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Results 9M 2015 Schaeffler AG

Conference Call November 19, 2015 Herzogenaurach Disclaimer

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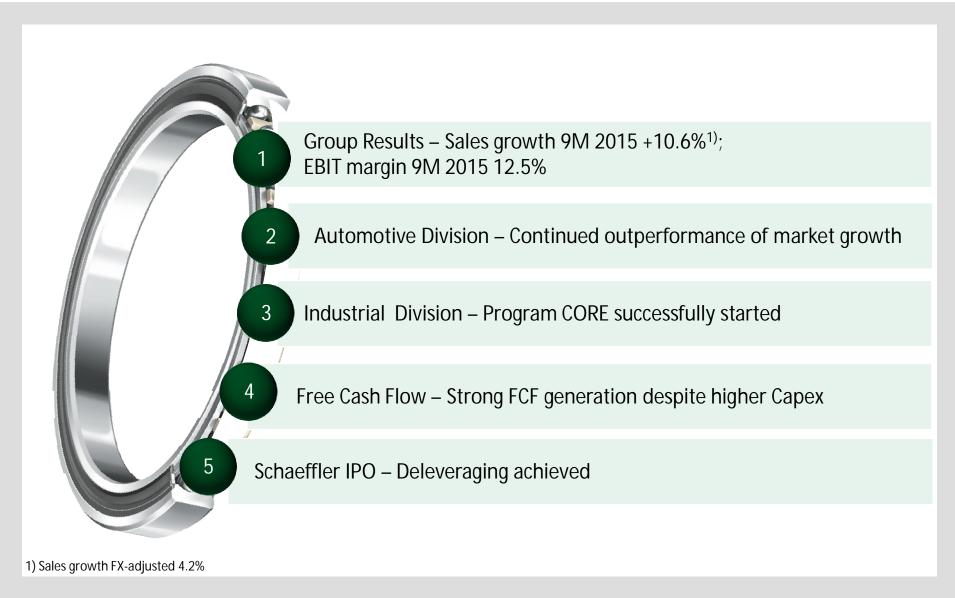
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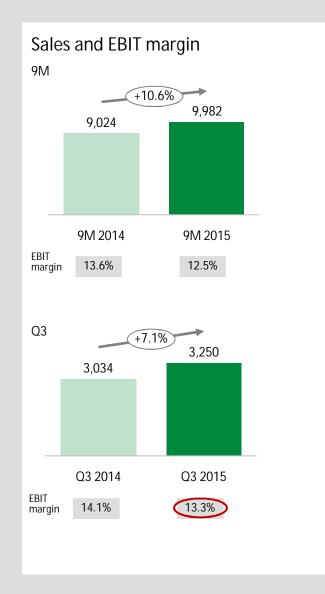
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Agenda SCHAEFFLER

- Overview
- 2 Operational Highlights
- 3 Financial Results
- 4 Outlook



Group 9M 2015 Results – Continued profitable growth



Key aspects

9M 2015 group sales increased to EUR 9,982 mn driven by the strong development in Automotive; FX adjusted growth of 4.2%

9M 2015 EBIT margin back to 12.5% with Q3 EBIT margin of 13.3%; EBIT margin Automotive improved 2015 to 14.4% in Q3

Strong Cash Flow generation (Free Cash Flow of EUR 264 mn in Q3 2015 and EUR 192 mn in 9M 2015, respectively)

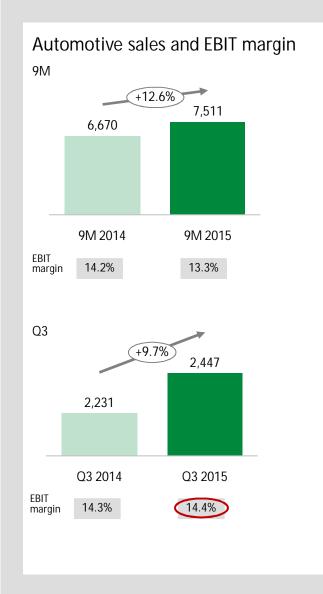
Capex increased to EUR 743 mn in 9M 2015 (9M 2014: EUR 500 mn); Capex Ratio with 7.4% on target

IPO successfully executed; Net debt of Schaeffler AG reduced by EUR 825 mn to approximately EUR 5.1 bn¹⁾

1) As of October 2015 (post IPO)



Automotive Division – Continued market outperformance



Key aspects Automotive

9M 2015 Automotive sales up 12.6% (+6.5% FX adjusted); continued outperformance of global production (+1.2%); EBIT margin in Q3 at 14.4%

Main growth drivers were valve train components, torque converters, dual mass flywheels and the aftermarket business

Thermal management module production will be moved to new Schaeffler plant in the Czech Republic

Innovative products and solutions for the "Mobility for tomorrow" successfully presented at IAA & Tokyo Motor Show

International Grand Prix Award for high-voltage P2 hybrid module; Nissan Quality Award for zero-defect clutches

Auto

Automotive Division – Quality, Technology and Innovation

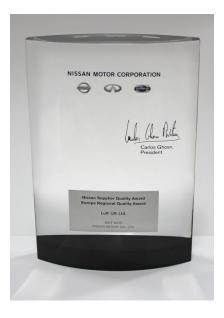
High-voltage P2 hybrid module



International Grand Prix Award received (OEM New Technologies category)

