<table>
<thead>
<tr>
<th></th>
<th>Time</th>
<th>Segment</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>08:15 – 09:00</td>
<td>Schaeffler Group</td>
<td>Klaus Rosenfeld</td>
</tr>
<tr>
<td>2</td>
<td>09:00 – 09:45</td>
<td>Automotive</td>
<td>Matthias Zink</td>
</tr>
<tr>
<td>3</td>
<td>09:45 – 10:15</td>
<td>Automotive Aftermarket</td>
<td>Michael Söding</td>
</tr>
<tr>
<td></td>
<td>10:15 – 10:45</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>10:45 – 11:30</td>
<td>Industrial</td>
<td>Dr. Stefan Spindler</td>
</tr>
<tr>
<td>5</td>
<td>11:30 – 12:15</td>
<td>Greater China</td>
<td>Dr. Yilin Zhang</td>
</tr>
<tr>
<td></td>
<td>12:15 – 13:00</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>13:00 – 14:30</td>
<td>Exhibition / Driving Event</td>
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</table>
1 Introduction

Capital Markets Day 2017 – Our team today

Klaus Rosenfeld
Chief Executive Officer

Dr. Stefan Spindler
CEO Industrial

Michael Söding
President Automotive Aftermarket

Matthias Zink
CEO Automotive

Dr. Yilin Zhang
Regional CEO Greater China

New Head of Investor Relations

Dietmar Heinrich
New Chief Financial Officer

Prof. Dr. Peter Pleus
CEO Automotive

Renata Casaro
New Head of Investor Relations
Schaeffler Group – At a glance

Sales development 2013 – H1 2017

- Leading automotive and industrial supplier of high-precision components and systems
- Global footprint with around 86,000 employees at about 170 locations in more than 50 countries
- Balanced business portfolio across sectors, geographies and diversified customer base with leading market positions

**Key aspects**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>H1 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>11,205</td>
<td>12,124</td>
<td>13,179</td>
<td>13,338</td>
<td>7,046</td>
</tr>
<tr>
<td>Growth rate (y-o-y)</td>
<td>+2.9%</td>
<td>+0.8%</td>
<td>+3.5%</td>
<td>+3.4%</td>
<td>+3.8%</td>
</tr>
<tr>
<td>EBIT-margin</td>
<td>12.8%</td>
<td>12.9%</td>
<td>12.7%</td>
<td>12.7%</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

1) Before one-off effects; 2) FX-adjusted

Sales by division H1 2017

- Industrial: 23%
- Automotive Aftermarket: 13%
- Chassis Systems: 11%
- Engine Systems: 20%
- Transmission Systems: 33%

Sales by region H1 2017

- Americas: 22%
- Asia/Pacific: 16%
- Europe: 52%
- Greater China: 10%
- Asia/Pacific: 16%

Sales H1 2017: EUR 7,046 mn
Above average profitability – Balance sheet strengthened

Sales and EBIT ¹)
in EUR mn

Sales / Sales Share Automotive

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Share</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>8,313</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>9,495</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>13,338</td>
<td>78%</td>
<td></td>
</tr>
<tr>
<td>H1 17</td>
<td>7,046</td>
<td>77%</td>
<td></td>
</tr>
</tbody>
</table>

EBIT / EBIT margin

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT</th>
<th>Margin</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1,073</td>
<td>12.9%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>1,509</td>
<td>15.9%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>1,700</td>
<td>12.7%</td>
<td></td>
</tr>
<tr>
<td>H1 17</td>
<td>780</td>
<td>11.1%</td>
<td></td>
</tr>
</tbody>
</table>

