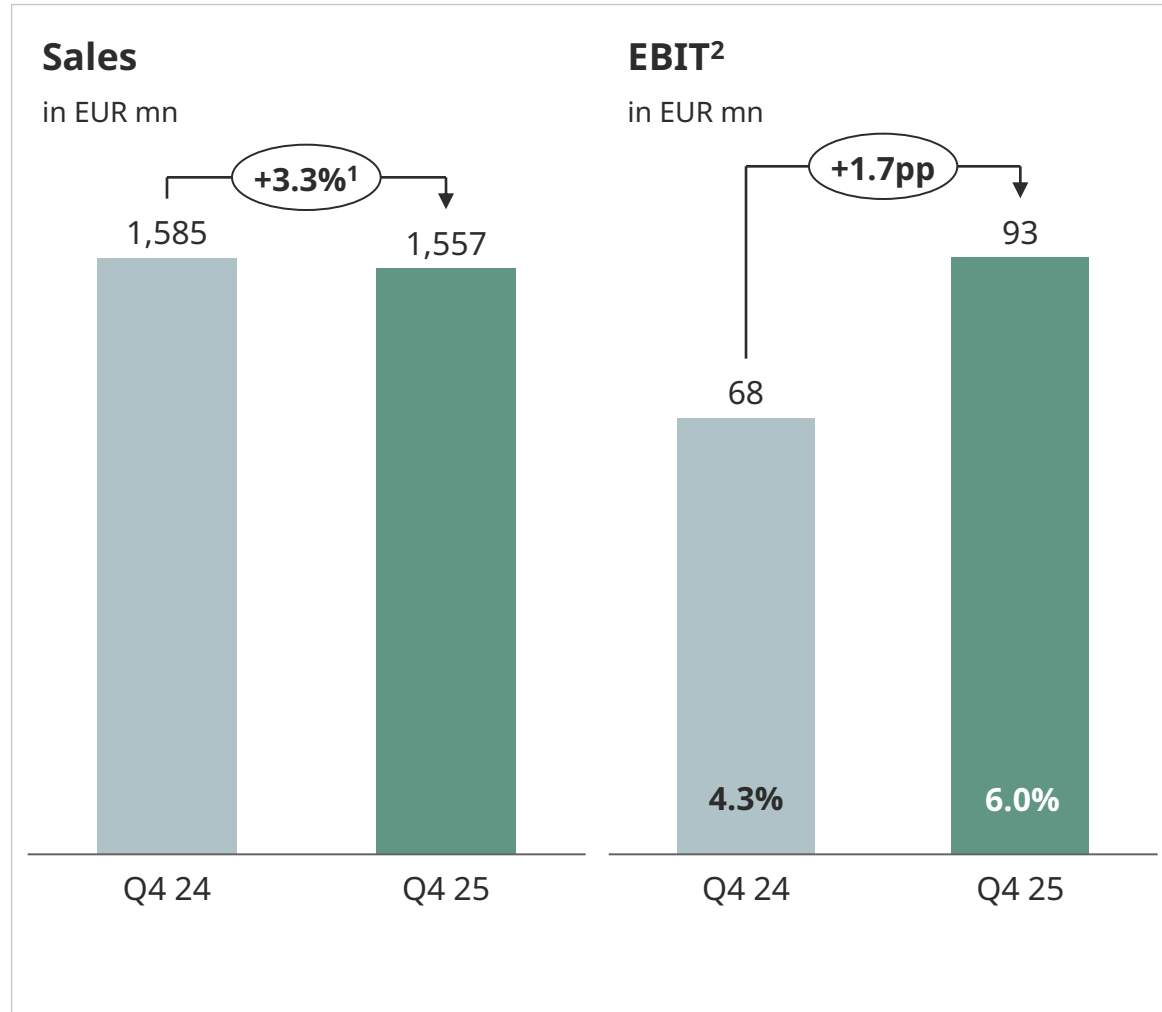
¹ FX-adjusted | ² Before special items

Vehicle Lifetime Solutions – Good sales growth¹ allows for a continued robust EBIT margin²



¹ FX-adjusted | ² Before special items | ³ Emerging Business not reported due to non-existing sales

Bearings & Industrial Solutions – Strong growth¹ in Aerospace Bearings, EBIT margin² structurally improved