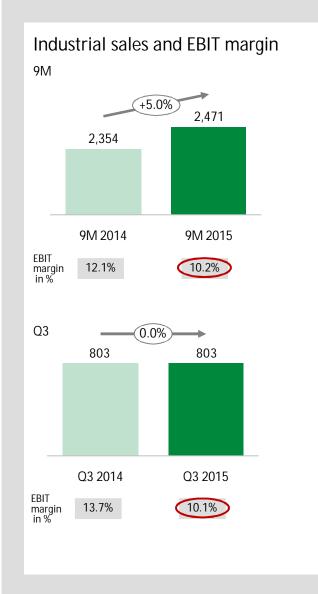
- ▶ The new P2 hybrid module from Schaeffler is suited for all grades of hybridization
- It can be used for all kind of transmissions
- Start of series production: 2017 in China

Nissan Quality Award



- Schaeffler produced its five millionth clutch for Nissan at its Sheffield (UK) production site
- Nissan Quality Award received for zero-defect supply (no single rejection)
- Schaeffler supplies to Nissan since 1989

Industrial Division – Challenging environment



Key aspects Industrial

9M 2015 Industrial Sales up +5.0% (-2.2% FX adjusted) despite challenging market conditions; EBIT margin stable at 10%

Strong organic growth in Wind Power is offset by weakness in Power Transmission and Heavy Industries

Schaeffler Industrial launches new X-life products at the world machine tool exhibition in Italy

Schaeffler and DMG Mori agree on premium partnership and present a new "Machine tool 4.0" concept

CORE program successfully started to revitalize the Industrial division and bring it back to sustainable profitable growth

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Industrial Division – Program CORE successfully started

Overview of Program CORE Key elements Actions Optimized product and service portfolio Strengthen high-volume market sales Balance customized product business/engineering solutions Enforce market penetration of service/digitalization Establish European distribution centers

- 2 High delivery performance
- Establish European distribution centers (EDC) with target investment of EUR 200 mn to ensure immediate product availability
- ▶ Increase level of standardization
- ► Implement high runner product program with 24/48h delivery time
- Higher customer orientation
- Strengthen sales organizations in the regions
- ➤ Strengthen regional engineering/customer support centers
- Establish dedicated global key account management
- Cost savings and efficiency improvements
- ▶ Reduce workforce by up to 500 people
- ► Re-dimension central departments
- Drive cost saving program including material cost, efficiency gains and overhead reduction

Key achievements CORE in 2015

- New organization structure with strong regional focus agreed; new management team in place
- Agreement¹⁾ with works council regarding headcount reduction program signed
- ▶ Good progress in particular with respect to EDC²⁾ (EDC North and South have already started operations)



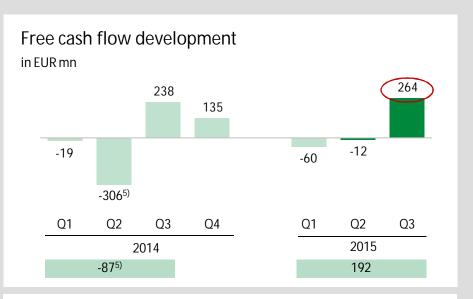


Free Cash Flow – Strong Free Cash Flow generation

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	2014	9M 14	9M 15
EBITDA	2,172	1,703	1,765
Interest paid	(520)	(388)	(430)
Interest received	8	4	41
Income taxes paid	(277)	(197)	(247)
Working capital change ¹⁾	(121)	(428)	(273)
Others ²⁾	(362)	(284)	56
CF from Operations	900	410	912
One-time effects	485 ³⁾	485 ³⁾	173 ⁴⁾
CF from Op. before one-offs	1,385	895	1,085
Сарех	(857)	(500)	(743)
in % of Sales	7.1%	5.5%	7.4%
Others	5	3	23
CF from Investments	(852)	(497)	(720)
Free Cash Flow	48	-87	192
FCF before one-offs	533	398	365

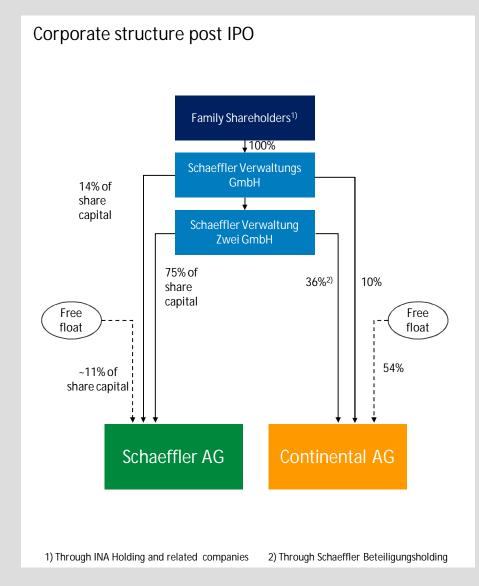
1) Working capital change incl. changes in inventories, trade receivables and trade payables. 2) Others incl. dividends received, (gains)/losses on disposal of assets, changes in provisions for pensions/similar obligations and changes in other assets, liabilities and provisions. 3) EUR 114 mn refinancing charges and EUR 371 mn reversal of EU antitrust provisions. 4) EUR 173 mn refinancing charges for early redemption of bond. 5) Includes EU-antitrust fine of EUR 371 mn.