Free Cash Flow and Net Debt ¹)
in EUR mn

Free Cashflow / Capex Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Cashflow</th>
<th>Capex</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>482</td>
<td>11.2%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>566</td>
<td>3.8%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>735</td>
<td>8.6%</td>
<td></td>
</tr>
<tr>
<td>H1 17</td>
<td>-89</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Net Debt / Leverage Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Debt</th>
<th>Leverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>5,744</td>
<td>2.7x</td>
</tr>
<tr>
<td>2010</td>
<td>4,889</td>
<td>2.1x²</td>
</tr>
<tr>
<td>2016</td>
<td>2,636</td>
<td>1.1x</td>
</tr>
<tr>
<td>H1 17</td>
<td>2,956</td>
<td>1.2x</td>
</tr>
</tbody>
</table>

¹) 2006-2010 are financial figures of a different legal entity (Schaeffler VZ GmbH)
²) Before special items
Overview Schaeffler Group

Our way with the Capital Markets – "A challenging journey"

Oct 2015
Dec 2015
Mar 2016
Jun 2016
Sep 2016
Dec 2016
Mar 2017
June 2017

IPO
10/8/15
13.15 EUR
11% Free Float

Placement of shares
4/5/16
25% Free Float

1st CMD
7/20/16
11.62 EUR
Target structure completed; IG Rating

HoldCo Refinancing
9/8/16

2nd CMD
7/20/17
16.51 EUR

11 analysts covering Schaeffler

Q1 2017 Results
5/11/17

Ad-hoc statement
6/27/17
12.50 EUR

Guidance 2017 reduced

Pre-release H1 2017
7/18/17

2nd CMD
7/20/17
12.50 EUR

12 analysts covering Schaeffler

E-Mobility and "Accelerated Scenario"
11/8/16

Update Equity Story
1/24/17

Good start into the year

6 analysts covering Schaeffler

Strategy "Mobility for tomorrow"
7/20/16

Strategy communicated
1/24/17

Guidance 2017 reduced

18 analysts covering Schaeffler

Target structure completed; IG Rating

Guidance 2017 reduced

11.62 EUR

Pre-release H1 2017
7/18/17

12.50 EUR

Guidance 2017 reduced

18 analysts covering Schaeffler
Vision / Mission

Mission
“Guided by the values of a global family business, we work closely together with our customers as true partners to deliver a compelling value proposition through our best-in-class expertise in manufacturing technology and systems know-how. In doing so, we contribute to the success of our customers, the advancement of our employees, and the prosperity of our society.”

8 Strategic pillars

1. We want to be the preferred technology partner for our customers.
2. We are an Automotive and industrial supplier.
3. We are a global company with a local presence throughout the world.
4. We produce components and systems.
5. We view C-Mobility, Industry 4.0, and Digitalization as key opportunities for the future.
6. We strive for the highest possible quality, efficiency, and delivery performance.
7. We want to be an attractive employer.
8. We live by the values of a global family business.

4 Focus areas

- Eco-friendly drives
- Urban mobility
- Interurban mobility
- Energy chain

16 Strategic initiatives

Initiatives
1. Customer focus
2. Operational excellence
3. Financial flexibility
4. Leadership & Talent management
5. Leading & Engineer Values
6. Classification for Tomorrow
7. New Work
8. Program CIO
9. Digital Agenda
10. IT 2020
11. Global Branding

Sponsorship:
- Prof. Peter F. Drucker
- Prof. Gunther H. Dr. Schaeffler
- Dr. Peter Rothenbühler
- Schaeffler
- Rosenfeld
- Schäffler
- Schaeffler
- Prof. Peter F. Drucker
- Prof. Peter F. Drucker
- Rosenfeld
- Dr. Peter Rothenbühler
- Schaeffler
- Rosenfeld
- Schaeffler
- Schaeffler
- Schaeffler
- Schaeffler
- Prof. Peter F. Drucker
- Prof. Peter F. Drucker
- Rosenfeld
3 Strategy "Mobility for tomorrow"

Strategy "Mobility for tomorrow" – One integrated Automotive and Industrial supplier

One integrated model

Key aspects

- Bearing & Components Technologies as internal bearing supplier for both divisions

