

# **"Mobility for tomorrow"**

**Klaus Rosenfeld**

Chief Executive Officer / Chief Financial Officer

**Prof. Dr Peter Gutzmer**

Chief Technology Officer

Analyst Conference Schaeffler Group

March 20, 2014

Munich

# 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 and audit.

# Agenda

1 Highlights 2013

*K. Rosenfeld*

2 "Mobility for tomorrow"

*Prof. Dr P. Gutzmer*

3 Results FY 2013

*K. Rosenfeld*

## 2013 – An eventful year

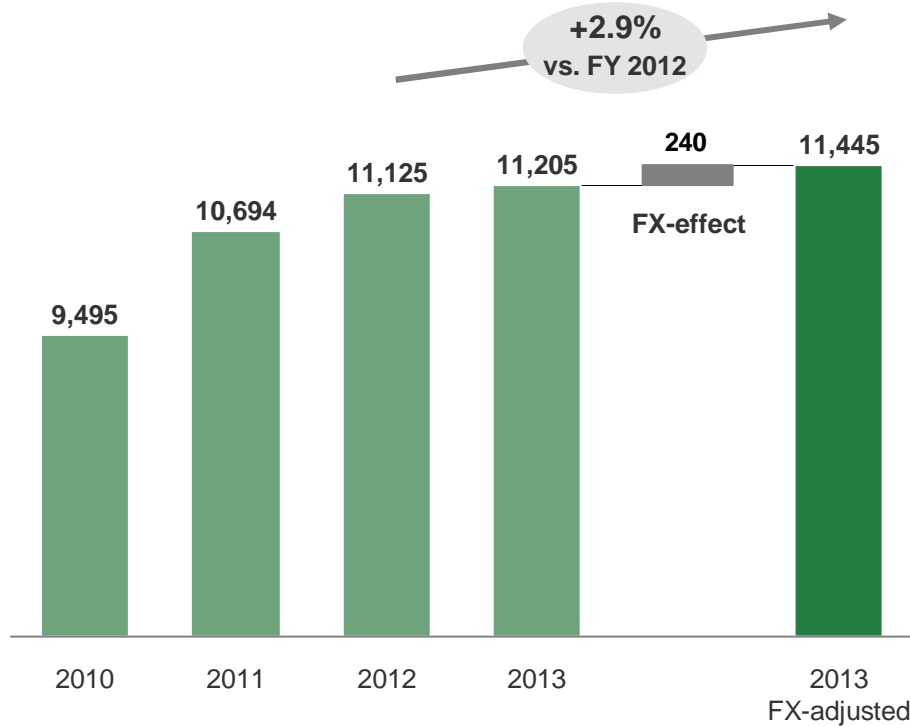
- 1 Growth strategy continued –  
Earnings quality maintained
- 2 Management change executed –  
New organizational / leadership structure established
- 3 Program "ONE Schaeffler" –  
Transparency, Trust and Teamwork
- 4 Strategy refocused –  
"Mobility for tomorrow"
- 5 Strong foundation for future growth –  
Ambitious targets for 2014



# 1 Growth strategy continued – Automotive growth +8.6%<sup>1)</sup>

## Sales Schaeffler Group

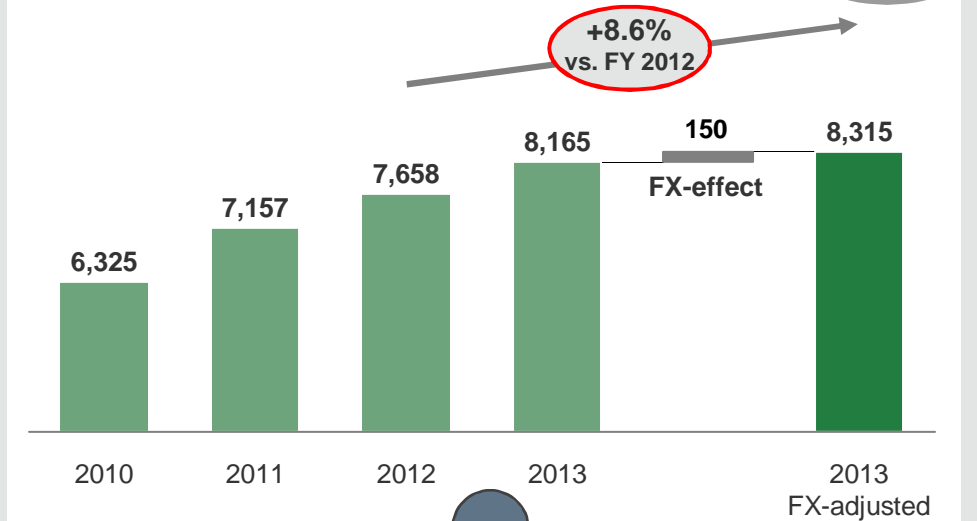
in EUR mn



1) FX-adjusted

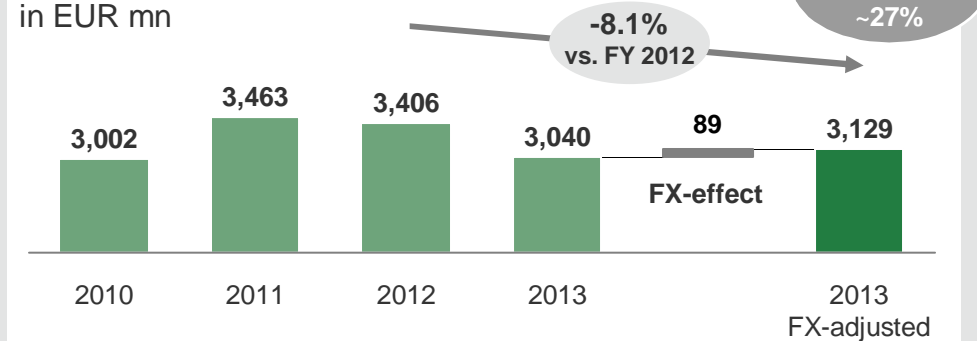
## Sales Automotive

in EUR mn



## Sales Industrial

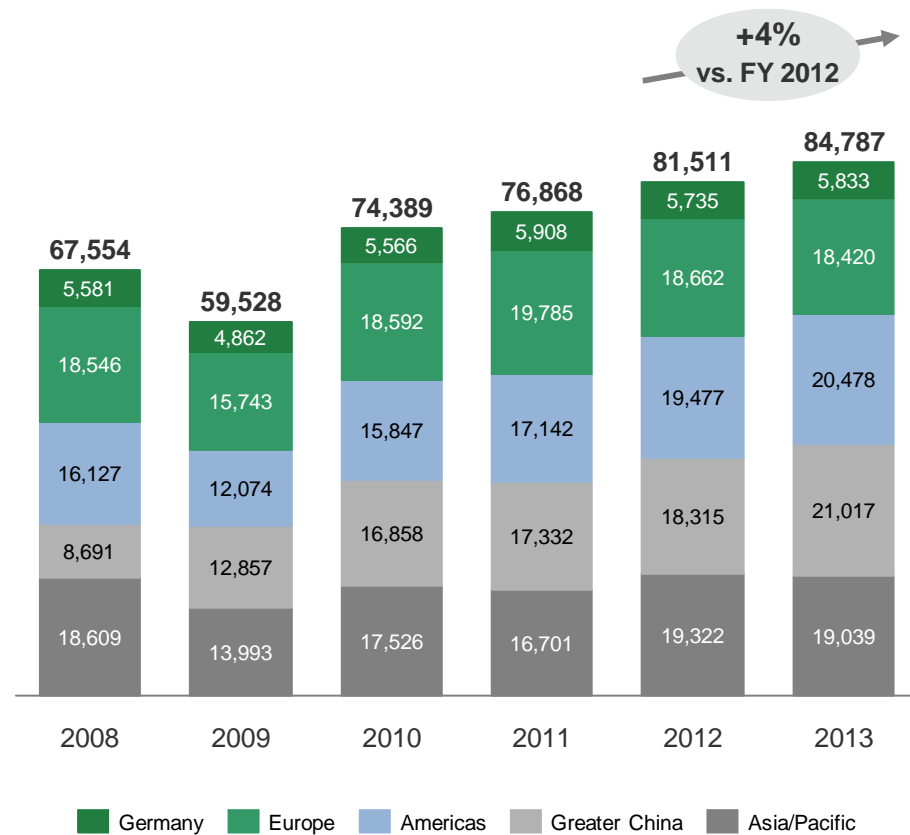
in EUR mn



# 1 Above market growth – Increasing content per vehicle

## Light Vehicle Production<sup>1)</sup>

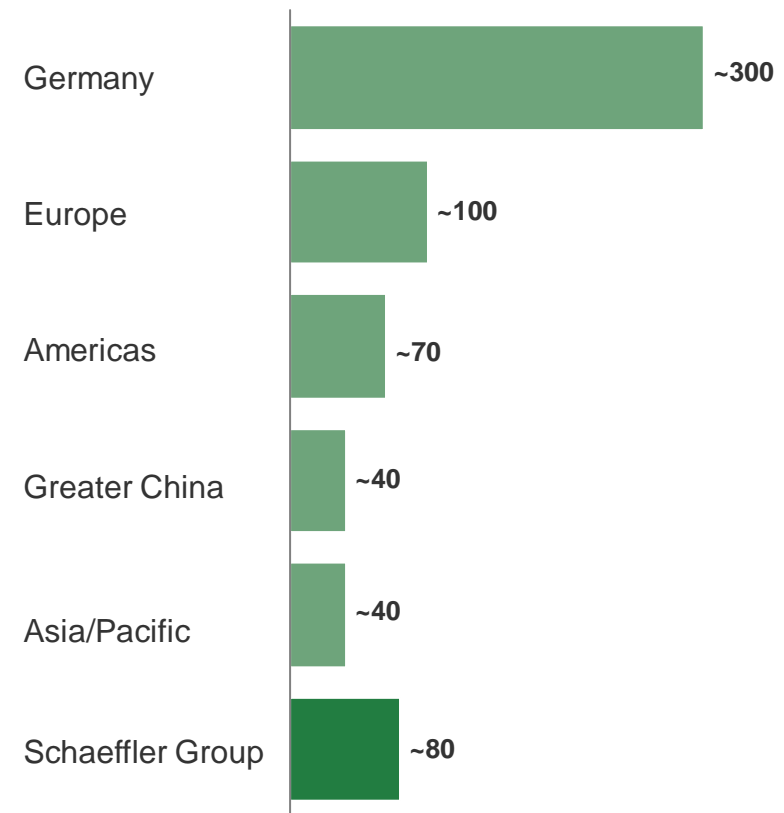
in '000 units



1) Source: IHS as of March 5, 2014

## Content per Vehicle<sup>1)</sup>

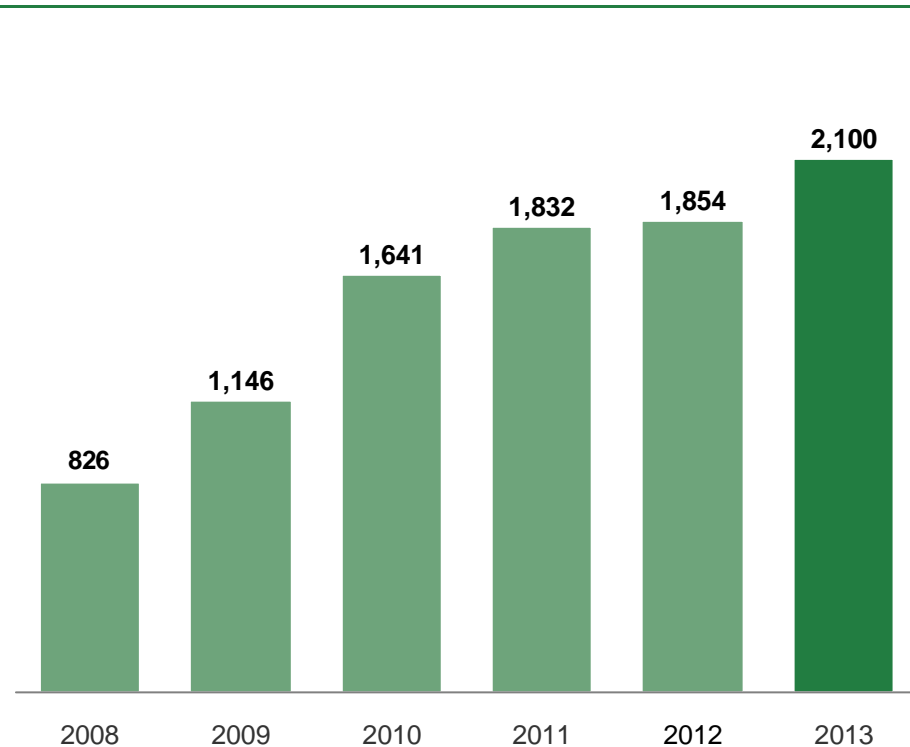
in EUR per vehicle



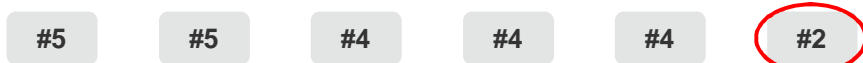
1) Indicative calculation with average figures based on Automotive sales per region and total production of light vehicles per region as per IHS figures; value diverges depending on vehicle size / category

# 1 Our key success factors – Quality, Innovation and Technology

Number of patent registrations in Germany<sup>1)</sup>



Rank in Germany



1) Source: Deutsches Patent- und Markenamt (DPMA)

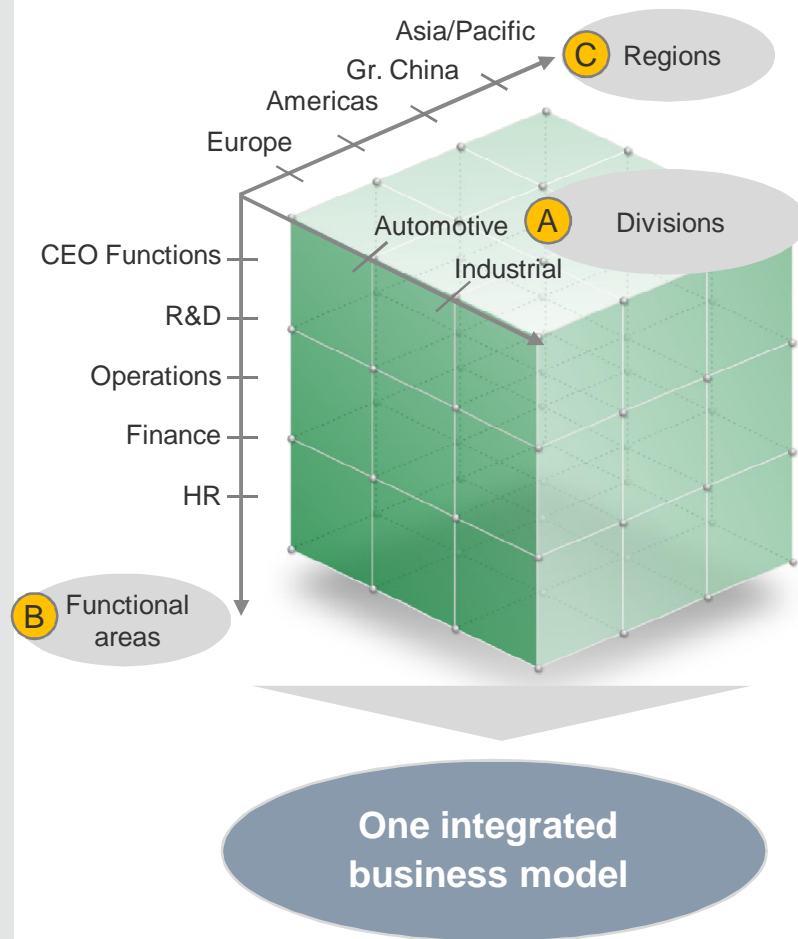
## Key aspects

- 2,100 new patents in 2013
- Schaeffler is ranked as the No. 2 most innovative company in Germany (Ranking in 2012: No. 4)
- Share of new inventions outside Germany is increasing