Key aspects

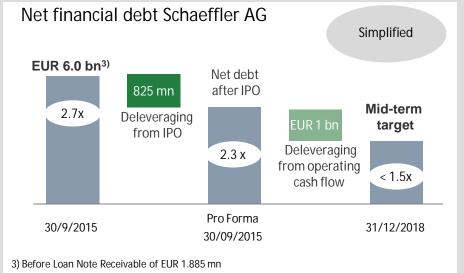
- ▶ 9M 2015 Cash Flow from operations before one-offs increased by 21% to EUR 1,085 mn
- ▶ 9M 2015 Capex significantly increased to EUR 743 mn (9M 2014: EUR 500 mn); Capex ratio of 7.4% in line with guidance
- Strong Free Cash Flow generation in Q3 2015 with EUR 264 mn

Schaeffler IPO - Leverage ratio at 2.3x on a pro forma basis



Key elements

- ▶ Target structure implemented; Proceeds used for strategic deleveraging
- Further repayment of loan note and indebtedness expected in Q4 2015
- ▶ Pro Forma leverage ratio as of 30/09/2015 at 2.3x; Target leverage ratio 1.5x by 2018



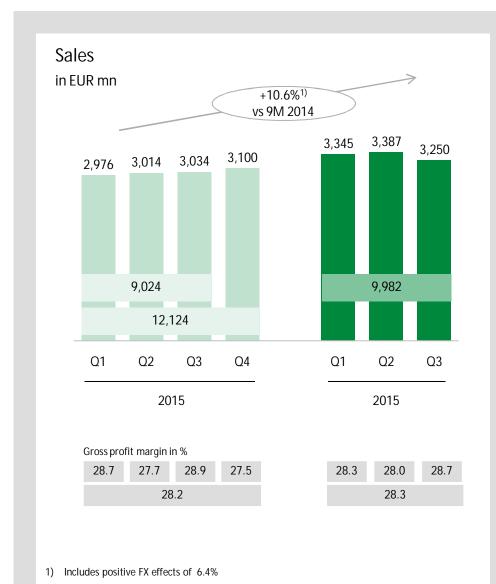
Overview key financials 9M 2015

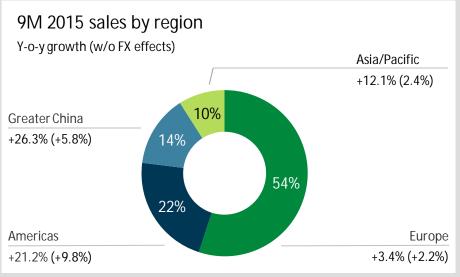
			9M 15			Q3 15
in EUR mn	9M 14	9M 15	vs. 9M 14	Q3 14	Q3 15	vs. Q3 14
Sales	9,024	9,982	+10.6%	3,034	3,250	+7.1%
EBITDA	1,703	1,765	3.6%	590	604	+2.4%
EBITDA margin	18.9	17.7	-1.2%-pts.	19.4%	18.6%	-0.8%-pts.
EBIT	1,230	1,251	+1.7%	429	433	+0.9%
EBIT margin	13.6	12.5	-1.1%-pts.	14.1	13.3	-0.8%-pts.
Net income	439	521	+82 mn	229	212	-17 mn
Capex	500	743	+243 mn	202	242	+40 mn
Capex ratio	5.5	7.4	+1.9%-pts.	6.7	7.4	+0.7%-pts.
Free cash flow	-87 ²⁾	192	+279 mn	238	264	+26mn
Net debt ¹⁾	5,778	5,950	+172mn	5,778	5,950	+172mn
Leverage ratio ^{1) 3)}	2.7	2.7		2.7	2.7	

Prior year figure as per December 31, 2014
 Includes EU-antitrust fine of EUR 371 mn paid in June 2014
 Net financial debt excl. shareholder loans to LTM EBITDA ratio

Sales 9M 2015 up 10.6%

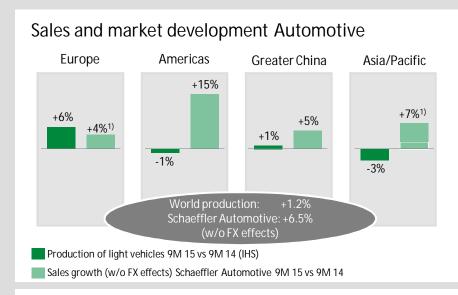
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Sales by division Y-o-y growth (w/o FX effects) Δ Δ 9M 15 (w/oFX Q3 14 Q3 15 9M14 (w/oFX effects) effects) 9.7% Auto-12.6% 6,670 7,511 2,231 2,447 motive (6.5%)(5.6%)0.0% 5.0% Indu-803 2,354 2,471 803 (-2.2%)(-4.7%)strial 10.6% 7.1% 9,982 3,250 Total 9,024 3,034 (4.2%)(2.9%)

Automotive division again strongly outperforms market



	9M 14	9M 15	Δ (w/oFX effects)	Q3 14	Q3 15	Δ (w/o FX effects)
Engine Systems	1,674	1,937	15.7% (6.8%)	558	625	12.0% (5.4%)
Transmission Systems	2,814	3,164	12.4% (5.8%)	936	1,014	8.3% (3.5%)
Chassis Systems	1,014	1,098	8.3% (3.0%)	331	353	6.6% (3.6%)
Automotive Aftermarket	1,168	1,312	12.3% (10.8%)	406	455	12.1% (12.9%)
Total	6,670	7,511	12.6% (6.5%)	2,231	2,447	9.7% (5.6%)

Key aspects

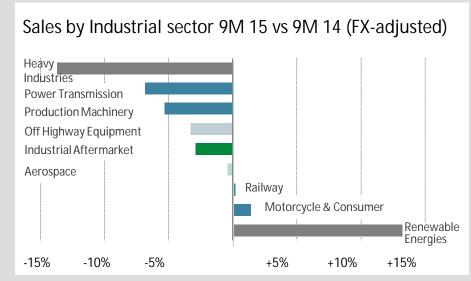
▶ Engine Systems:

- Ramp-up of new Thermal Management Module; Strong demand for valve train components
- Temporary weakness in Greater China
- Transmission Systems:
 - Significant growth with Torque Converters and Dual Mass Fly Wheels
 - Increasing content with local OEMs in Greater China
- Chassis Systems:
 - Strong demand for 3rd generation of wheel bearings and ball screw drives
- Automotive Aftermarket:
 - Strong demand for service kits in Europe
 - Expansion of product portfolio in Americas