¹ FX-adjusted | ² Before special items

Key figures 2025 by division

Group in EUR mn	Q1 25	Q2 25	Q3 25	Q4 25	FY 25
Sales	5,924	5,922	5,826	5,820	23,492
Sales growth¹	-2.9%	-2.2%	+1.3%	+1.6%	-0.6%
EBIT²	276	205	264	190	936
EBIT margin²	4.7%	3.5%	4.5%	3.3%	4.0%

E-Mob in EUR mn	Q1 25	Q2 25	Q3 25	Q4 25	FY 25
Sales	1,174	1,245	1,286	1,310	5,015
Sales growth¹	+9.6%	+9.7%	+4.7%	+4.7%	+7.0%
EBIT²	-268	-192	-189	-155	-805
EBIT margin²	-22.9%	-15.5%	-14.7%	-11.8%	-16.0%

PTC in EUR mn	Q1 25	Q2 25	Q3 25	Q4 25	FY 25
Sales	2,302	2,245	2,194	2,159	8,900
Sales growth¹	-10.7%	-7.3%	-0.4%	-1.3%	-5.2%
EBIT²	286	223	242	183	933
EBIT margin²	12.4%	9.9%	11.0%	8.5%	10.5%

VLS in EUR mn	Q1 25	Q2 25	Q3 25	Q4 25	FY 25
Sales	783	780	740	735	3,038
Sales growth¹	+10.7%	+2.3%	+2.3%	+5.1%	+5.0%
EBIT²	123	112	113	101	450
EBIT margin²	15.7%	14.4%	15.3%	13.8%	14.8%

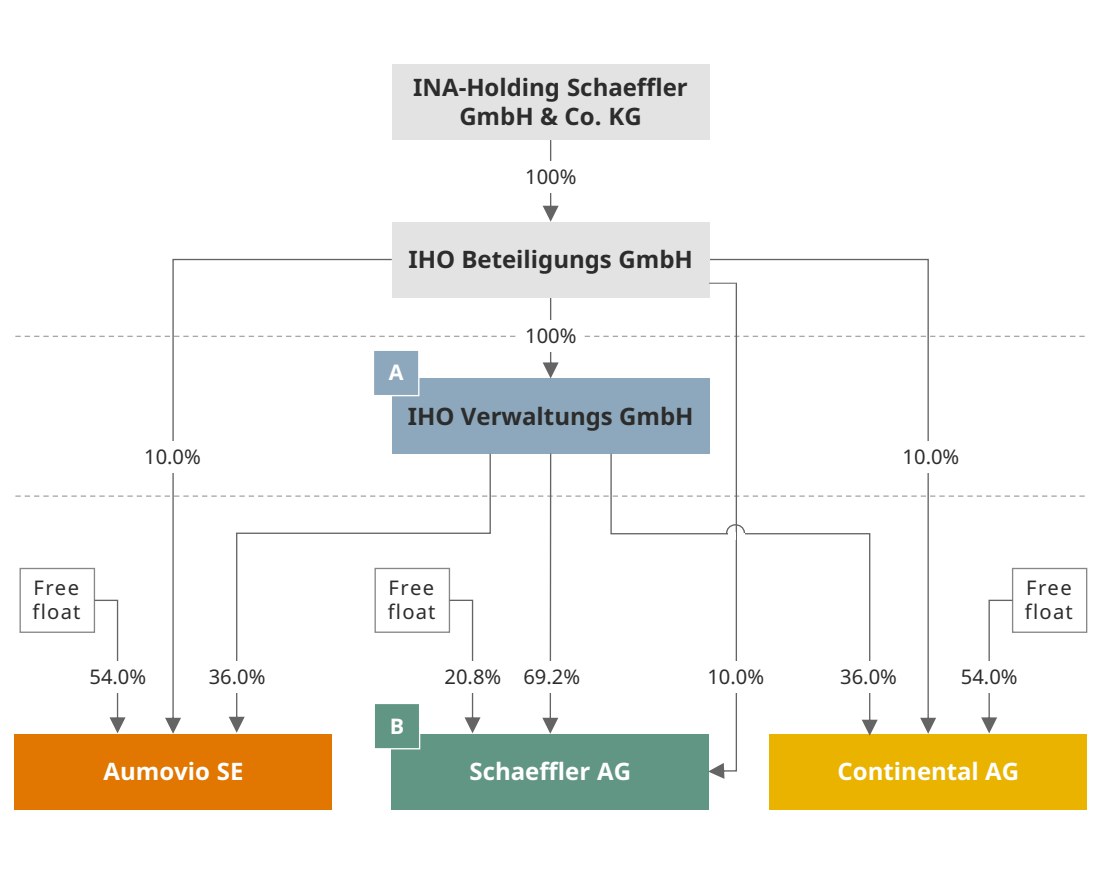
B&IS In EUR mn	Q1 25	Q2 25	Q3 25	Q4 25	FY 25
Sales	1,627	1,614	1,570	1,557	6,368
Sales growth¹	-2.1%	-0.5%	+2.2%	+3.3%	+0.7%
EBIT²	164	93	125	93	475
EBIT margin²	10.1%	5.8%	7.9%	6.0%	7.5%