- Manufacturing technology and system-know-how as key success factor

- Schaeffler Production System with focus on quality, cost efficiency and delivery performance

- High vertical integration with strong internal added value

Best-in class manufacturing technologies

- Forging
- Machining processes
- Forming methods
- Plastics technology
- Heat treatment
- Grinding and Honing
- Coating and Phosphating
- Assembly

Global Footprint

- Automotive
- Bearing & Components Technologies
- Industrial

Divisions

- Automotive
- Automotive OEM
- Automotive AAM
- Industrial

28%¹ bearings
87%² bearings

37 plants
29 plants
8 plants

1) Of divisional sales 2015
2) Production for both Automotive and Industrial division
3 Strategy "Mobility for tomorrow"

Strategy "Mobility for tomorrow" – 3 key opportunities for the future

1. E-Mobility
   - Separate Business Division "E-Mobility" as of January 1st, 2018
   - Strengthen footprint in Greater China as lead market for E-Mobility
   - E-Motor and electronic competence as key drivers

   15% of total Sales Automotive OEM from HEV/BEV in 2020

2. Industry 4.0
   - Separate Organizational Unit "Industry 4.0" as of January 1st, 2018
   - Combining Mechatronic business with digital driven services (i.e. Condition Monitoring)
   - Schaeffler Eco System

   10% of Sales from Industry 4.0-related products and solutions in 2022

3. Digitalization
   - Group wide Digital Agenda with 4 key areas coordinated by Digital Chief Officer
   - Today 100 employees work on 30 digital projects
   - Strategic partnership with IBM

   10% of added value from digitally enhanced products and services in 2022

1) Annual General Meeting 2017
Digital Agenda – Increasing efficiency with self-learning machines

Example: Ball Screw Driver

- **Measure**
  - Fitting accuracy

- **Act**
  - Accurate pairing increase success rate

**Cloud**

- **Analyse**
  - Real-time and historical data analyses
  - 13% points higher success rate

- **Optimize**
  - Algorithm-based optimization

**Machine Learning**

**Data Analytics**

*Example: Ball Screw Driver*
Schaeffler Equity story – 3 main building blocks

1. Outperformance in Automotive
   - Consistent growth above markets
   - Best-in-class margin

2. Margin upside in Industrial
   - CORE program in execution
   - Margin upside potential >3%-points

3. Strong Free Cash flow generation
   - Strong operating Cash flow Generation
   - FCF used for dividend payments, M&A and further deleveraging

Key objectives

Profitable growth and sustainable value creation
Our growth formula Automotive

Production volume growth

ICE cars

HEV cars

BEV cars

Ø Content per Vehicle growth

Ø CPV ICE

X

X

X

x1.5\(^1\)

x2.5\(^1\)

x4.0\(^1\)

Sales 2025

Key aspects

- The market is moving towards our accelerated scenario (2025: 50% ICE, 35% HEV, 15% BEV)

- Automotive sales is driven by number of vehicles produced (per powertrain category) \times Ø Content per Vehicle

- We expect Content per Vehicle to grow in all three powertrain categories (ICE, HEV and BEV) \(^2\)

1) Content per Vehicle 2025 compared to 2016

2) ICE = Internal combustion engine, HEV = Hybrid electric vehicles, BEV = Battery electric vehicles

Above average market growth
Our EBIT targets Industrial

in EUR mn

FY 2016

~ 60

CORE wave I+II

+ EUR 100 mn

~ 40

Growth

~ 320

FY 2018 Target

Efficiency

Growth

+ EUR 80 mn

~ 400

FY 2020 Target

Key aspects

- Industrial division on track to achieve EBIT margin target for 2018 of 10-11%
- Mid-term target of 11-13% EBIT margin remains in place for 2020
- Gap to mid-term target to be bridged by additional efficiency improvement and growth measures (to be determined)

Sales 1)

3,000

~ 2.5% p.a.

~ 3,200

~ 2.5% p.a.