¹⁾ Includes transfer of business from EU into AP region

Industrial division with mixed development across sectors

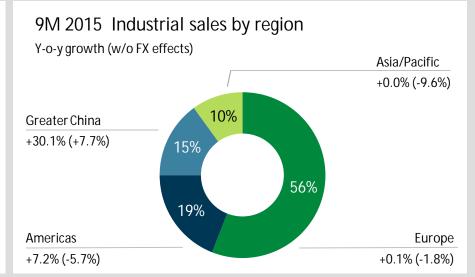
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Key aspects

- Industrial OEM business with mixed development across sectors
 - Positive development in Renewable Energies, mainly Wind
 - Continuing weak market in Heavy Industries, especially Ming and Steel; Weakness in Industrial Transmissions
- Industrial Aftermarket:
 - Stable business in Europe
 - Weakness in North America, mainly Oil & Gas and Mining related as well as in China

Sales deve	lopmen	t Indus	trial			
	9M 14	9M 15	Δ (w/o FX effects)	Q3 14	Q3 15	Δ (w/o FX effects)
Industrial Applications	1,489	1,571	5.5% (-1.7%)	495	508	+2.6% (-2.5%)
Industrial Aftermarket	865	900	4.0% (-2.9%)	308	295	-4.2% (-8.6%)
Total	2,354	2,471	5.0% (-2.2%)	803	803	0.0% (-4.7%)



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EBIT margin 9M 2015 12.5%



Key aspects

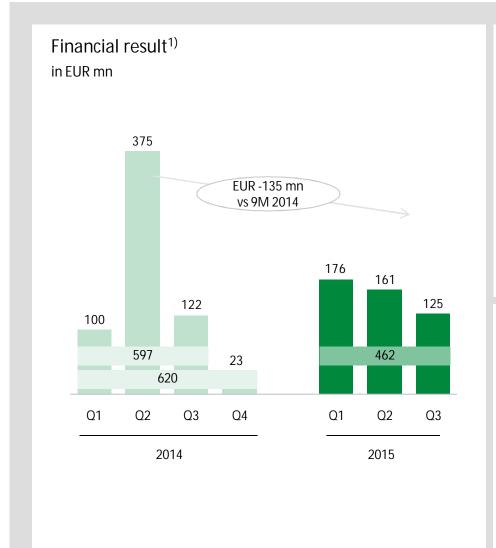
9M 15 EBIT margin down by 1.1%-points from 13.6% mainly due to:

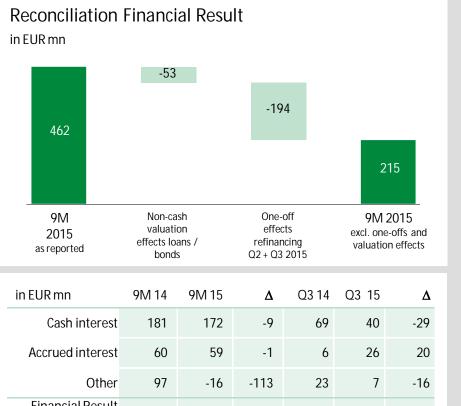
- Reduced gross profit margin (-1.0%-pts) in Industrial business
- Increase in R&D and selling expenses on group level (especially freight cost)
- One-off effects

EBIT by o	livision					
	9M 14	9M 15	Δ	Q3 14	Q3 15	Δ
Automotive	946	999	5.6%	319	352	10.3%
Margin	14.2%	13.3%	-0.9%-pts.	14.3%	14.4%	+0.1%-pts.
Industrial	284	252	-11.3%	110	81	-26.4%
Margin	12.1%	10.2%	-1.9%-pts.	13.7%	10.1%	-3.6%-pts.
Total	1,230	1,251	+1.7%	429	433	+0.9%
Margin	13.6%	12.5%	-1.1%-pts.	14.1%	13.3%	-0.8%-pts.

Financial Result 9M 2015 EUR 462 mn

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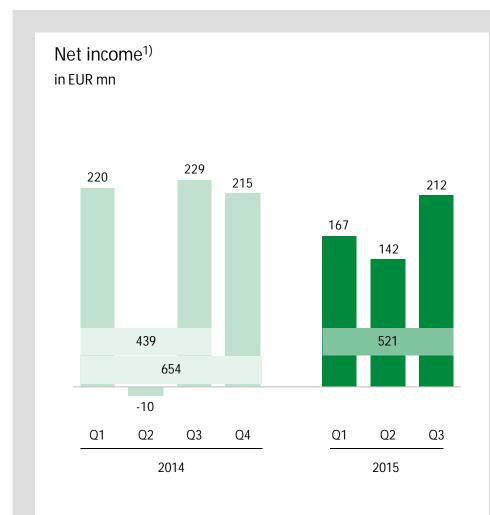
Financial Result 338 215 -123 98 73 -25 excl. one-offs and valuation effects Non-cash valuation 24 53 29 24 42 18 effects One-off effects $235^{2)}$ 194 -41 10 10 refinancing Reported Financial 597 462 -135 122 125 3 Result

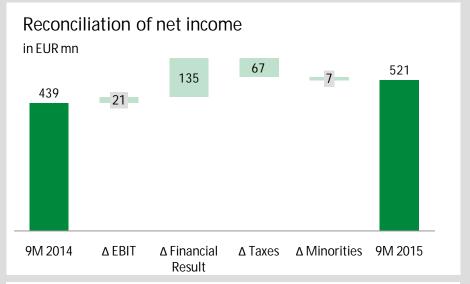
2) Including non-cash valuation effects of EUR 107 mn from refinancing transaction in Q2 2014