Schaeffler Group –  
An integrated technology group  
with first class quality, innovation  
strength and global reach

## 2 New organizational and leadership structure – "Structure follows strategy"

### 3-dimensional matrix



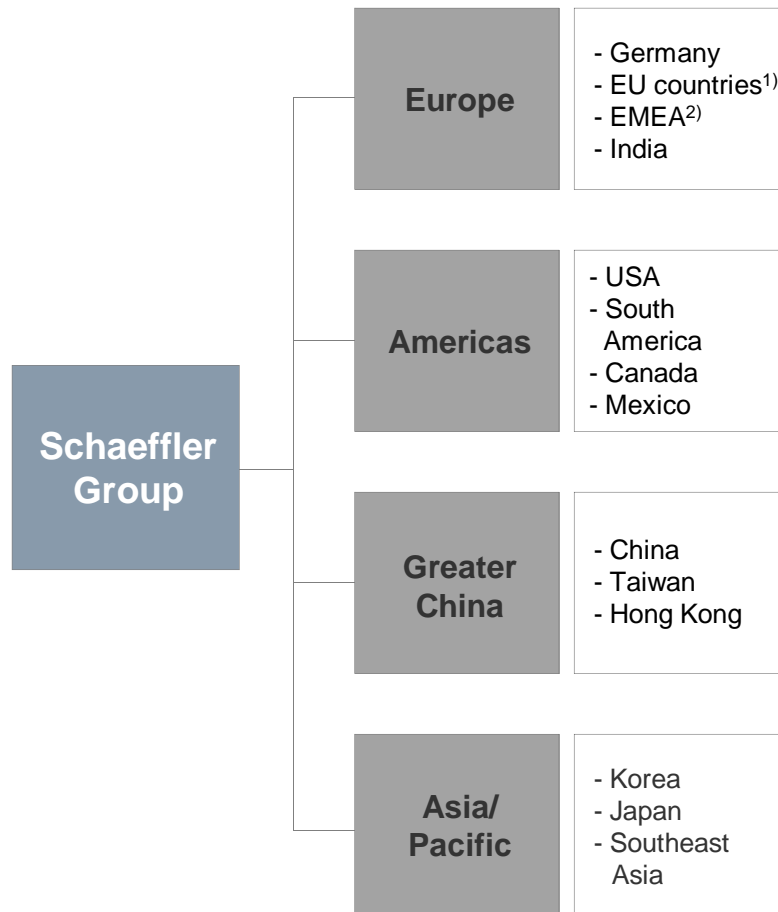
### Key aspects

- New organizational and leadership structure introduced in November 2013
- Streamlined matrix organization with three dimensions
  - Ⓐ 2 Divisions and 6 Business Divisions
  - Ⓑ 5 Functions
  - Ⓒ 4 Regions
- Structure aligned with long-term growth strategy and integrated business model
- High degree of implementation achieved



## 2 New regional Structure – 4 regions with Regional CEOs

### Regional structure

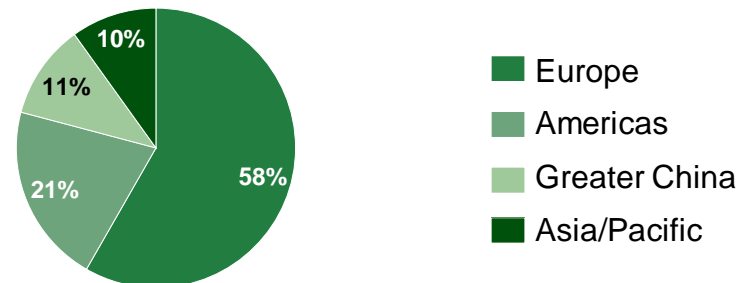


1) Western, Southern and Eastern Europe    2) Russia, Middle East and Africa

### Key aspects

- "Greater China" becomes a new region; Japan, Korea, and Southeast Asia form the new region "Asia/Pacific"
- Region "Europe" includes Germany, EU countries<sup>1)</sup>, EMEA<sup>2)</sup>, and India
- North America and South America are integrated into new region "Americas"
- All regions are led by Regional CEOs

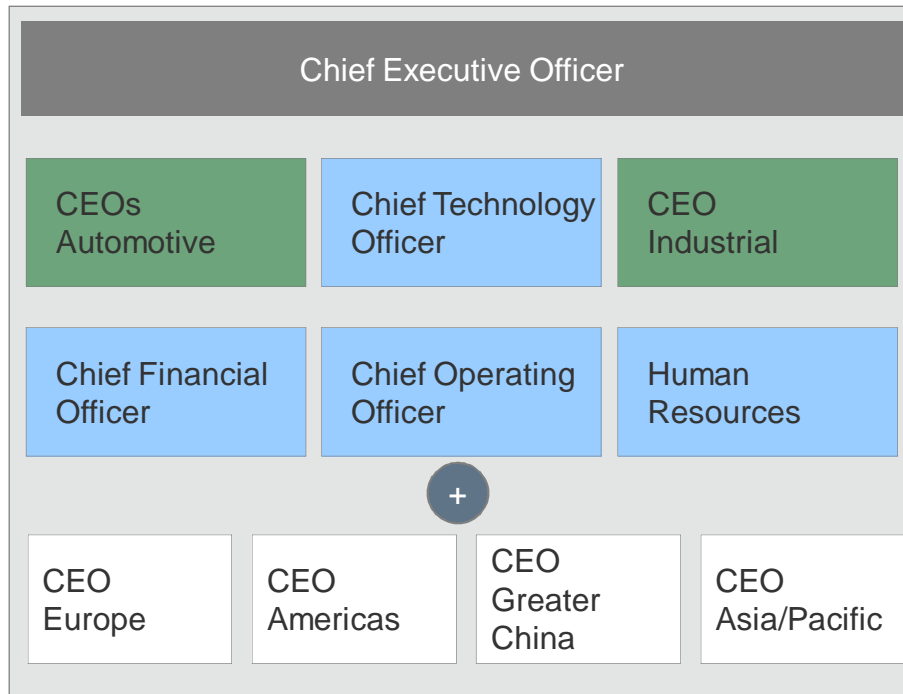
### Sales by region



Total sales 2013:  
EUR 11,205 mn

## 2 New leadership structure – One integrated team

### New Executive Board setup



### Key aspects

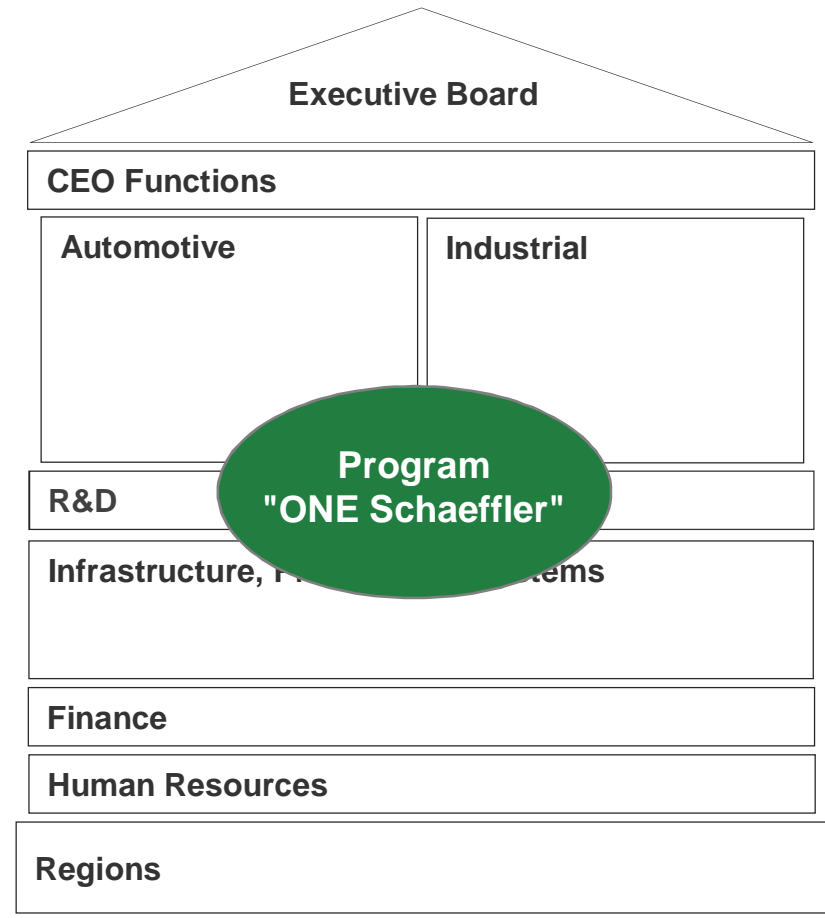
- New leadership structure integrates all three dimensions of the organizational structure
- The new extended Executive Board comprises 7 board members plus 4 Regional CEOs
- Group-wide roles and responsibilities globally aligned and streamlined
- Experienced leadership team with combined 183 years of service at Schaeffler Group

### 3 Three key focus areas – Program "ONE Schaeffler"

#### 3 key focus areas

- 1 Performance
- 2 Structure
- 3 Leadership

#### The 'House of Schaeffler'



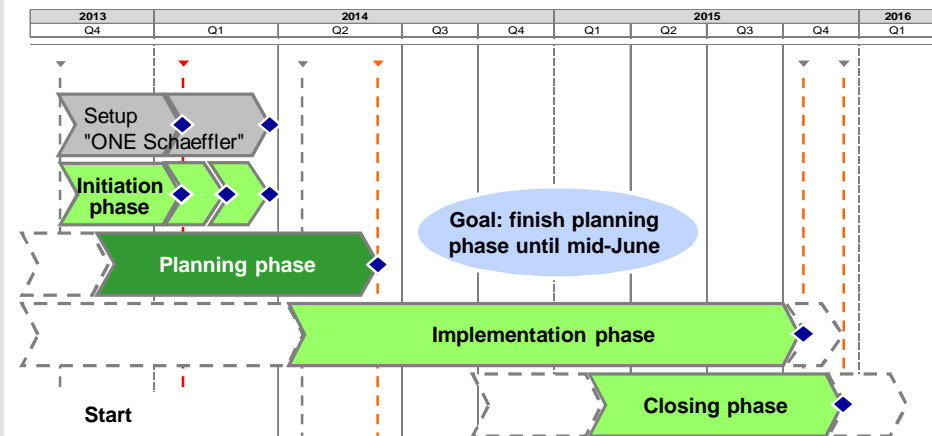
### 3 Program "ONE Schaeffler" – 20 key initiatives

#### 20 Initiatives

Program "ONE Schaeffler"	Priority
1 Governance & Organization	A
2 Compliance Management System	A
3 Footprint SEA	C
4 Business Portfolio Automotive	C
5 Long-term positioning AAM 2020	C
6 Bearing Technology	C
7 Business Portfolio Industrial	A
8 European Distribution Center	B
9 R&D Efficiency and Global Footprint	A
10 Schaeffler Production System	B
11 Schaeffler Logistics	B
12 Schaeffler Purchasing	C
13 Integrated Planning	B
14 Business Process Management	B
15 IT Strategy 2020	C
16 Cost Allocation Initiative	A
17 Intercompany Processes	A
18 Global Reporting	B
19 Global Talent Management	B
20 One Schaeffler India	B

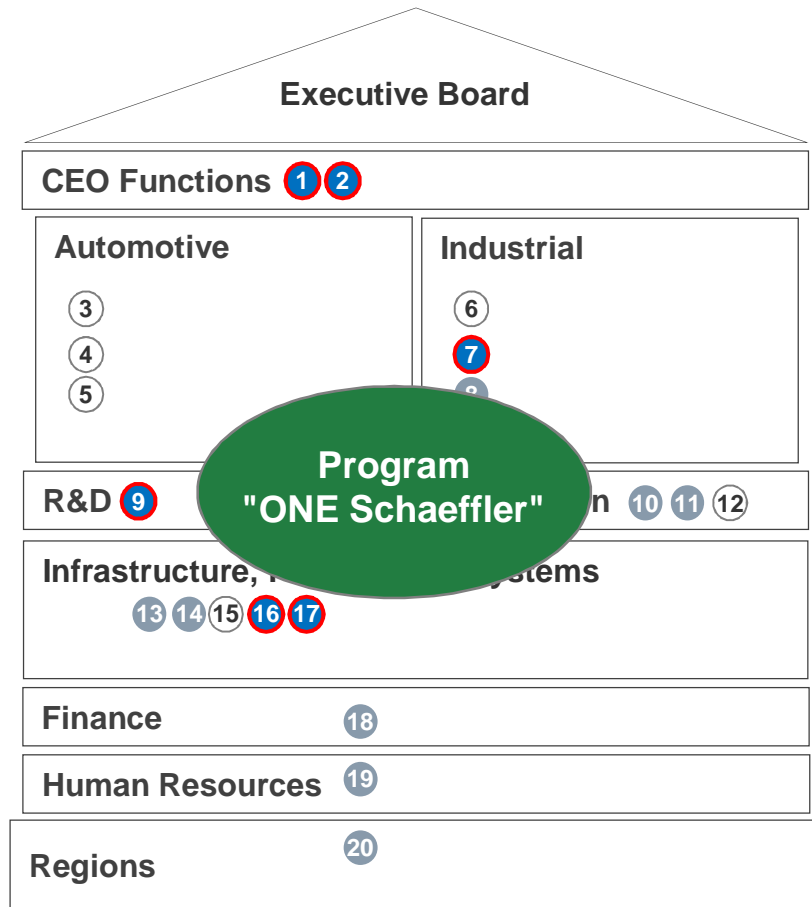
#### Key aspects

- Clear prioritization of initiatives
- Full commitment by the Executive Board
- Program to be implemented by end of 2015
- Strict project management with 4 phases