~ 3,400

EBIT margin 2)

7.3%

10-11%

11-13%

1) Restated and FX-adjusted 2) Before one-off effects

~ 400
Our Cash Flow formula

\[
\Delta \text{Cash} = \text{Operating Cash Flow} + \Delta \text{Working Capital} - \text{Capex (Internal Growth)} + \text{Financing Proceeds} - \text{Regular Dividend} - \text{M&A} - \text{Deleveraging}
\]

Cash generation

Cash usage

Use of Cash

- Strong cash flow generation from operating business and 3 main uses of cash:
  - Annual Dividend pay-out 30-40% of net income\(^1\) (Priority No. 1)

- External growth / M&A\(^2\) to be (primarily) financed from external sources (Priority No. 2)

- No immediate deleveraging needs (Priority No. 3), significant financing headroom\(^3\)

\(^1\) Before \(\Delta\) Working Capital

\(^2\) Including one-off long-term investment projects (i.e. Real estate)

\(^3\) Adjusted for one-offs

\(^4\) Max leverage up to 1.5x EBITDA LTM to maintain Investment Grade Rating
Focus on technological competence to maintain our strong position as technology and innovation leader

Focus on smaller add-on acquisitions that contribute to a sustainable value creation

Strategic and cultural fit, technological excellence and value contribution as the most important acquisition criteria

Possible acquisitions will be in the three-digit million range

Attractive pipeline of potential acquisition targets for both divisions

Focus in Automotive and Industrial is on technology and on strengthening market positions

7 strategic search fields

Transaction sizes to vary between 100 EUR mn and 500 EUR mn

All regions are taken into account
Schaeffler Equity Story

Moving forward – "Where to improve"

1. Optimizing our disclosure

   - Regular reporting of Order intake Automotive OE and Order book Industrial
   - Semi annual disclosure starting in 2018

2. Intensifying our communication

   - New CFO
   - New Head of IR

3. Managing expectations in a more proactive manner

   - Annual Guidance 2017
   - Financial Ambition 2020

4. Making our business model more transparent

   - 2 divisions / 3 main building blocks
   - Automotive OE / Automotive AAM / Industrial

5. Explaining internal synergy potential

   - Integrated Automotive and Industrial supplier
   - "One Schaeffler" approach
5 Summary and Key Messages


Guidance 2017

New Guidance for 2017
as of June 26, 2017

- **Sales growth**: 4-5% FX-adjusted
- **EBIT margin**: 11-12% of sales before one-off effects
- **Free Cash Flow**: ~ EUR 500 mn w/o external growth

Market assumptions
- Automotive: Global Light Vehicle production growth of around 1.5%
- Industrial: Slight volume growth of global Industrial production at constant prices

Financial Ambitions 2020

- **Sales Growth**: Ø 4-6% p.a. w/o external growth, FX-adjusted
- **EBIT Margin**: 12-13% in 2020 Before one-off effects, w/o external growth
- **Free Cash flow**: EUR ~900M in 2020 w/o external growth
- **Earnings per Share**: EUR ~2.00 per share in 2020 w/o external growth
- **Gearing ratio ¹)**: <75% in 2020
- **Dividend ²)**: 30-40% of Net income

¹) Net-debt to equity ratio (excluding pensions) ²) Payout ratio based on Net income

1) Reported FCF of EUR -89 mn minus EUR 3 mn negative impact from M&A
1. Dynamic and fast changing environment requires accelerated transformation building on our integrated Automotive and Industrial business model.

2. Strategy "Mobility for tomorrow" provides a convincing framework with E-Mobility, Industry 4.0, and Digitalization as key opportunities for further growth.

3. Equity story remains intact with 3 main building blocks: (1) Above-market growth in Automotive, (2) Margin upside in Industrial and (3) Strong free cash flow generation.

4. Sharing order book/order intake numbers, intensifying our communication and making our business model more transparent to improve confidence and manage expectations.