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

Net income 9M 2015 EUR 521 mn

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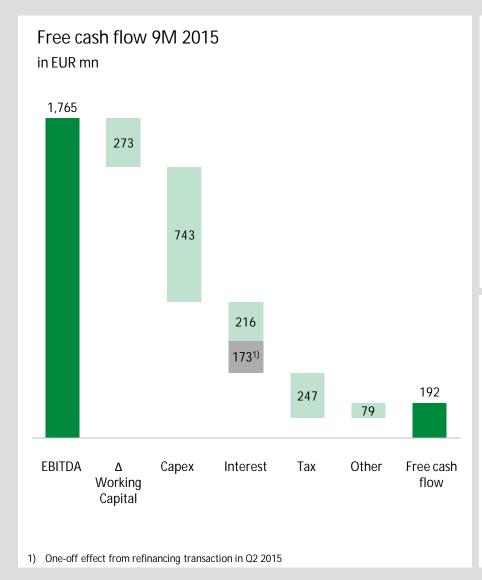
Key aspects

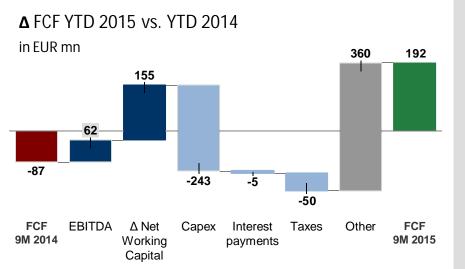
- Improved financial result leads to higher net income
- ▶ Net income increased by EUR 82 mn vs 9M 2014
- ► Tax rate at 32% up from 27% in the previous year period mainly due to positive one-off and aperiodic effects last year
- ► Targeted dividend payout ratio of 25-35% of net income

¹⁾ Attributable to the shareholders of the parent company

Free cash flow 9M 2015 EUR 192 mn

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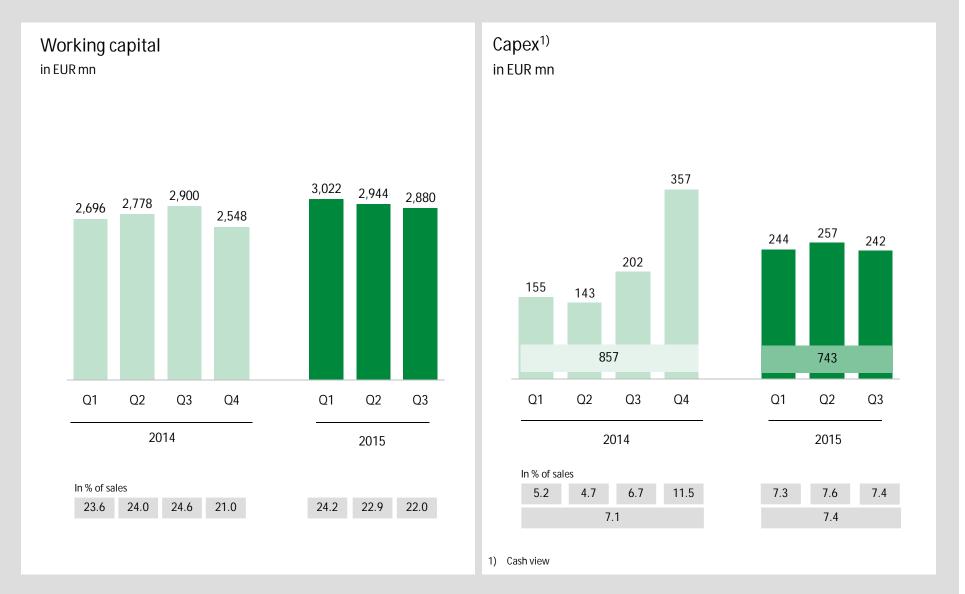




Key aspects

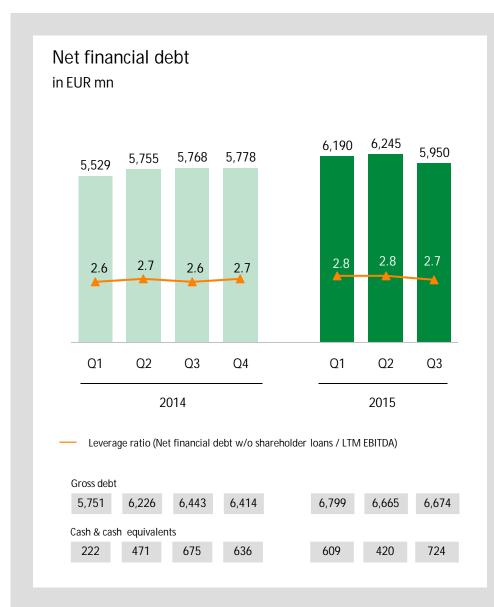
- Free Cash Flow improved by EUR 279 mn compared to prior year
- Significant improvement of net working capital compared to prior year
- Capex increased by EUR 243 mn
- Prior year Free Cash Flow was impacted by antitrust fine of EUR 371 mn, which is reflected in 'Other'

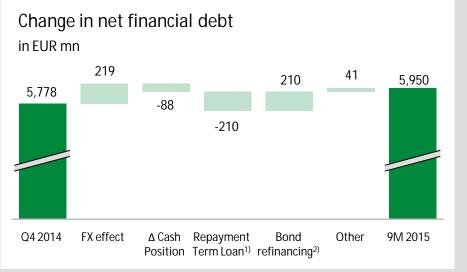
Working Capital improved – Capex on track



Leverage ratio as of September 30, 2015 2.7x

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Key aspects

- ▶ Net financial debt significantly impacted by FX effects (high portion of US denominated debt)
- Partial repayment of institutional loans (USD and EUR tranche) on June 30, 2015

¹⁾ EUR 210 m voluntary prepayment of institutional term loans (EUR 125 m for OpCo and EUR 85 m for Intercompany loan to HoldCo)

²⁾ The value of the bonds $\,$ issued in April $\,$ exceeds the value of $\,$ the redeemed bonds.