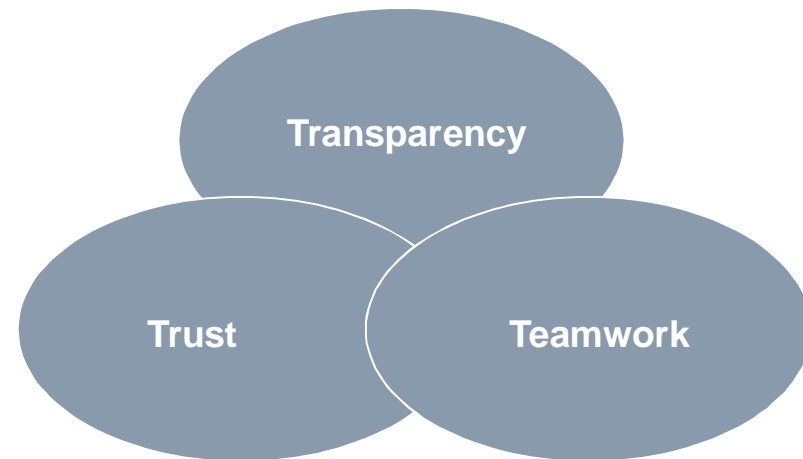


### 3 Program "ONE Schaeffler" – Development of leadership culture

#### Schaeffler initiatives portfolio



#### Main aspects



# 4 Strategy refocused – "Mobility for tomorrow"

## Key mega trends

### Society trends

- Urbanization
- Population growth

### Technology trends

- Increasing complexity
- Digitalization

### Environmental trends

- Renewable energies
- Availability of resources

### Economic trends

- Globalization
- Affordability

## 4 focus areas



1 Environmentally friendly drives



2 Urban mobility

"Mobility for tomorrow"



3 Interurban mobility



4 Energy chain

# Agenda

1 Highlights 2013

*K. Rosenfeld*

2 "Mobility for tomorrow"

*Prof. Dr P. Gutzmer*

3 Results FY 2013

*K. Rosenfeld*

2 Mobility for tomorrow

## Paradigm shift in the automotive industry

Efficiency improvements and rapidly progressing electrification of the drive train

Partially automatic / fully automatic driving

Integrated information networks

**Schaeffler creates  
"Mobility for tomorrow"**



## 2 Mobility for tomorrow – Environmentally friendly drives

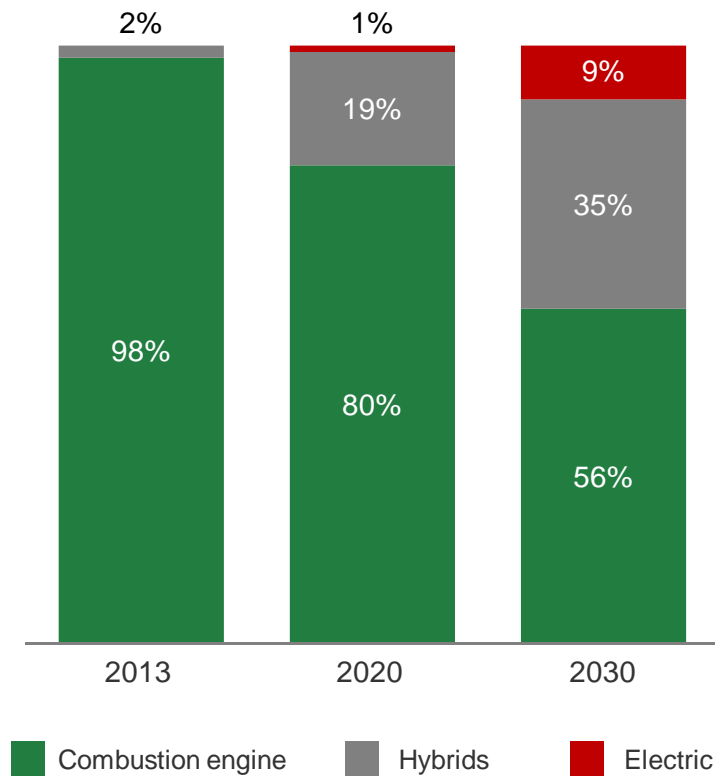
### 1 Environmentally friendly drives



# Combustion engine remains dominant but will be further electrified

## Powertrain concepts

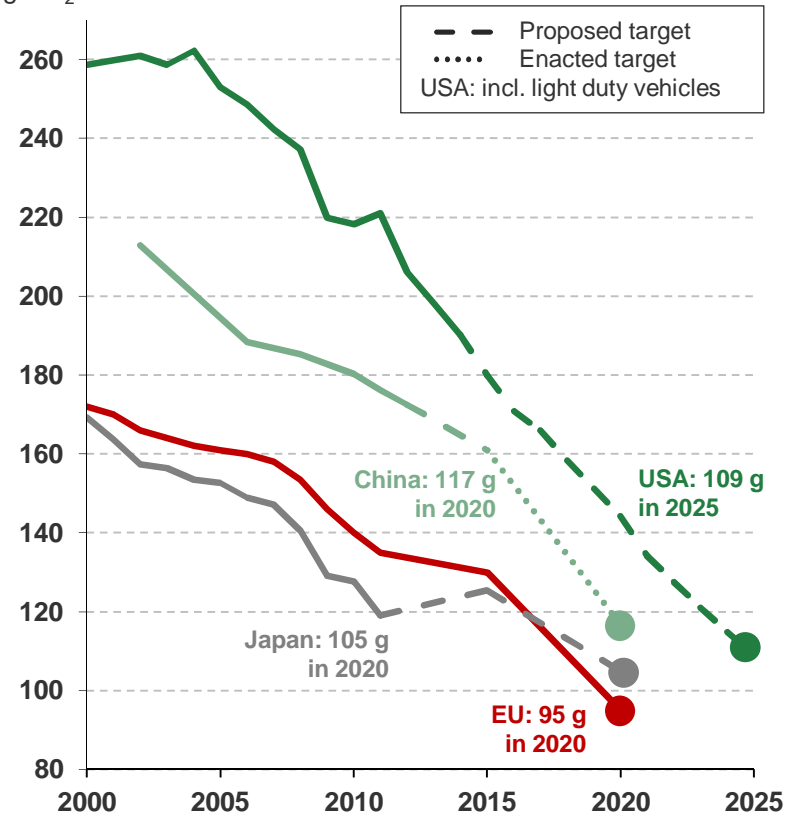
Light vehicle production



Source: University of Duisburg-Essen, 2012

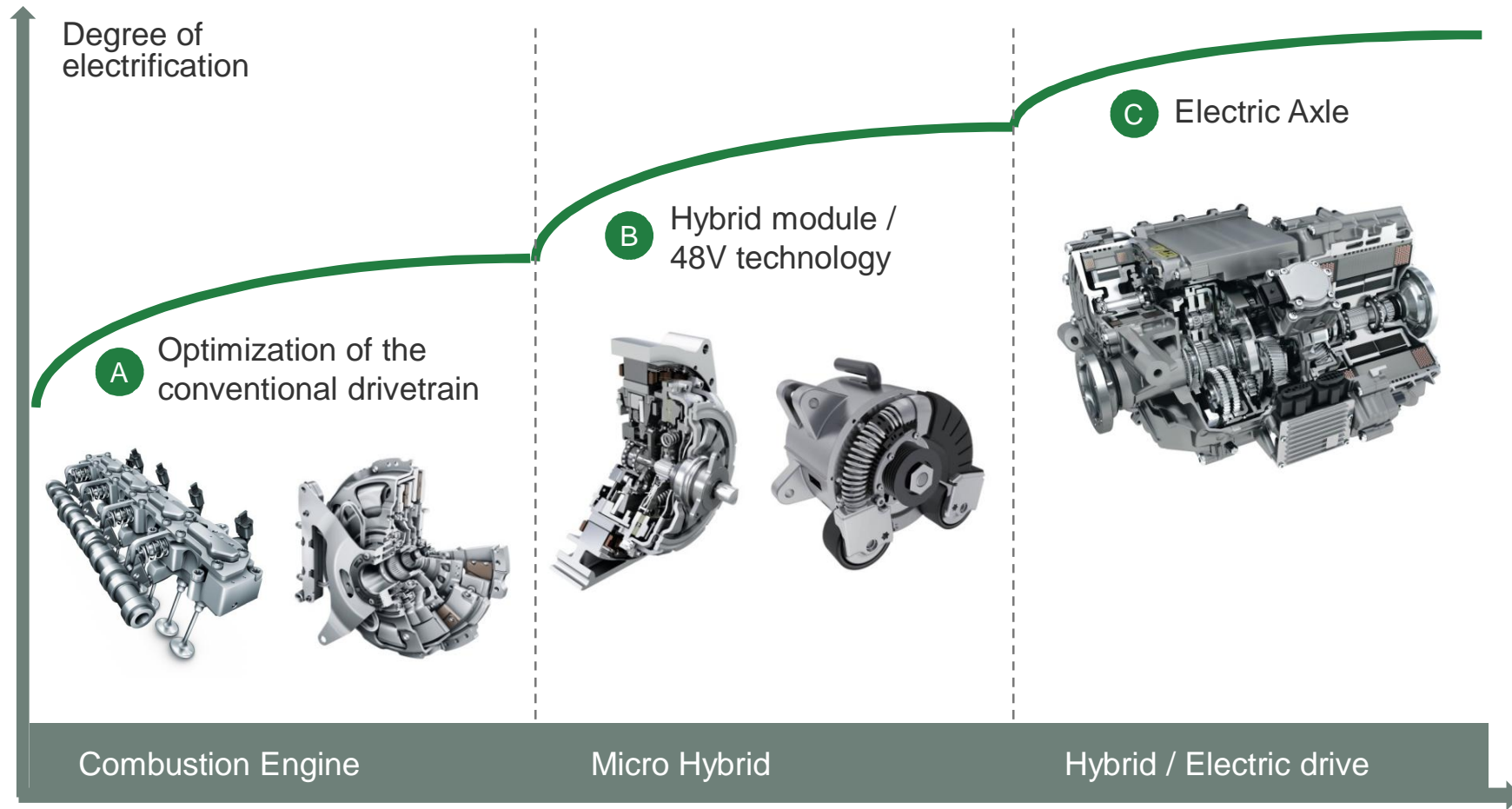
## CO<sub>2</sub> legislation worldwide

Light vehicles  
in g CO<sub>2</sub>



Source: icct, 2013

# Schaeffler provides solutions for all main future mobility concepts



# Market specific concepts to fulfill regional legislation requirements



2 Mobility for tomorrow – Environmentally friendly drives

# Meeting stringent US emission targets of 2020 already today

## Efficient Future Mobility – Schaeffler North America Demonstration Vehicle



- Developed in North America for market-specific demands and customer requirements
- Schaeffler shows solutions for optimizing North American combustion engines and drive trains
- Additional fuel savings potential up to 15%

### Fuel reduction in %

Technology	City	Highway
Belt Drive Friction Optimization	1.0	1.0
Valve Train Friction Optimization	0.5	0.5
Balance Shaft Bearings	0.6	1.0
Thermal Management Module	1.0	1.0
Adaptive Grill Shutters	0.2	0.8
Engine Start-Stop	6.0	2.0
AWD Disconnect	2.0	6.0
Wheel Bearings Optimization	0.5	1.0
TC with Centrifugal Pendulum-type Absorber	3.0	1.0
<b>Total:</b>	<b>~15</b>	<b>~14</b>

## Newest concept car Conti/Schaeffler shows further fuel saving potential

### Gasoline Technology Car



- Ford Focus, 1.0l 3-Zylinder, turbo charger, 92 kW, 114 g/km CO<sub>2</sub>, Start/Stop, EU5
- Mild Hybridization 48V BSA, thermal management module, coated tappets, decoupling belt tensioner, optimized turbo charger, engine control unit, injection system, heated catalyst, low-pressure EGR, hydr. clutch actuator, DMF with centrifugal pendulum absorber
- Fuel savings potential ~15% (aim ~17%: 95 g/km) and emission reduction EU6c

### Fuel reduction in % (simulation according to NEDC)

Measure	Reduction
Start/stop 20 km/h	1.1
Recuperation	2.6
Torque repartition	0.8
Dedicated braking pedal	0.5
Free gear selection	5.4
External exhaust gas recirculation (EGR)	2.0
Electric heatable catalyst	2.0
Thermal management module (real simulation)	1.0
<b>Total</b>	<b>~15</b>

### Emission reduction

In addition to fuel savings, emission reduction (NMHC, NO<sub>x</sub>, CO, PM) was achieved to comply with the guideline EU6c.