Others in EUR mn	Q1 25	Q2 25	Q3 25	Q4 25	FY 25
Sales	38	37	37	60	171
Sales growth¹	-55.3%	-67.7%	-43.4%	-27.6%	-50.7%
EBIT²	-28	-31	-26	-32	-117
EBIT margin²	-74.3%	-83.8%	-71.9%	-53.8%	-68.7%

¹ FX-adjusted | ² Before special items

Overview corporate and financing structure

Corporate structure (simplified) as of December 31, 2025



Financing structure as of December 31, 2025

A IHO Verwaltungs GmbH						
Debt instrument		Nominal USD mn	Nominal EUR ¹ mn	Interest	Maturity	Rating Fitch/Moody's/S&P
Loans	RCF (EUR 1,000 mn)	-	100	E+3.75%	Feb-28	Not rated
Bonds	8.75% SSNs 2028 (EUR)	-	800	8.750%	May-28	BB/Ba2/BB-
	6.375% SSNs 2029 (USD)	400	340	6.375%	May-29	BB/Ba2/BB-
	6.75% SSNs 2029 (EUR)	-	800	6.750%	Nov-29	BB/Ba2/BB-
	7.75% SSNs 2030 (USD)	500	426	7.750%	Nov-30	BB/Ba2/BB-
	7.00% SSNs 2031 (EUR)	-	520	7.000%	Nov-31	BB/Ba2/BB-
	8.00% SSNs 2032 (USD)	450	383	8.000%	Nov-32	BB/Ba2/BB-
Total	IHO Verwaltungs GmbH		3,369	Ø 7.43% ^{2,3}		
B Schaeffler AG						
Debt instrument⁴		Nominal EUR mn		Interest	Maturity	Rating Fitch/Moody's/S&P
Loans	RCF (EUR 3,000 mn)	-		E+0.900%	Oct-30	Not rated
	Loans (Term Loan, EIB & KfW) (EUR)		1,475	Ø 4.037%	Aug/ Nov-27 Oct-28 Apr/ Dec 29 Apr 30 Oct 31	Not rated
	SSD (EUR)		208	Ø 3.087% ⁵	Mar-27/ May-28 Mar-29	Not rated
CP	Commercial Paper (EUR)	-		-	-	Not rated
Bonds	4.500% SNs 2026 (EUR)		500	4.500%	Aug-26	BB+/Ba1/BB+
	2.875% SNs 2027 (EUR)		650	2.875%	Mar-27	BB+/Ba1/BB+
	4.250% SNs 2028 (EUR)		550	4.250%	Apr-28	BB+/Ba1/BB+
	3.375% SNs 2028 (EUR)		750	3.375%	Oct-28	BB+/Ba1/BB+
	4.750% SNs 2029 (EUR)		600	4.750%	Aug-29	BB+/Ba1/BB+
	4.500% SNs 2030 (EUR)		850	4.500%	Mar-30	BB+/Ba1/BB+
	5.375% SNs 2031 (EUR)		600	5.375%	Apr-31	BB+/Ba1/BB+
	4.500% SNs 2032 (EUR)		750	4.500%	May-32	BB+/Ba1/BB+
Total	Schaeffler AG		6,933	Ø 4.30% ³		

¹ EUR/USD = 1.175 | ² After cross currency swaps | ³ Incl. commitment and utilization fees | ⁴ Table displays Schaeffler AG related instruments only. For the overall indebtedness of the Schaeffler Group, reference is made to the respective financial statements of the Schaeffler Group | ⁵ Including interest rate hedges for former Vitesco SSDs
 March 3, 2026 FY 2025 Schaeffler AG earnings