Guidance 2015

Sales		Profitability	
Sales growth	4-5% ¹⁾	EBIT margin	12-13% ²⁾
Сарех	6-8% of sales	Free cash flow	Sustainably positive
1) At constant currency		2) Does not include one-off items	
Quality		Innovation	
Quality policy	Further improve	R&D expenses	5% of sales
Employees	~3,000 new jobs	Innovation	Maintain leading position in patent applications

Financial calendar 2015/2016

Nov. 19, 2015	Results 9M 2015
Nov. 20, 2015	Analyst Day, Herzogenaurach
Dec. 2/3, 2015	Société Générale Premium Review, Paris Goldman Sachs Global Automotive Conference, London
Jan. 12/13, 2016	Deutsche Bank Global Auto Industry Conference, Detroit Commerzbank German Investment Seminar, New York
Jan. 19, 2016	Unicredit KeplerCheuvreux German Corporate Conference, Frankfurt
March 15, 2016	Results FY 2015
March 17, 2016	BofAML Global Industrial Conference, London
April 22, 2016	Annual General Meeting, Nuremberg
May 12, 2016	Results Q1 2016
July 2016	Capital Markets Day

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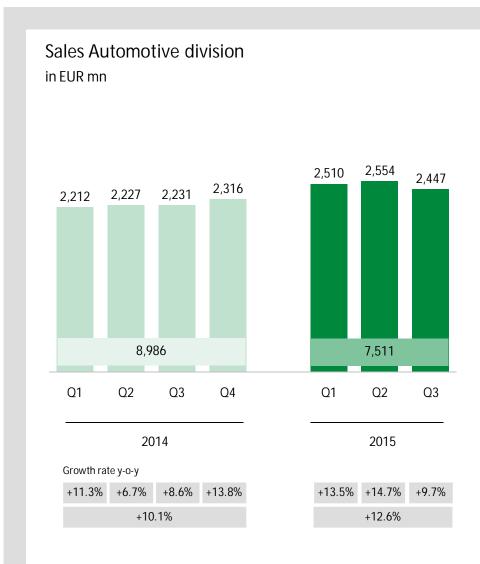
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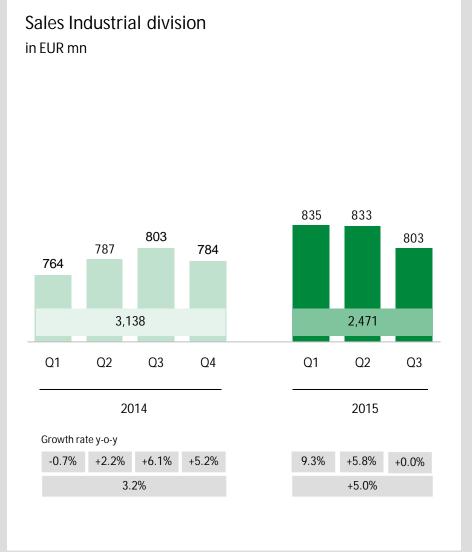
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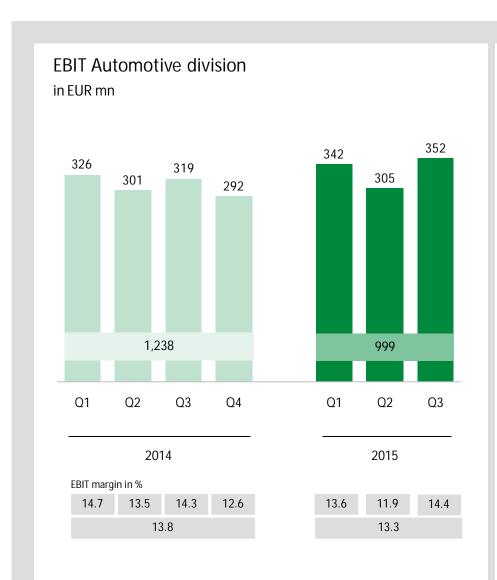
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Sales per division





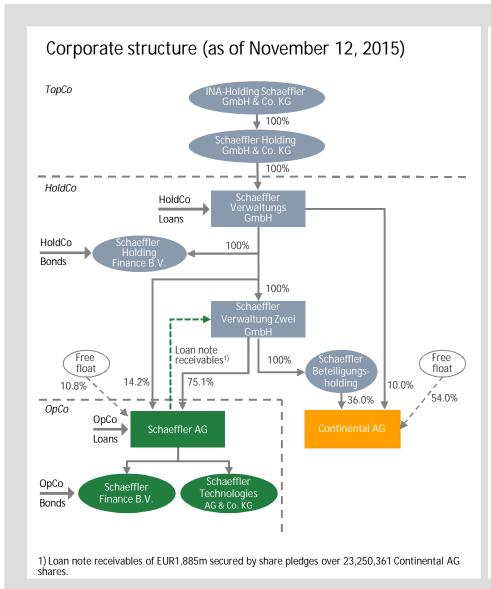
EBIT per division





Overview on current corporate and financing structure

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Pro forma financing structure Post prepayments from IPO proceeds in October 2015