## Successful cooperation with Continental adding value for our customers

### Product Development

#### Transmission Systems

- Hybrid Double Clutch Transmission
- Mechatronics for Drivetrain Actuation

#### Engine Systems

- Electric Cam Phasing Systems
- Turbo Charger

#### Chassis Systems

- Anti Roll Stabilizer

#### Hybridization

- Electric Axle Drives

### Advanced Development

#### Automotive Concepts

- Gasoline Technology Car
- Diesel Eco Drive

#### Industrial Concepts

- Initiative "Farming 2025"

### Research

#### eMobility

- Wheel Hub Drive

**SCHAEFFLER**

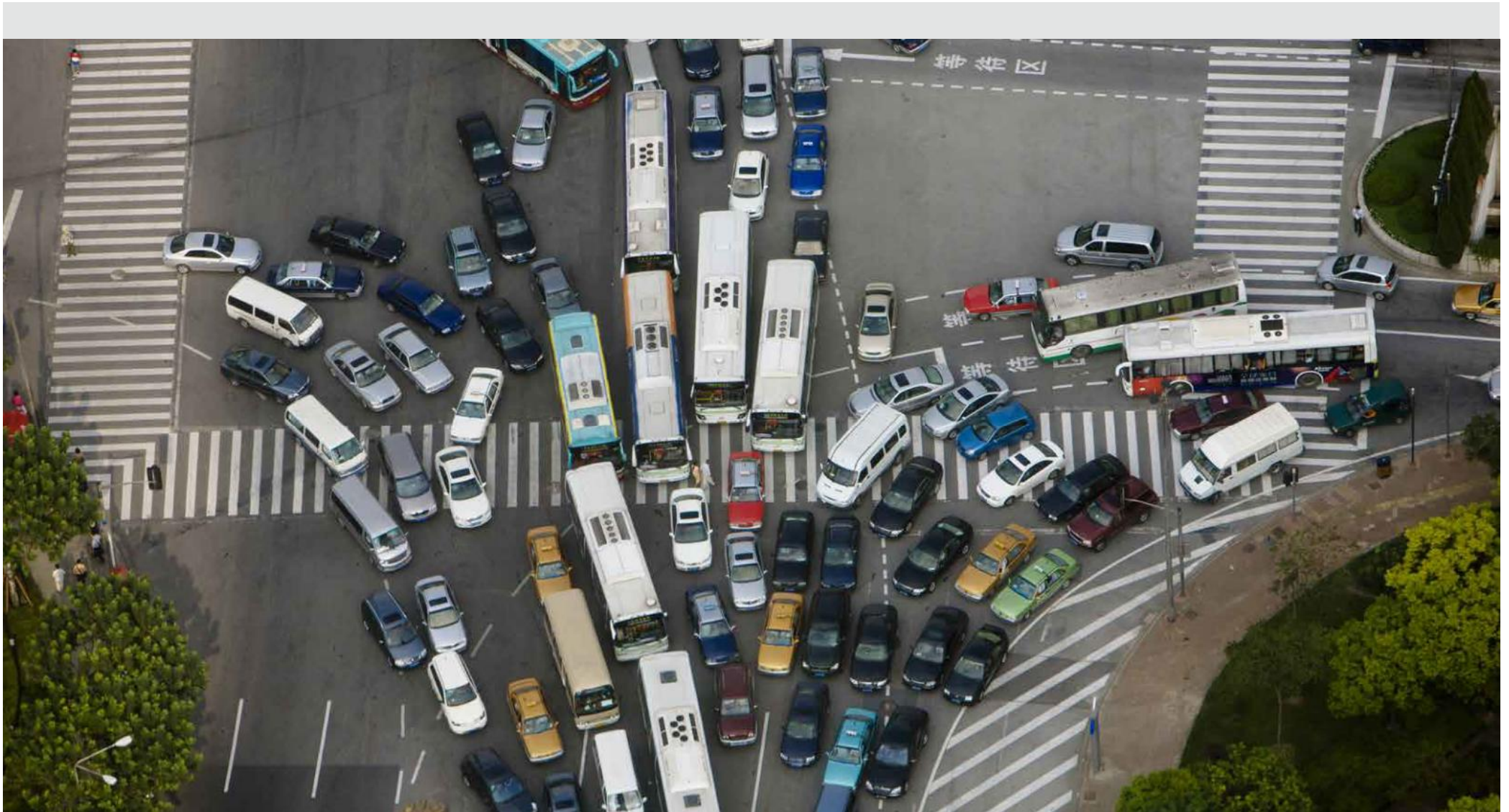
**Mechanics/  
Mechatronics  
Expertise**

System-orientated  
approach creating  
customer value

**Electrics/  
Electronics  
Expertise**



## ② Urban Mobility





## Urbanization megatrend changes urban mobility needs

Today:

7.1 bn people

50% in metropolitan regions

2020:

8.3 bn people

60% in metropolitan regions



## New concepts for urban mobility needs

### Strong focus on electric mobility in China

#### E-bikes and e-scooters



Schaeffler employees in China using e-bikes and e-scooters

- Openness towards new technologies
- Increasing income
- Pursuit of individual mobility
- Around 20-30 million e-bikes and e-scooters are sold each year in China

#### New Energy Vehicles (NEVs)

- NEVs are defined as fully electric or hybrid vehicles on four wheels
- Subsidies for Battery Electric Vehicles (150 km range) and Hybrid Electric Vehicles (50 km range)
- Minimum speed requirement: 100 km/h

### E-Wheel Drive

#### Schaeffler innovation

Electric motor, power electronics, brake, and cooling system are installed inside the wheel rim



Concept vehicle Ford Fiesta eWheelDrive

#### Driving systems especially for urban use

- Space-saving vehicle concept
- Increased maneuverability and safety



2 Mobility for tomorrow – Interurban Mobility

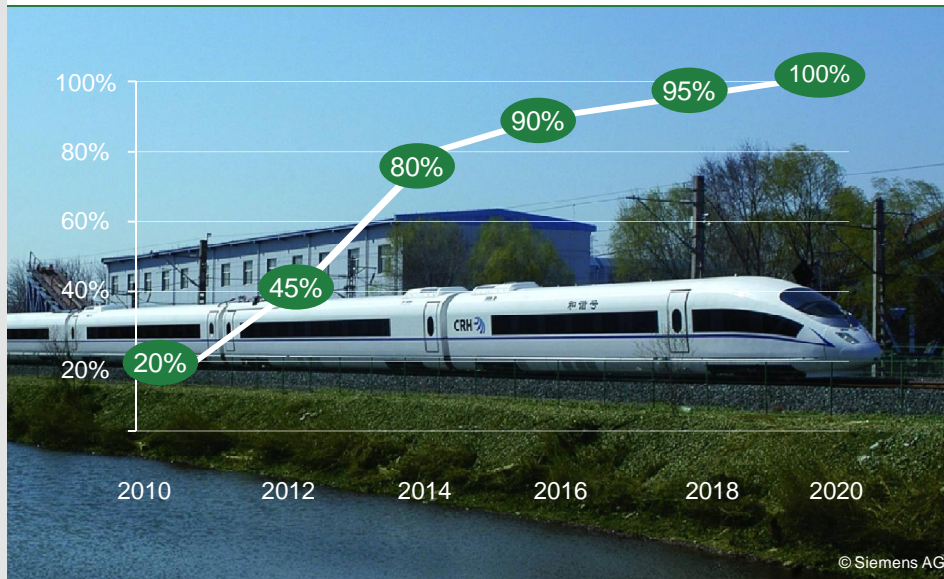
**3 Interurban Mobility**



## 2 Mobility for tomorrow – Interurban Mobility

# Key technology partner for high speed trains

### Chinese cities connected by high-speed trains



Source: Morgan Stanley Research (May 15, 2011):  
China High-Speed Rail; On the Economist Fast Track

- More than 250 Chinese cities and regions with a total population of about 700 million will be connected by 2020
- The China high-speed rail system will span 30,000 kilometers and will mobilize 4 billion travelers per year
- At peak speed, the high-speed rail grid can support speeds of 350 km/h

### Schaeffler solutions



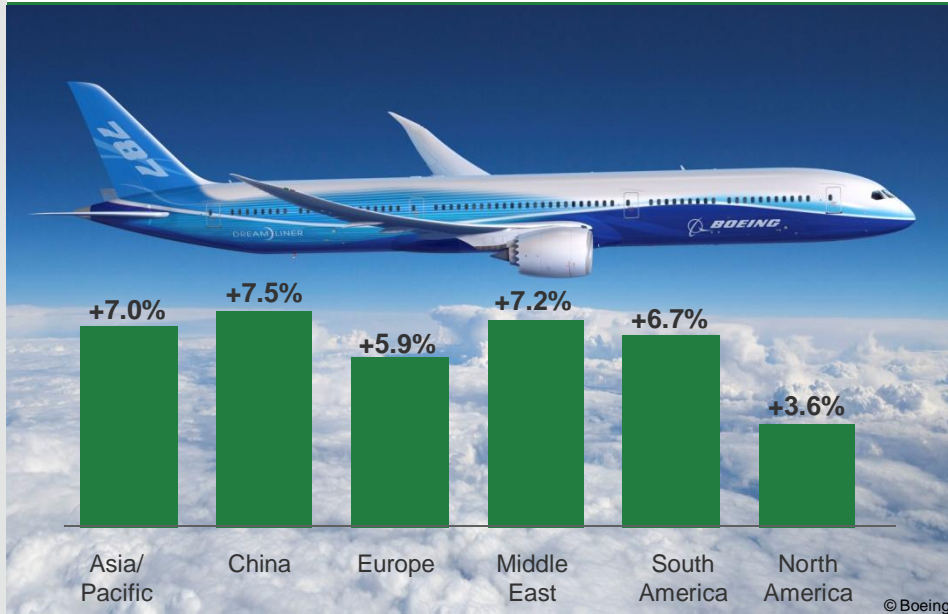
Schaeffler test rigs for railway axlebox bearings, Schweinfurt, DE and Anting, CN



Mechatronic functions in axlebox bearings: the integrated wheelset generator allows energy for freight transport to be supplied and includes a monitoring system for freight trains

## High precision components for the aerospace industry

### Air traffic growth until 2030



Source: Boeing (2011): Boeing Commercial Airplanes, Estimated Growth Rates p.a., Market Outlook 2011-2030

- Air traffic will significantly grow in the next 15 years
- High growth rates in the Asia/Pacific region and China
- Schaeffler expects to over-proportionally benefit from market growth

### Schaeffler solutions



Assembly of aerospace bearings in Schweinfurt, Germany

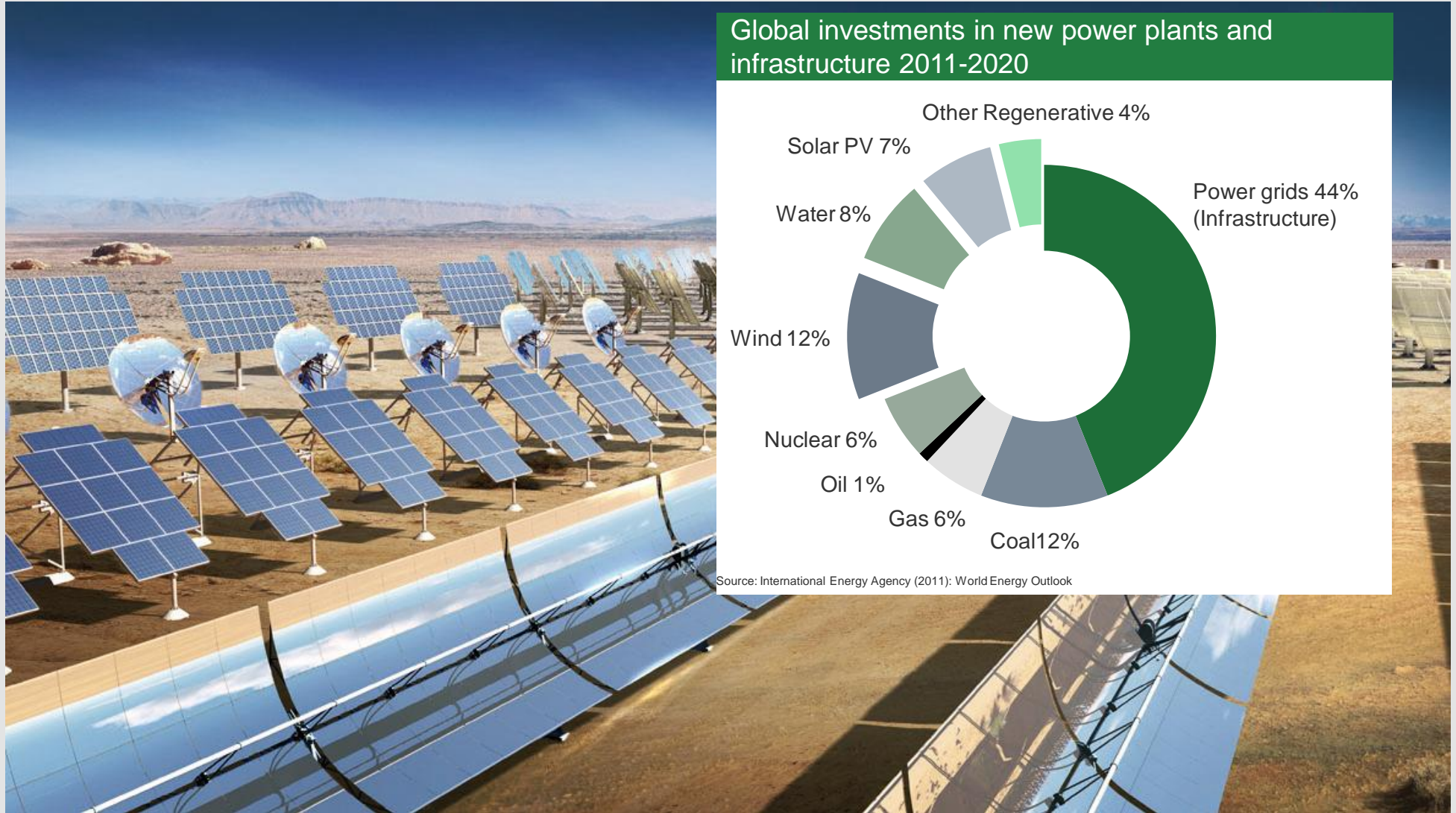


Main shaft and gearbox bearings, e.g. for Airbus A380

**4 Energy chain**



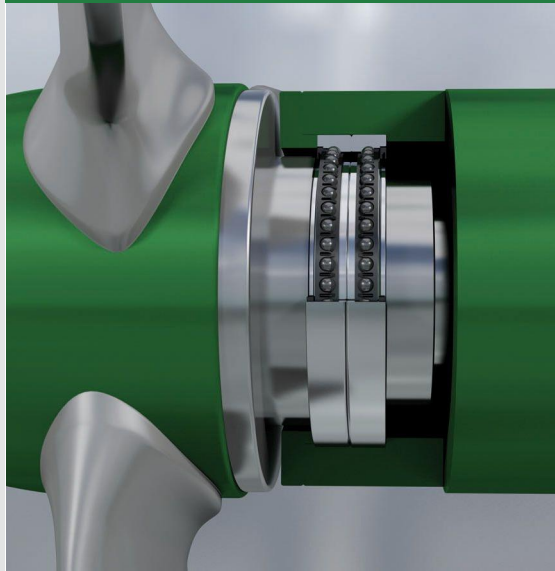
# Renewable energies attract one third of total energy investments



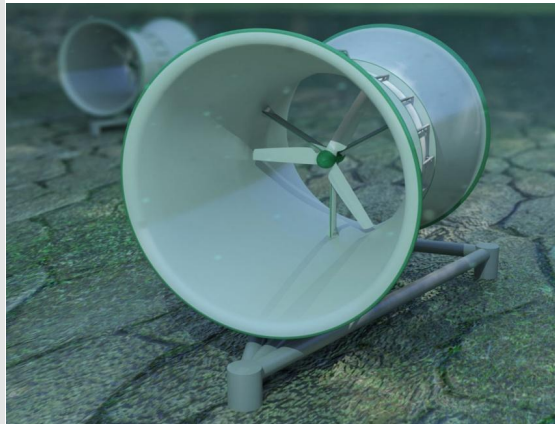
## 2 Mobility for tomorrow – Energy chain

# Renewable energy offers attractive growth possibilities

### Wave power



Schaeffler uses a special steel that is resistant to corrosion for the rolling bearing rings.

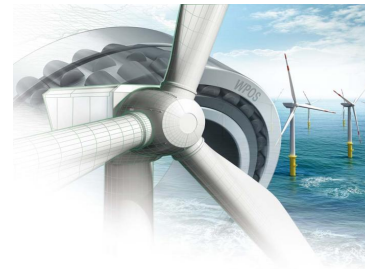


For ocean current power plants, Schaeffler develops bearing supports that can be directly installed in water. The water is the medium that provides the lubrication.

### Wind power



Large-size bearing test rig in Schweinfurt, Germany



Schaeffler's spherical roller bearing "X-life" is the classic bearing variant for the rotor main shaft in wind turbines.