	Debt instrument	Nominal (mn)	Interest	Maturity	Rating
	HoldCo Loans:				
	HoldCo Term Loan (EUR)	500 ²⁾	E+4.25%	Oct-20	Not rated
б	HoldCo RCF (EUR 200 mn)	-	E+4.25%	Oct-20	Not rated
Schaeffler Holding (HoldCo)	HoldCo Bonds:				
5년 (2)	6.875% SSNs 2018 (EUR) ³⁾	800	6.875%	Aug-18	Ba3/B
effler Ho (HoldCo	6.875% SSNs 2018 (USD) ³⁾	1.000	6.875%	Aug-18	Ba3 / B
:hae	6.25% SSNs 2019 (USD) ³⁾	475	6.25%	Nov-19	Ba3 / B
Sc	5.75% SSNs 2021 (EUR) ³⁾	350	5.75%	Nov-21	Ba3 / B
	6.75% SSNs 2022 (USD) ³⁾	675	6.75%	Nov-22	Ba3 / B
	OpCo Loans:				
	OpCo Term Loan B (EUR)	345	E ⁴⁾ +3.50%	May-20	Ba2/BB-
	OpCo Term Loan B (USD)	590	L ⁴⁾ +3.50%	May-20	Ba2/BB-
	OpCo RCF (EUR 1,000 mn)	-	E+2.6875%	Oct-19	Not rated
	OpCo Bonds:				
dn	4.25% SSNs 2018 (EUR)	600	4.25%	May-18	Ba2/BB-
Schaeffler Group (OpCo)	2.75% SSNs 2019 (EUR)	500	2.75%	May-19	Ba2 / BB-
effler G (OpCo)	3.25% Unsec.Ns 2019 (EUR)	500	3.25%	May-19	B1/B
naef ((2.50% SSNs 2020 (EUR)	400	2.50%	May-20	Ba2 / BB-
Sch	4.75% SSNs 2021 (USD)	850	4.75%	May-21	Ba2 / BB-
	4.25% SSNs 2021 (USD)	700	4.25%	May-21	Ba2/BB-
	3.50% SSNs 2022 (EUR)	500	3.50%	May-22	Ba2/BB-
	4.75% SSNs 2023 (USD)	600	4.75%	May-23	Ba2/BB-
	3.25% SSNs 2025 (EUR)	600	3.25%	May-25	Ba2 / BB-

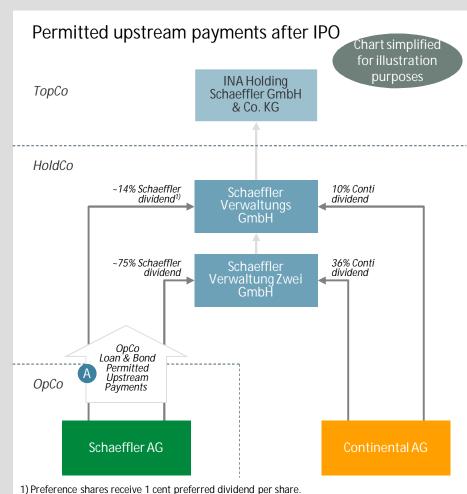
²⁾ Up to EUR 600 mn.

³⁾ Senior Secured PIK Toggle Notes.

⁴⁾ Floor of 0.75 %.

Overview permitted upstream payments

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- 2) Schaeffler Verwaltungs GmbH and Schaeffler Verwaltung Zwei GmbH.
- 3) Includes cash payments for services invoiced by HoldCo companies.
- 4) Annual Floor Amount financial year 2015 pursuant to Schaeffler AG loan agreement dated Oct. 27, 2014 without carry forward amount. Permitted Upstream Payments financial year 2015 pursuant to bond indentures of Schaeffler Finance B.V. of EUR 425 mn without carry forward amount.

Comment

- ▶ On October 9, 2015 Schaeffler requested the guarantees by Schaeffler Verwaltung Zwei GmbH and Schaeffler Beteiligungsholding GmbH & Co. KG in favor of lenders to Schaeffler AG to fall away.
- This guarantee fall-away simplifies the permitted upstream payments structure as OpCo loans and OpCo bonds now restrict the same OpCo entities.
- ▶ Permitted upstream payments (dividends from Schaeffler AG) allow OpCo to make cash payments to HoldCo each year, providing material cash interest coverage on HoldCo level.
- ▶ Additionally, HoldCo has access to dividends from 46.0% of all Continental shares.
- ► As per September 30, 2015, the cash balance at HoldCo²⁾ was FUR 306.9 mn.

OpCo upstream cash payments

	in EUR mn	Q1	Q2	Q3	9M 2015
	Free Cash Flow OpCo	-60	-12	264	192
A	Cash upstream payments Schaeffler AG ³⁾	16	254	9	279
	Permitted upstream payments 2015 ⁴⁾				325

Profit & Loss statement 2012 – 9M 2015

in EUR mn					
	2012	2013	2014	9M 14	9M 15
Sales	11,125	11,205	12,124	9,024	9,982
Cost of Sales	(7,836)	(8,029)	(8,654)	(6,460)	(7,153)
Gross Profit	3,289	3,176	3,470	2,564	2,829
R&D	(593)	(611)	(626)	(473)	(534)
Selling expenses	(759)	(761)	(827)	(596)	(687)
Administrative expenses	(409)	(433)	(454)	(294)	(310)
Other income	35	72	49	54	28
Other expenses	(94)	(435)	(89)	(25)	(75)
EBIT	1,469	1,008	1,523	1,230	1,251
Financial income	24	217	255	164	235
Financial expenses	(687)	(641)	(875)	(761)	(697)
Financial result	(663)	(424)	(620)	(597)	(462)
Income from equity-accounted investees	1	2	1	0	0
EBT	807	586	904	633	789
Income Taxes	(415)	(452)	(242)	(189)	(256)
Net income	392	134	662	444	533
Attributable to shareholders of the parent company	380	127	654	439	521
Attributable to non-controlling interests	12	7	8	45	12
dditional information					
EBIT	1,469	1,008	1,523	1,230	1,251
Provision for EU antitrust fine	-	380	-	-	-
EBIT before provision for EU antitrust fine	1,469	1,388	1,523	1,230	1,251
urther one-off items included in EBIT					
EU antitrust provision release	-	-	(10)	(10)	-
Personnel-related structural measures at the production locations in Schweinfurt and Wuppertal	-	48	-	-	-