## We create "Mobility for tomorrow"

- 1 We are development partner for all mobility concepts in all markets.
- 2 We offer solutions along the entire value chain: from the production of energy over innovative mobility concepts to aftermarket services.
- 3 We help our customers to meet future legislation requirements in all regions.
- 4 We become more and more a systems supplier while keeping our strong positioning in components.
- 5 We drive future market trends and add customer value by combining our mechanics expertise with the electronics know-how of Continental.

# Agenda

1 Highlights 2013

*K. Rosenfeld*

2 "Mobility for tomorrow"

*Prof. Dr P. Gutzmer*

3 Results FY 2013

*K. Rosenfeld*

## Solid performance in 2013

	FY 2012 in EUR mn	FY 2013 as reported <sup>1)</sup> in EUR mn	Δ in EUR mn / %	FY 2013 adjusted <sup>1)</sup> in EUR mn	Δ in EUR mn / % <sup>1)</sup>
1 Sales	11,125	11,205	+0.7%	11,205	+0.7%
EBITDA	2,031	1,634	-19.5%	2,062	+1.5%
EBITDA margin	18.3%	14.6%	-3.7%pts.	18.4%	+0.1%pts.
2 EBIT	1,413	982	-30.5%	1,410	-0.2%
EBIT margin	12.7%	8.8%	-3.9%pts.	12.6%	-0.1%pts.
3 Net income <sup>2)</sup>	870	865	-5 mn	1,293	+423 mn
4 Free cash flow	381	629	248 mn	629	248 mn
Gross debt	7,261	6,190	-1,071 mn	6,190	-1,071 mn
Net debt	6,828	5,890	-938 mn	5,890	-938 mn
5 Leverage ratio <sup>3)</sup>	3.2	3.3	+0.1	2.6	-0.6

1) Without one-off effects (restructuring expense of EUR 48 mn and provision for EU antitrust investigation of EUR 380 mn)

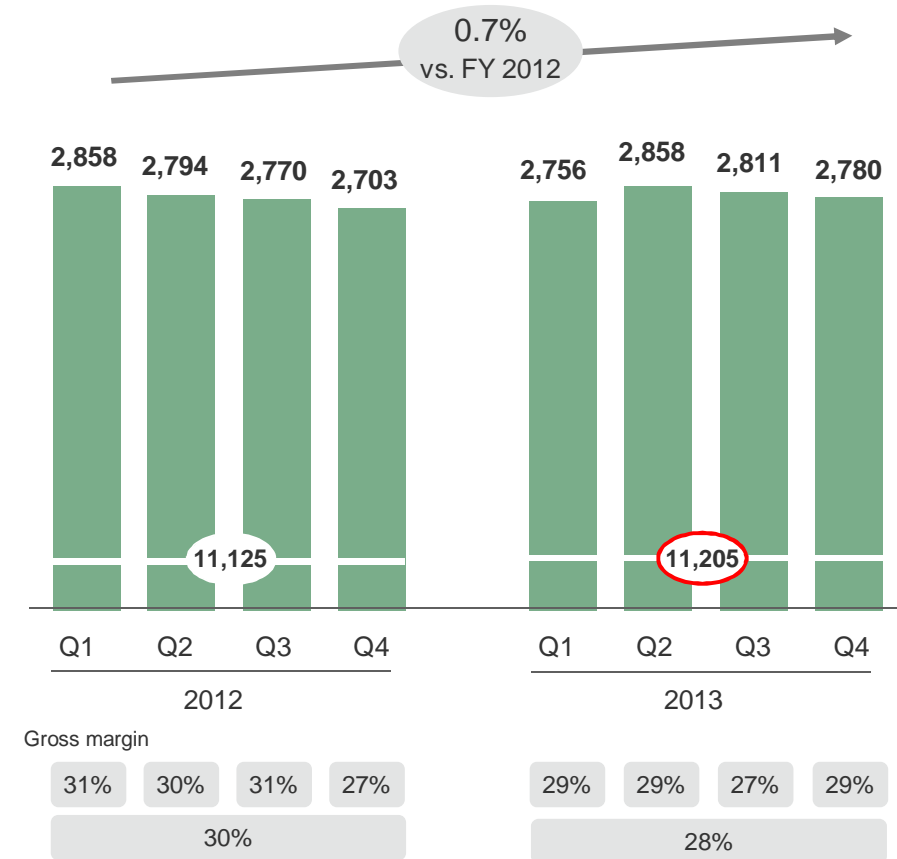
3) Excluding shareholder loans

2) Attributable to shareholders of the parent company; prior year amount restated for initial application of net interest approach required by IAS 19 (rev. 2011)

# 1 Organic growth 2.9% p.a.

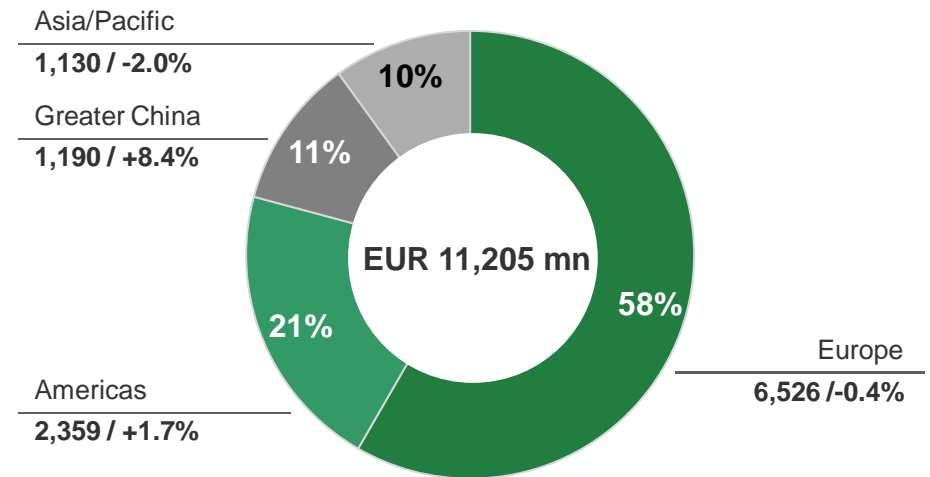
## Sales

in EUR mn



## FY 2013 sales by region<sup>1)</sup>

in EUR mn and y-o-y growth



## Sales by division

in EUR mn

	FY 2012	FY 2013	Δ	Δ excl. FX effects
Automotive	7,658	8,165	6.6%	8.6%
Industrial	3,406	3,040	-10.7%	-8.1%
<b>Total</b>	<b>11,125<sup>2)</sup></b>	<b>11,205</b>	<b>0.7%</b>	<b>2.9%</b>

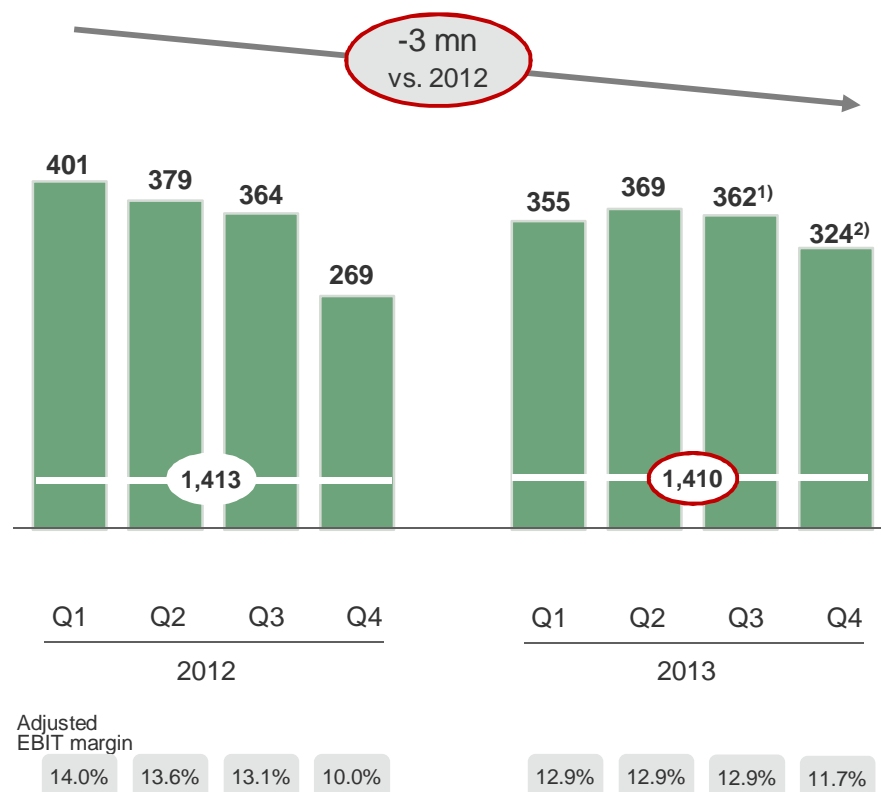
1) Market view (= location of customers)

2) Incl. other sales of EUR 61 mn

## 2 Adjusted EBIT margin 12.6%

### Adjusted EBIT

in EUR mn



1) Excl. one-off effects of EUR 48 mn  
 2) Excl. one-off effects of EUR 380 mn

Q3: EUR 314 mn  
 Q4: EUR -56 mn

### Significant one-off effects

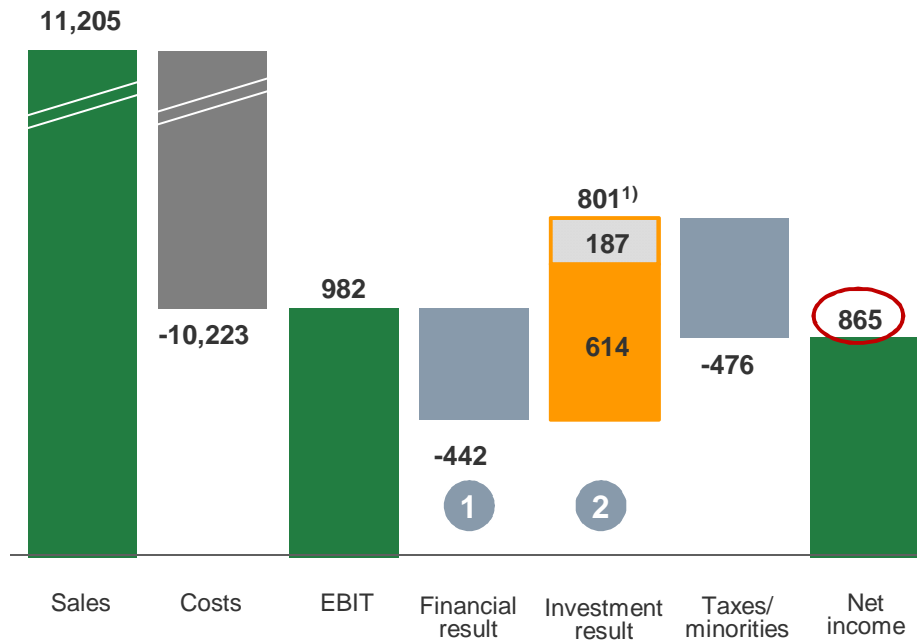
in EUR mn

2013	Q1	Q2	Q3	Q4	FY
Reported EBIT	355	369	314	-56	982
Reported EBIT margin	12.9%	12.9%	11.2%	-2.0%	8.8%
Restructuring provision	-	-	48	-	48
EU investigation provision	-	-	-	380	380
Adjusted EBIT	355	369	362	324	1,410
Adjusted EBIT margin	12.9%	12.9%	12.9%	11.7%	12.6%

### 3 Net income EUR 865 million

#### Net income 2013

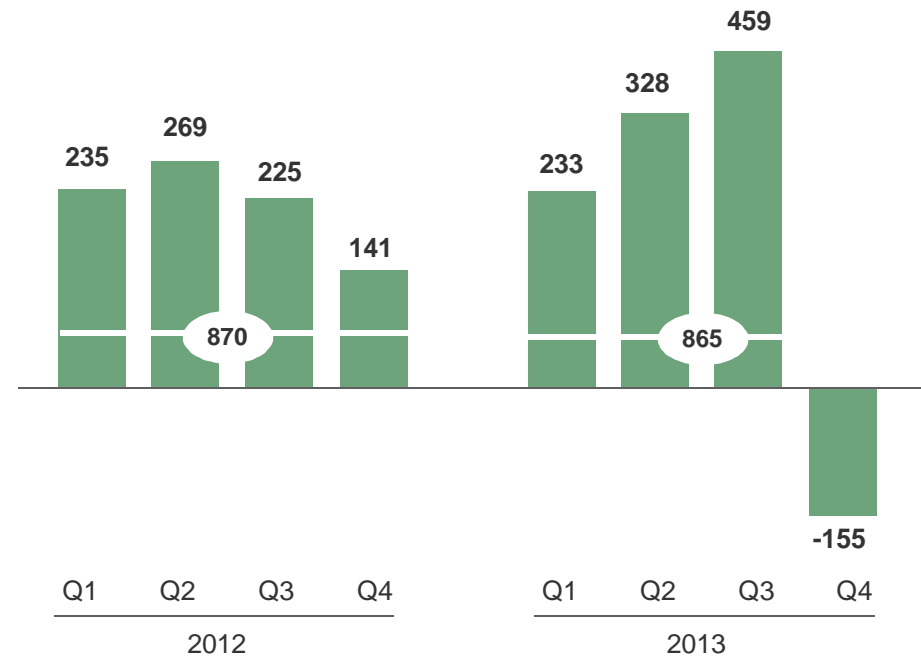
in EUR mn



1) The amount includes a EUR 187 mn gain on the disposal of shares representing a 1.95 % interest in Continental AG in the third quarter of 2013 and EUR 3 mn other investment result

#### Development net income

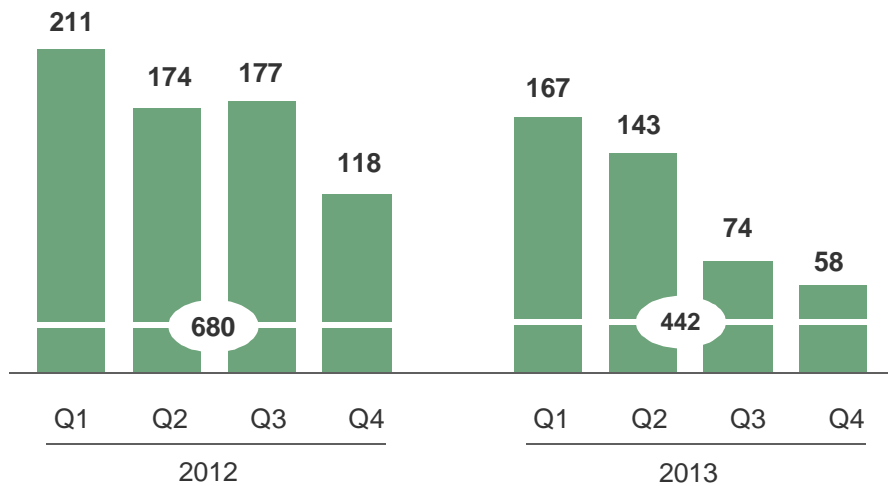
in EUR mn per quarter



# 1 Financial result EUR 442 million

## Financial result<sup>1)</sup>

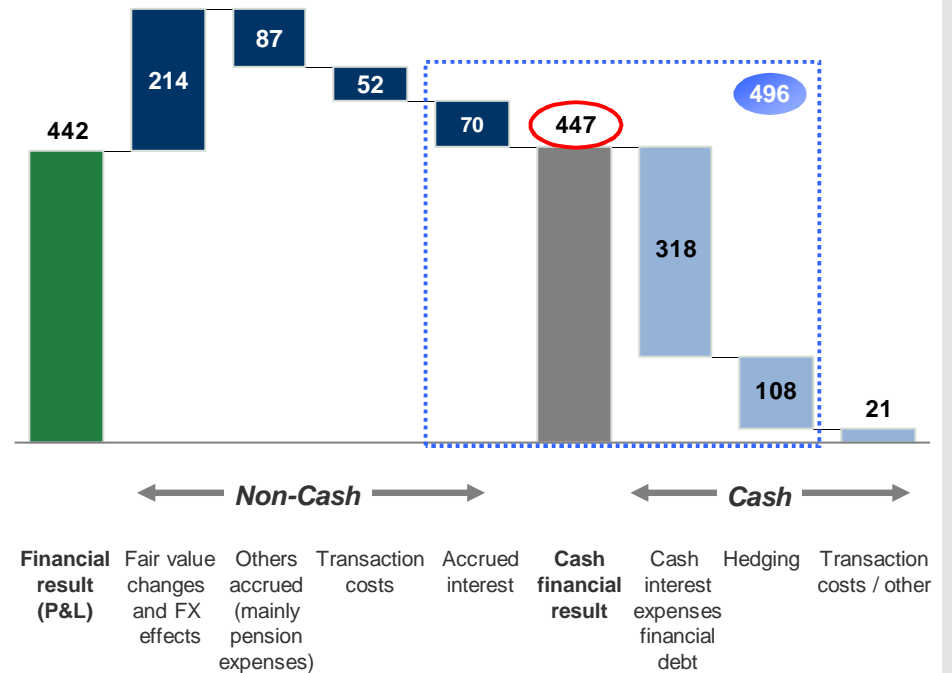
in EUR mn



1) For presentation purposes negative results are shown as positive figures

## Composition of financial result<sup>1)</sup>

in EUR mn

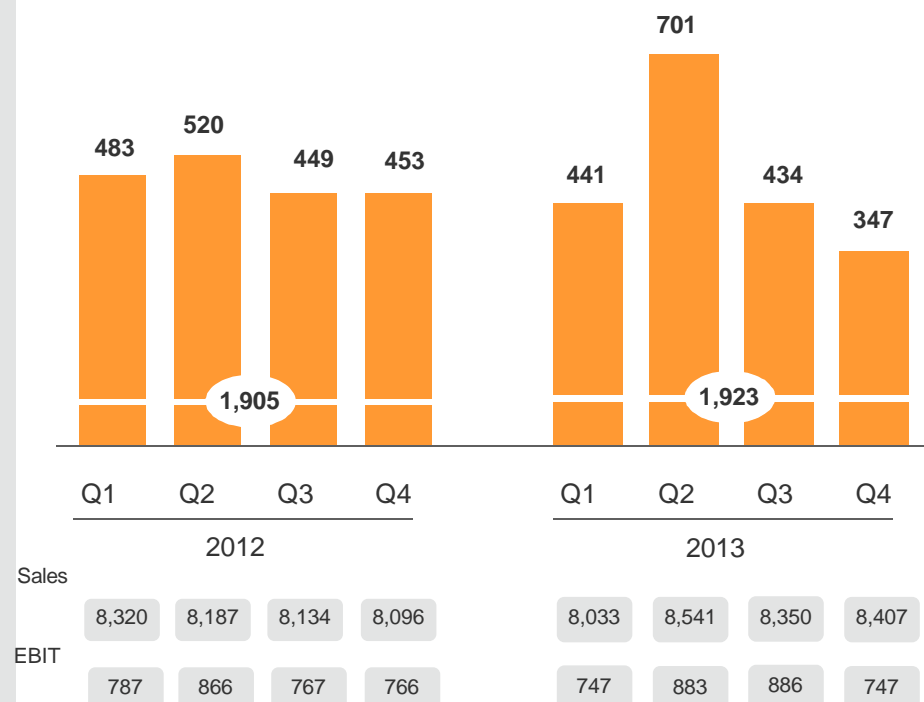


1) For presentation purposes negative results are shown as positive figures

## 2 At equity result Continental AG EUR 611 million

### Net income Continental

in EUR mn



### At equity result from Continental

in EUR mn

	2012 <sup>1)</sup>					2013				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Net Income Continental	483	520	449	432	1,884	441	701	434	347	1,923
Conti shares (per 31/12/2013: 34,2%)	174	189	162	156	681	160	253	155	119	687
PPA	-38	-40	-38	-39	-155	-25	-25	-24	-25	-99
Dilution Loss/ Other	0	0	0	27	27	0	0	0	23	23
At Equity Result	136	149	124	144	553	135	228	131	117	611

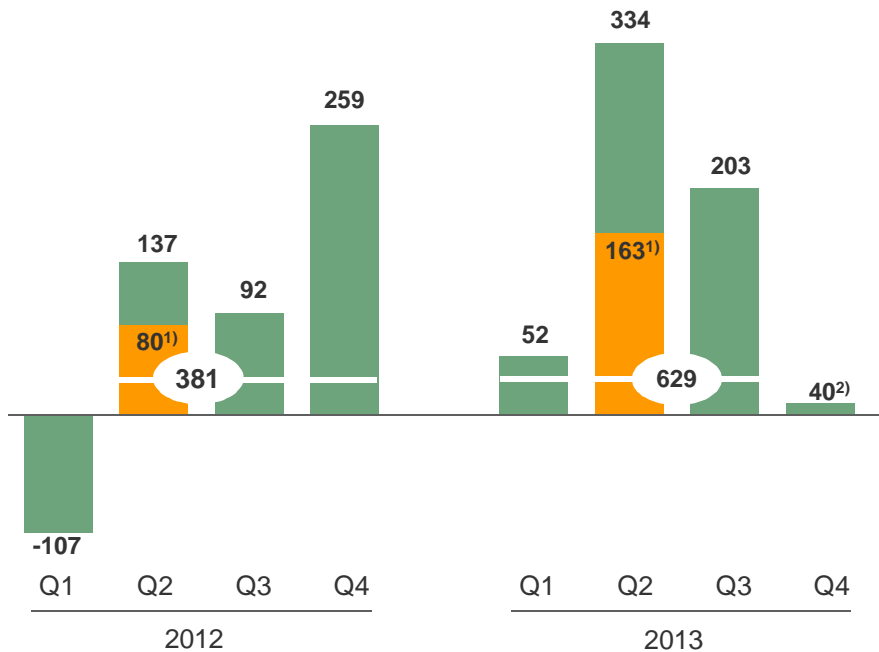
1) Before restatement for initial application of net interest approach required by IAS 19 (rev. 2011)



# 4 Free cash flow EUR 629 million

## Free Cash Flow

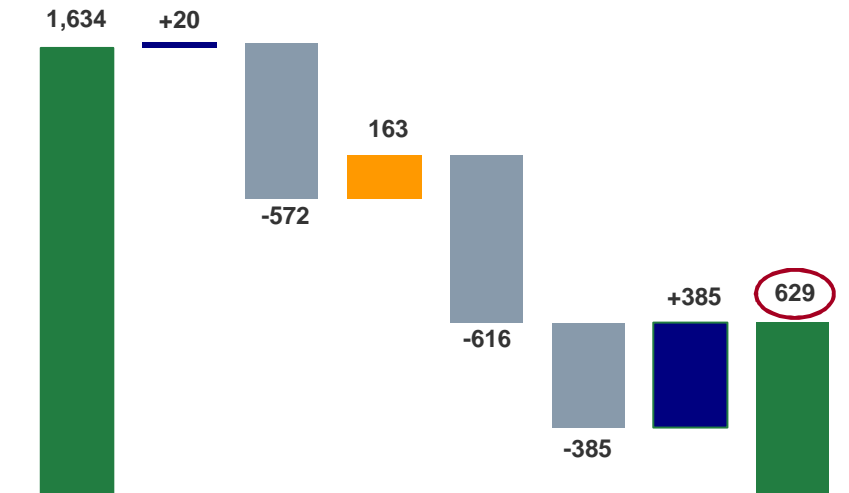
in EUR mn



1) Dividend from Continental AG  
 2) Including one-off payment for close-out of interest hedge derivatives

## Free cash flow FY 2013

in EUR mn

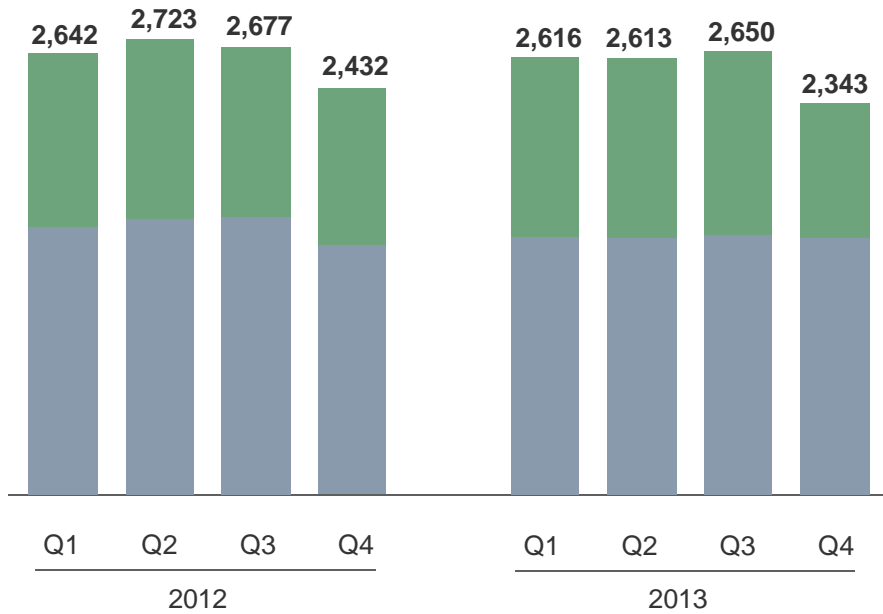


	EBITDA	Δ Net working capital	Capex	Dividends	Interest payments	Taxes	Other	Free cash flow
Q4 2013	120	258	-229	0	-177	-178	246	40

# Working Capital efficiency 20.9% – Capex 5.1% of sales

## Working Capital

in EUR mn



in % of sales<sup>1)</sup>

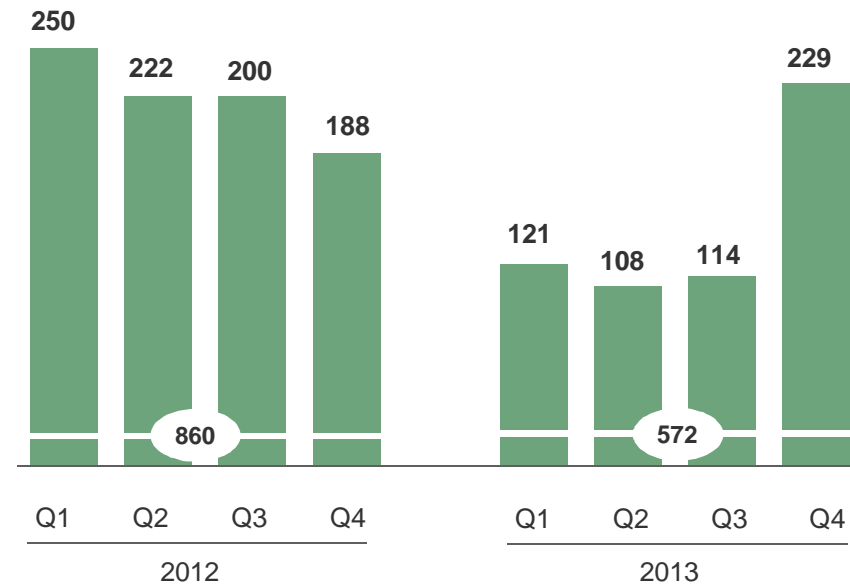


1) Calculation based on LTM sales

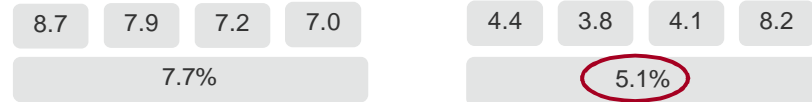
Inventories

## Capex spent<sup>1)</sup>

in EUR mn



in % of sales

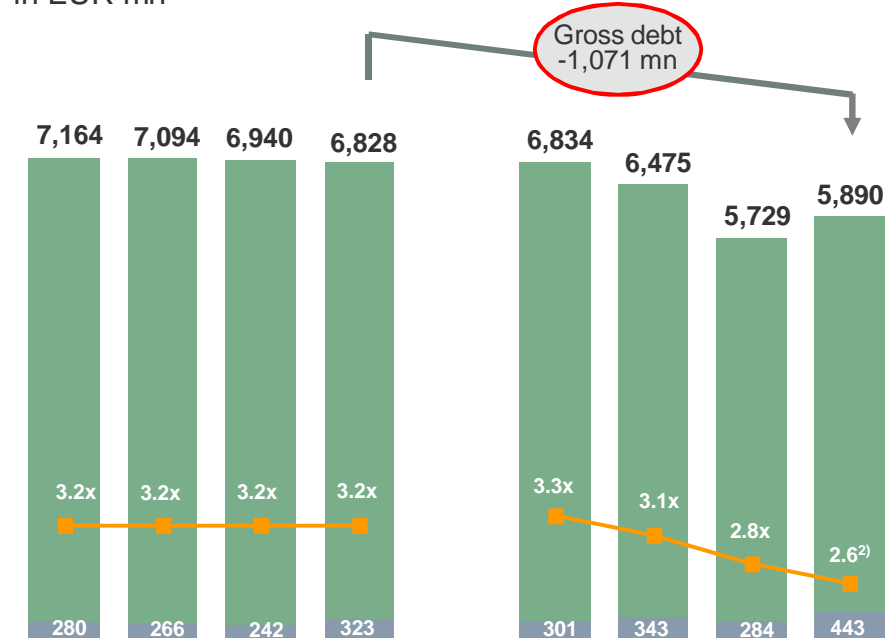


1) Cash view

## 5 Gross debt reduced by approximately EUR 1.1 billion

### Net financial debt

in EUR mn



Gross debt

7,455 7,412 7,238 7,261 7,292 7,037 6,089 6,190

Cash position

291 318 298 433 458 562 360 300

— Leverage ratio (Net financial debt without shareholder loans / LTM EBITDA)