Cash flow statement 2012 – 9M 2015

	2012	2013	2014	9M 14	9M 15
EBIT	1,469	1,008	1,523	1,230	1,251
Interest paid	(581)	(605)	(520)	(388)	(430)
Interest received	9	8	8	4	41
Income taxes paid	(229)	(378)	(277)	(197)	(247)
Dividends received	1	1	1	0	0
Depreciation, amortization and impairments	618	652	649	473	514
(Gains) losses on disposal of assets	(1)	1	1	0	1
Changes in:					
Inventories	55	(101)	(108)	(206)	(95)
Trade receivables	(27)	(108)	(142)	(265)	(194)
Trade payables	(73)	227	129	43	16
Provisions for pensions and similar obligations	(39)	(44)	(27)	(29)	(9)
Other assets, liabilities and provisions	(69)	366	(337)	(255)	64
Cash from operating activities	1,133	1,027	900	410	912
Proceeds from disposals of property, plant and equipment	29	15	8	5	22
Capital expenditures on intangible assets	(35)	(18)	(50)	(17)	(31)
Capital expenditures on property, plant and equipment	(825)	(554)	(807)	(483)	(712)
Other investing activities	(1)	3	(3)	(2)	1
Cash used in investing activities	(832)	(554)	(852)	(497)	(720)

Cash flow statement 2012 – 9M 2015 (continued)

	2012	2013	2014	9M 14	9M 15
Free cash flow	301	473	48	(87)	192
Dividends paid to shareholders and non-controlling interests	(1)	(1)	(1)	(1)	(251)
Receipts from loans	395	27	727	610	208
Repayments of loans	(449)	(649)	(429)	(192)	(209)
Change in financial allocation account with Schaeffler Verwaltung Zwei GmbH	(222)	(91)	0	0	0
Successive acquisitions	(13)	0	0	0	0
Other financing activities	29	132	(26)	31	151
Cash provided by (used in) financing activities	(261)	(582)	271	448	(101)
Net increase (decrease) in cash and cash equivalents	40	(109)	319	361	91
Effects of foreign exchange rate changes on cash	(4)	(24)	17	14	(3)
Cash and cash equivalents as at beginning of period	397	433	300	300	636
Cash and cash equivalents as at end of period	433	300	636	675	724
dditional information					
Free cash flow	301	473	48	(87)	192
EU antitrust fine	-	-	371	371	-
One-off refinancing costs (early redemption fee)	-	-	114	114	173
Free cash flow before one-off costs	301	473	533	398	365

Balance sheet 2012 – 9M 2015

Cash and cash equivalents ptal current assets	433 3,867	300 3,977	636 4,815	675 5,005	724 5,059
Income tax receivables	81	92	42	39	63
Other assets	126	141	181	166	210
Other financial assets	106	232	343	297	130
Trade receivables	1,626	1,676	1,900	2,016	2,219
Inventories	1,495	1,536	1,713	1,812	1,813
otal non-current assets	4,596 	4,410	6,802	4,670	7,391
Deferred tax assets	358	218	455	434	508
Income tax receivables	17	12	8	8	6
Other assets	57	54	58	55	47
Other financial assets	78	202	1,960 ¹⁾	113	2,2931)
Other investments	14	14	14	14	14
Investments in equity-accounted	3	3	4	3	3
Property, plant and equipment	3,515	3,369	3,748	3,511	3,961
Intangible assets	554	538	555	532	559
ssets	2012	2013	2014	9M 14	9M 15

¹⁾ Includes collateralized loan note receivables from Schaeffler Holding f EUR 1,885 mn as of September 30, 2015 (EUR 1,701 mn as of December 31, 2014), secured by share pledges over approx 23 mn shares of Continental AG.

Balance sheet 2012 – 9M 2015 (continued)

in EUR mn					
Shareholders' equity and liabilities	2012	2013	2014	9M 14	9M 15
Share capital	500	500	600	500	600
Capital reserves	0	0	1,600	0	1,600
Other reserves	(2,796)	(2,031)	(1,276)	(1,592)	(1,005)
Accumulated other comprehensive income (loss)	(362)	(492)	(737)	(641)	(649)
Equity attributable to shareholders of the parent	(2,658)	(2,023)	187	(1,733)	546
Non-controlling interests	60	57	71	67	85
Total shareholders' equity	(2,598)	(1,966)	258	(1,666)	631
Provisions for pensions and similar obligations	1,545	1,510	1,984	1,813	1,959
Provisions	75	95	70	105	71
Financial debt	6,863	5,720	6,413	6,434	6,670
Income tax payables	181	235	237	246	260
Other financial liabilities	237	162	21	59	12
Other liabilities	4	6	8	6	7
Deferred tax liabilities	122	142	106	101	115
Total non-current liabilities	9,027	7,870	8,839	8,764	9,094
Provisions	211	589	232	226	254
Financial debt	111	33	1	177	4
Trade payables	805	1,022	1,261	1,099	1,266
Income tax payables	159	152	155	224	200
Other financial liabilities	482	405	558	512	626
Other liabilities	266	282	313	339	375
Total current liabilities	2,034	2,483	2,520	2,577	2,725
Total shareholders' equity and liabilities	8,463	8,387	11,617	9,675	12,450
dditional information					
Gross financial debt	6,974	5,753	6,414	6,611	6,674
Cash and cash equivalents	433	300	636	675	724
Net financial debt	6,541	5,453	5,778	5,936	5,950