1) Based on EBITDA without one-off effects

■ Shareholder loans

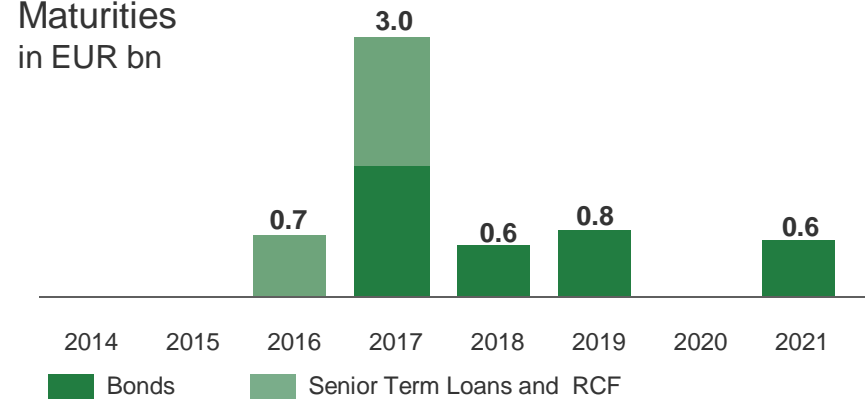
### Leverage ratio

in EUR mn

	FY 2012	FY 2013
Gross debt	7,261	6,190
- Cash	433	300
= Net debt	6,828	5,890
- Shareholder loans	323	443
= Net debt w/o shareholder loans	6,505	5,447
÷ LTM EBITDA	2,031	1,634
= <b>Leverage ratio</b>	3.2	3.3
÷ LTM EBITDA adjusted		2,062
= <b>Leverage ratio adjusted</b>		2.6

### Maturities

in EUR bn

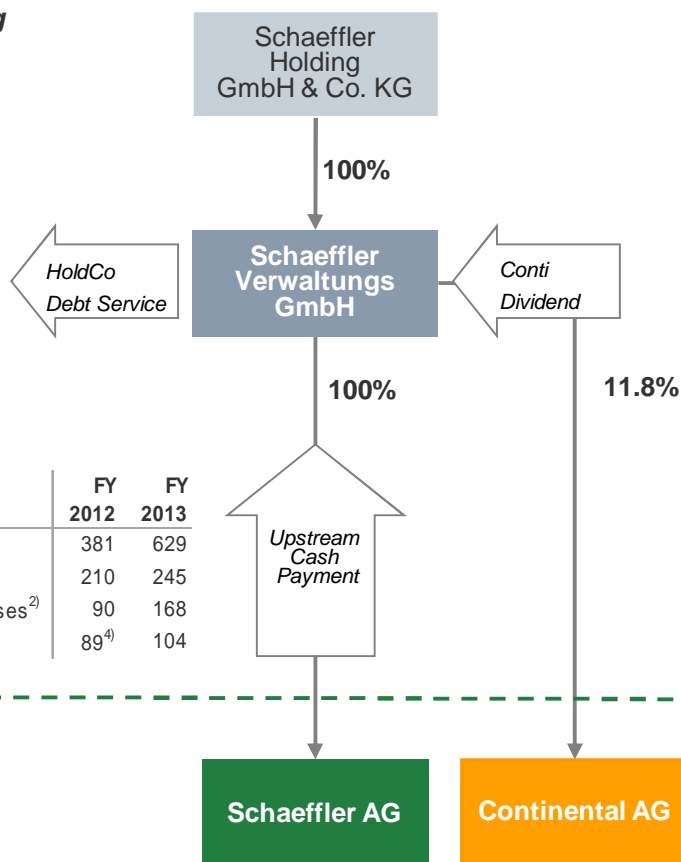


# Cash payments of EUR 104 million to HoldCo

## Corporate structure

Chart simplified for illustration purposes

### Schaeffler Holding



	FY 2012	FY 2013
Free Cash Flow	381	629
OpCo RPB <sup>1)</sup>	210	245
Permitted HoldCo Purposes <sup>2)</sup>	90	168
Cash to HoldCo <sup>3)</sup>	89 <sup>4)</sup>	104

### Schaeffler Group



## Key aspects

- Solid cash flow generation on Schaeffler Group (FCF in FY 2013: EUR 629 mn)
- Sufficient restricted payment basket to serve Holding cash needs for permitted uses
- Permitted HoldCo purposes of EUR 168 mn in 2013
- Total cash payments to HoldCo of EUR 104 mn in 2013

1) RPB = Annual Restricted Payment Basket  
 2) Permitted purposes are administration cost, interest and taxes  
 3) Cash upstreamed to HoldCo under permitted purposes  
 4) Excluding withholding tax on Schaeffler AG dividend of EUR 79 mn

## Balance sheet quality improved – EUR 5.8 billion hidden reserves

### Balance sheet

in EUR mn

Assets			Liabilities		
as of December 31, 2013					
Fixed Assets	4,432	33%	Equity	2,491	19%
Continental	5,081	38%	Shareholder loans	443	3%
Inventories	1,536	11%	Financial debt	5,747	43%
Trade receivables	1,676	12%	Provisions for pensions	1,516	11%
Others	402	3%	Trade payables	1,014	8%
Cash	300	2%	Other liabilities	2,216	16%
<b>Total Assets</b>	<b>13,427</b>	<b>100%</b>	<b>Total Liabilities</b>	<b>13,427</b>	<b>100%</b>

### Key aspects

- Balance sheet of Schaeffler Group with total assets of EUR 13.4 bn and quality improvement
- Equity EUR 2.5 bn, equity ratio improved to 19%
- Market value of Continental shares significantly above book value leading to hidden reserves

	Share price	Total
Book value	EUR 74.3 per share	EUR 5,081 mn
Market value <sup>1)</sup>	EUR 159.4 per share	EUR 10,901 mn
Δ Hidden reserves	EUR 85.1 per share	EUR 5,820 mn

1) As of December 31, 2013

## Solid performance in 2013

- 1 Organic growth 2.9% driven by strong growth in Automotive
- 2 Earnings quality maintained, adjusted EBIT margin at 12.6%
- 3 Net income EUR 865 mn after EUR 870 mn in 2012
- 4 Strong free cash flow generation of EUR 629 mn
- 5 Working capital efficiency improved, capex with 5.1% of sales on target
- 6 Gross debt reduced by EUR 1.1 bn, leverage ratio 2.6x
- 7 Balance sheet quality improved, EUR 5.8 bn of hidden reserves

**Strong basis for  
future growth**

## Ambitious targets for 2014

### Growth

Sales growth

5-7%<sup>1)</sup>

Capex

6-8% of sales

1) Excl. FX effects

### Profitability

EBIT margin

12-13%

Free cash flow

Positive

### Quality

Quality policy

Further improve

Employees

~ 3,000 new jobs

### Innovation

R&D expenses

5% of sales

Innovation

Maintain leading position in patent applications

## "Mobility for tomorrow" by Schaeffler





## Schaeffler IR contact



### Investor Relations

phone: + 49 9132 82 4440  
fax: + 49 9132 82 4444  
[ir@schaeffler.com](mailto:ir@schaeffler.com)  
[www.schaeffler-group.com/ir](http://www.schaeffler-group.com/ir)

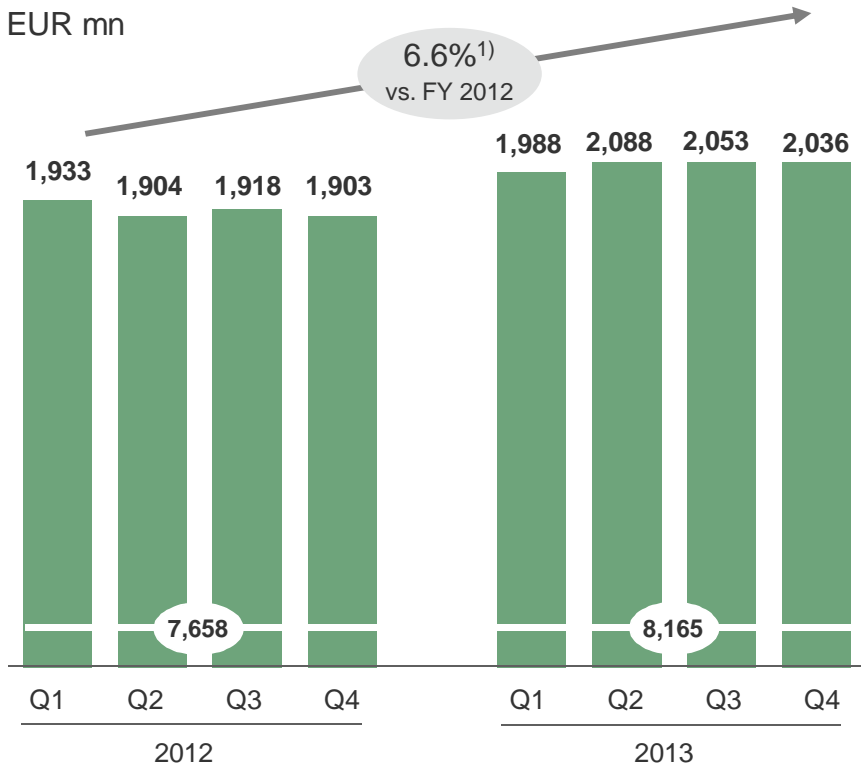
### Financial calendar 2014

<b>FY 2013 results:</b>	<b>March 20, 2014</b>
Q1 2014 results:	May 21, 2014
Q2 2014 results:	August 27, 2014
Q3 2014 results:	November 20, 2014

# Automotive and Industrial division show different growth dynamics

## Sales Automotive

in EUR mn



Gross profit margin

28% 28% 29% 26%

28%

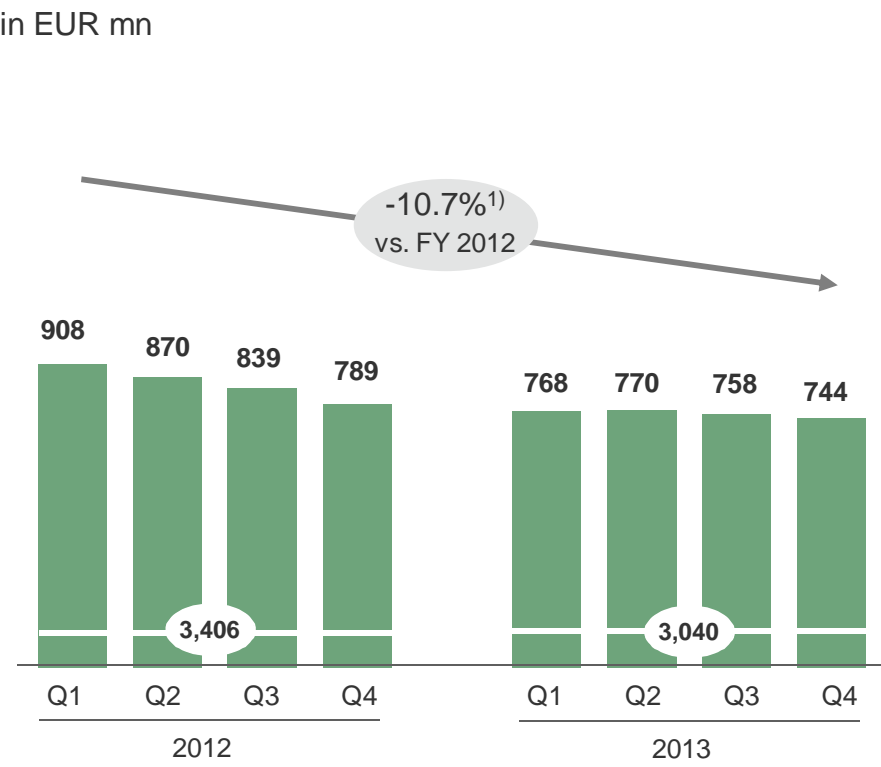
27% 28% 27% 27%

27%

1) Includes negative FX effects of 2.0%

## Sales Industrial

in EUR mn



Gross profit margin

39% 36% 36% 28%

35%

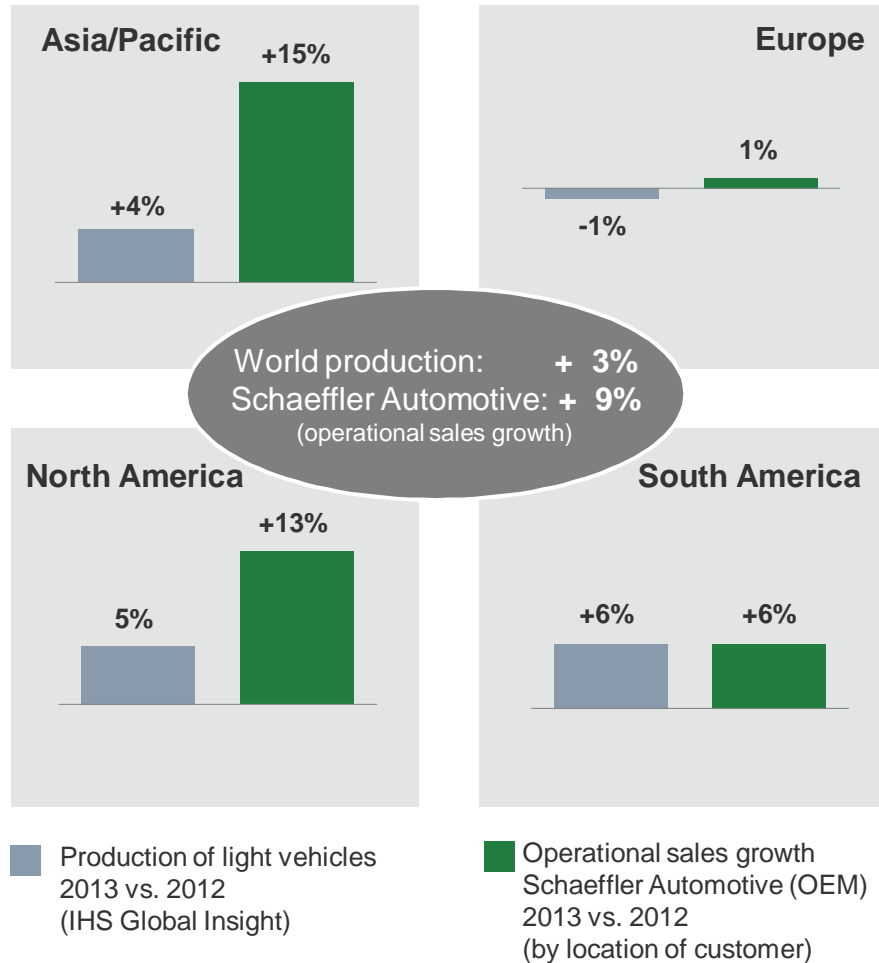
33% 32% 29% 32%

32%

1) Includes negative FX effects of 2.6%

## Automotive – Sales growth strongly outpacing market growth

### Regional development Automotive<sup>1)</sup>



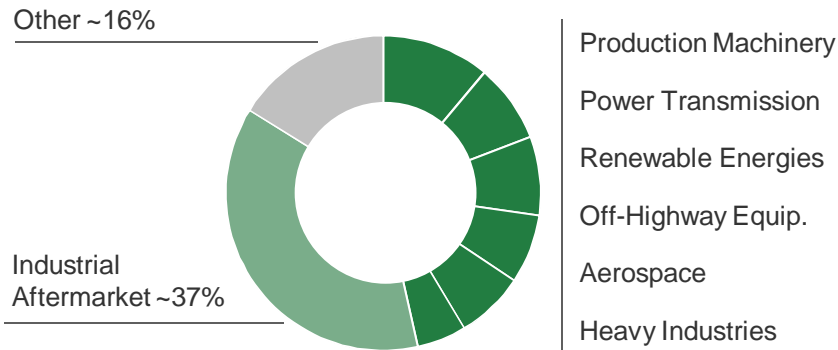
### Key aspects

- Schaeffler Automotive significantly outgrew global automotive production in 2013
- All business divisions contributed to overall growth
- Revenue growth driven by Asia/Pacific and North America
- *Engine systems*: Growth driven by the top-selling product groups camshaft phasing units and valve train components
- *Transmission systems*: Growth driven by dry double clutches and top-selling product groups like variable transmission systems (CVT), tapered roller bearings and clutch components
- *Chassis systems*: Growth driven by ball screw drives used for instance in electromechanical power steering systems and chassis solutions (e.g. in electromechanical parking brakes)

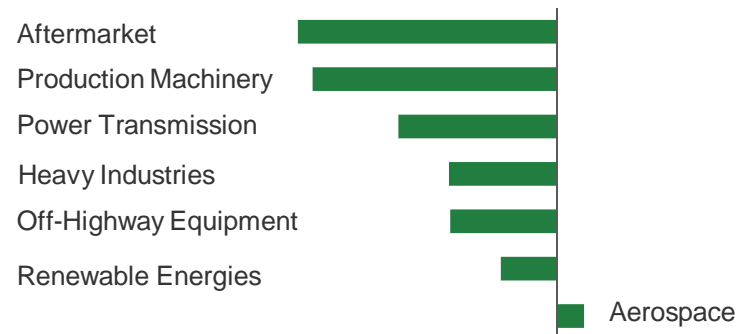
<sup>1)</sup> Schaeffler Automotive sales growth by region is not necessarily an indication of actual end-customer demand by region (e.g. European sales include components and systems sold to customers in Europe who ultimately export the final product to customer locations in North and South America as well as Asia/Pacific).

## Industrial – A challenging year for industrial markets

### Sales development of key industrial business units



### Sales 2013 vs. 2012



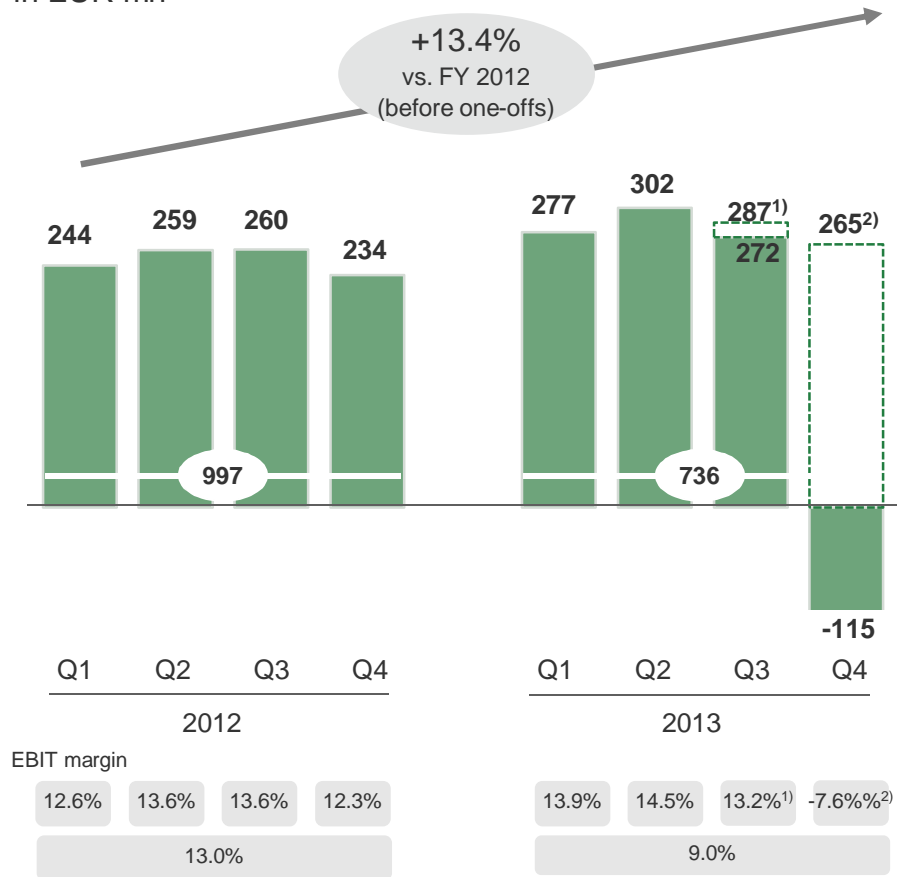
### Key aspects

- Sales decreased in all sectors apart from Aerospace
- *Aftermarket*: Strong inventory reductions of distributors led to significant sales decrease, especially in Asia/Pacific
- *Production Machinery*: Significant cool-down of demand in all regions
- *Power Transmission*: Significant cool-down of demand, especially in Asia/Pacific and Europe
- *Off-Highway Equipment*: Decrease of demand especially in construction machinery
- *Renewable Energies*: Overcapacities and strong pricing competition in all regions
- *Aerospace*: Growth in civil aircraft engine bearings continues

# Automotive EBIT impacted by one-off restructuring expense in Q4

## EBIT Automotive

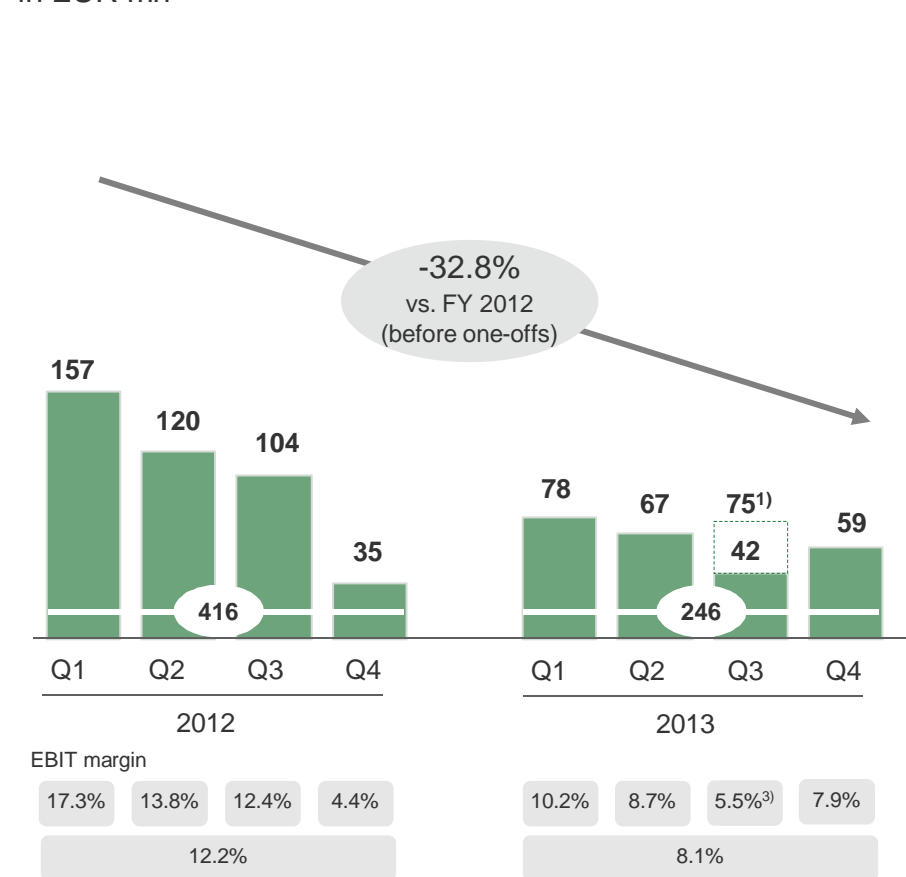
in EUR mn



1) EBIT and EBIT margin before one-off restructuring expense: EUR 287 mn and 14.0%  
 2) EBIT and EBIT margin before one-off provision: EUR 265 mn and 13.0%

## EBIT Industrial

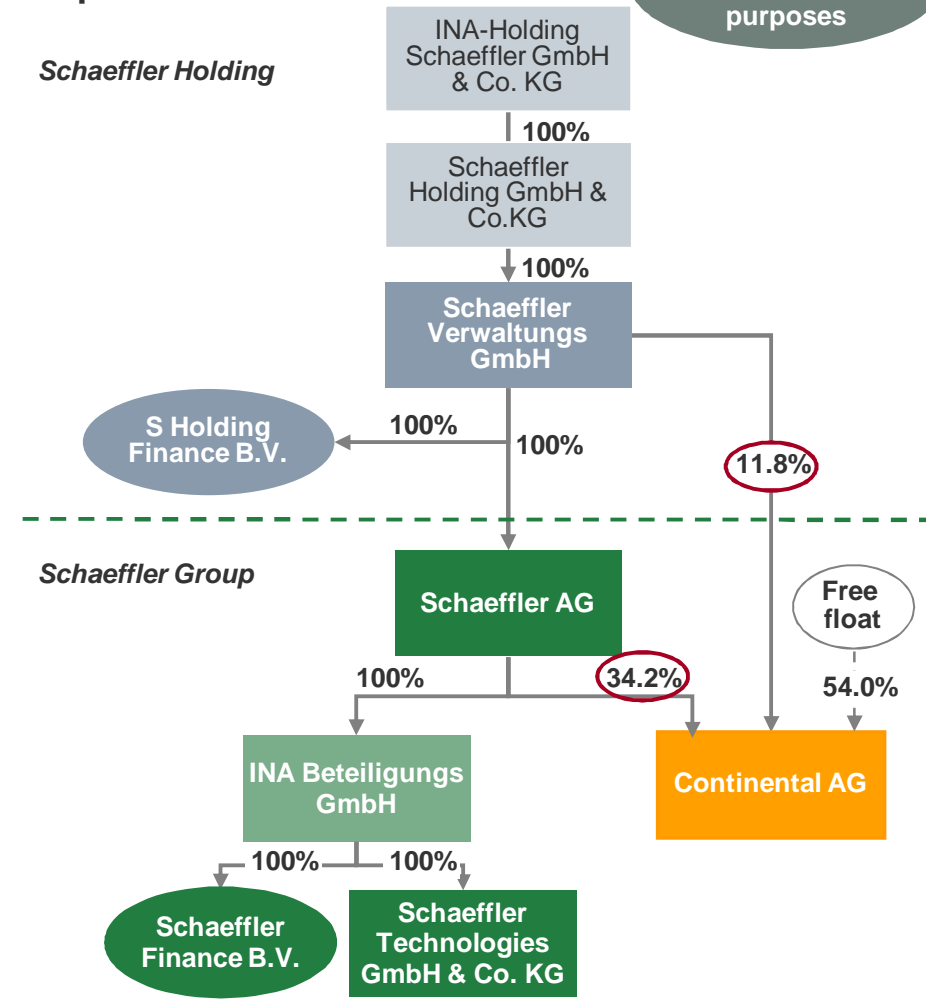
in EUR mn



1) EBIT and EBIT margin before one-off restructuring expense: EUR 75 mn and 9.9%

# Overview corporate and capital structure

## Corporate structure



## Capital structure

	Debt instrument	Nominal in EUR mn	Interest	Maturity	Rating
Schaeffler Holding	6.875% SSNs 2018 (EUR) <sup>1)</sup>	800	6.875%	Aug 18	B1 / B
	6.875% SSNs 2018 (USD) <sup>1) 3)</sup>	~741	6.875%	Aug 18	B1 / B
	Junior Term Loan B1	937	E+5.25%	Jun-17	Not rated
	Junior Term Loan B2	366	8.50% PIK	Jun-17	Not rated
	Junior Term Loan B3	148	E+1.25% + 5.25% PIK	Jun-17	Not rated
	Junior Term Loan B4	263	E+5.25%	Jun-17	Not rated
	Junior RCF (200mn)	-	E+5.25%	Jun-17	Not rated
	<b>Schaeffler Holding Debt</b>	<b>3,255</b>			
Schaeffler Group	Senior Term Loan D	730	E+2.875%	Jul 16	Not rated
	Senior Term Loan C (EUR)	299	E+3.75% <sup>2)</sup>	Jan 17	Ba2 / BB-
	Senior Term Loan C (USD) <sup>3)</sup>	1,258	L+3.25% <sup>2)</sup>	Jan 17	Ba2 / BB-
	Senior RCF (EUR 1,000 mn)	-	E+2.875%	Jul 16	Not rated
	<b>Total Senior Facilities</b>	<b>2,287</b>			
	6.75% SSNs 2017 (EUR)	326	6.75%	Jul-17	Ba2 / BB-
	7.75% SSNs 2017 (EUR)	800	7.75%	Feb-17	Ba2 / BB-
	7.75% SSNs 2017 (USD) <sup>3)</sup>	~444	7.75%	Feb-17	Ba2 / BB-
	4.25% SSNs 2018 (EUR)	600	4.25%	May-18	Ba2 / BB-
	8.75% SSNs 2019 (EUR)	400	8.75%	Feb-19	Ba2 / BB-
8.50% SSNs 2019 (USD) <sup>3)</sup>	~370	8.50%	Feb-19	Ba2 / BB-	
4.75% SSNs 2021 (USD) <sup>3)</sup>	~630	4.75%	May-21	Ba2 / BB-	
	<b>Total Outstanding Bonds</b>	<b>3,570</b>			
	<b>Schaeffler Group Debt</b>	<b>5,857</b>			
<b>Total</b>	<b>Total Debt</b>	<b>9,112</b>			

1) Senior Secured PIK Toggle Notes

2) Floor of 1.00 %

3) Assuming EUR/USD = 1.35