

# Key Figures on Sustainability

Key figures that are important for measuring the sustainability performance of the Schaeffler Group are presented below. Financial, environmental, employee, and society-related data are presented. The reference period includes the business years 2015 and 2016 respectively.

| Key figure   | Unit         | 2016   | 2015   | Percentage change |
|--|--------------|--------|--------|-------------------|
| <b>Sustainable Management</b>  |              |        |        |                   |
| Revenue  | EUR millions | 13,338 | 13,179 | 1.2               |
| Revenue Europe   | Percent      | 53.1   | 53.3   | -0.4              |
| Revenue Americas   | Percent      | 21     | 22     | -4.5              |
| Revenue Greater China  | Percent      | 15.4   | 14.4   | 6.9               |
| Revenue Asia/Pacific   | Percent      | 10.5   | 10.3   | 1.9               |
| Revenue Automotive   | EUR millions | 10,333 | 9,977  | 3.6               |
| Revenue Industrial   | EUR millions | 3,005  | 3,202  | -6.2              |
| Net income <sup>1</sup>  | EUR millions | 859    | 591    | 45.3              |
| Shareholders' equity <sup>2</sup>  | EUR millions | 1,997  | 1,568  | 27.4              |
| Net financial debt   | EUR millions | 2,636  | 4,889  | -46.1             |
| Schaeffler Value Added   | EUR millions | 771    | 657    | 17.4              |
| Purchasing volume  | EUR millions | 8,382  | 7,787  | 7.6               |
| Purchasing volume Europe   | Percent      | 63.4   | 65.8   | -3.6              |
| Purchasing volume Americas   | Percent      | 17.7   | 17.9   | -1.1              |
| Purchasing volume Greater China  | Percent      | 11.5   | 9.4    | 22.3              |
| Purchasing volume Asia/Pacific   | Percent      | 7.4    | 6.9    | 7.2               |
| Potential suppliers reviewed for sustainability aspects based on a potentials analyses     | Number       | 114    | 106    | 7.5               |
| Number of employees trained in presence trainings and workshops on the topic of compliance | Number       | 9,988  | 3,190  | 213.1             |
| <b>Customers and Products</b>  |              |        |        |                   |
| Research and development (R&D) expenses  | EUR millions | 751    | 673    | 11.6              |
| R&D ratio  | Percent      | 5.6    | 5.1    | 9.8               |
| Number of R&D centers  | Number       | 17     | 17     | 0.0               |
| Average number of R&D staff  | Number       | 7,121  | 6,650  | 7.1               |
| Internal inventions reported   | Number       | 2,950  | 2,643  | 11.6              |
| Patent registrations   | Number       | 2,316  | 2,334  | -0.8              |
| Degree of congruence of production sites with quality management systems <sup>3</sup>      | Percent      | 100    | 100    | 0.0               |
| Awards for customer satisfaction/product quality   | Number       | 50     | 25     | 100.0             |
| <b>Environment and Energy</b>  |              |        |        |                   |
| Number of locations with EMAS validation   | Number       | 63     | 53     | 18.9              |
| Number of locations with ISO 14001 certification   | Number       | 69     | 69     | 0.0               |
| Number of locations with ISO 50001 certification   | Number       | 55     | 48     | 14.6              |
| Total energy consumption <sup>4</sup>  | GWh          | 3,100  | 3,009  | 3.0               |
| Electricity consumption  | GWh          | 2,274  | 2,214  | 2.7               |

| Key figure   | Unit                             | 2016      | 2015      | Percentage change |
|--|----------------------------------|-----------|-----------|-------------------|
| Natural gas consumption  | GWh                              | 746       | 713       | 4.6               |
| Fuel oil consumption   | l                                | 985,690   | 876,305   | 12.5              |
| Propane/LPG consumption  | t                                | 3,489     | 3,532     | -1.2              |
| Methanol consumption   | t                                | 15,298    | 13,169    | 16.2              |
| District heating consumption                                       | MWh                              | 69,268    | 73,731    | -6.1              |
| Intensity of energy consumption                                    | GWh/EUR <sup>5</sup>             | 0.51      | 0.53      | -3.8              |
| Greenhouse gas emissions   | t CO <sub>2</sub> e              | 1,234,230 | 1,337,203 | -7.7              |
| Direct greenhouse gas emissions (Scope 1)                          | tCO <sub>2</sub> e               | 153,892   | 176,378   | -12.7             |
| Indirect greenhouse gas emissions (Scope 2)                        | tCO <sub>2</sub> e               | 1,080,221 | 1,160,800 | -6.9              |
| Intensity of greenhouse gas emissions                              | t/EUR <sup>5</sup>               | 279       | 331       | -15.7             |
| Nitrous oxides (NO <sub>x</sub> )                                  | t                                | 88.9      | 87.9      | 1.1               |
| Sulfur dioxide (SO <sub>2</sub> )                                  | t                                | 4.8       | 3.3       | 45.5              |
| Fine particles   | kg                               | 182       | 154       | 18.2              |
| Water consumption  | m <sup>3</sup>                   | 3,424,948 | 3,126,080 | 9.6               |
| Intensity of water consumption                                     | m <sup>3</sup> /EUR <sup>5</sup> | 775.01    | 753.16    | 2.9               |
| Amount of waste, Germany   | t                                | 292,964   | 294,174   | -0.4              |
| Scrap and metals, Germany  | t                                | 240,424   | 237,353   | 1.3               |
| Waste for recycling, Germany <sup>6</sup>                          | t                                | 47,815    | 50,964    | -6.2              |
| Waste for disposal, Germany  | t                                | 4,725     | 5,857     | -19.3             |
| Intensity of waste generation, Germany                             | t/EUR <sup>5</sup>               | 0.063     | 0.073     | -13.7             |
| Reuse quota (recycling/recovery/total waste), Germany <sup>6</sup> | Percent                          | 90.1      | 88.5      | 1.8               |
| <b>Employees and Society</b>                                       |                                  |           |           |                   |
| Employees, worldwide <sup>7</sup>                                  | Number                           | 86,662    | 84,198    | 2.9               |
| Fluctuation quota  | Percent                          | 3.6       | 3.3       | 9.1               |
| Average age  | Years                            | 39.8      | 39.7      | 0.3               |
| Average tenure   | Years                            | 11.2      | 11.1      | 0.9               |
| Number of trainees   | Number                           | 2,966     | 2,897     | 2.4               |
| Proportion of female employees – worldwide                         | Percent                          | 21.4      | 21.0      | 1.9               |
| Proportion of female managers – worldwide <sup>8</sup>             | Percent                          | 11.8      | 11.4      | 3.5               |
| Costs for personnel development                                    | EUR millions                     | 26.6      | 27.9      | -4.7              |
| Average days of advanced training <sup>9</sup>                     | Days                             | 2.0       | 2.5       | -20.0             |
| Part-time ratio <sup>10</sup>                                      | Percent                          | 6.6       | 7.5       | -12.0             |
| Accident frequency   | AccR <sup>11</sup>               | 8.35      | 8.45      | -1.2              |
| Absenteeism due to illness <sup>12</sup>                           | Percent                          | 3.8       | 3.6       | 5.6               |
| Number of men/women on parental leave, Germany                     | Number                           | 336       | 347       | -3.2              |
| Locations with OHSAS 18001 certification                           | Number                           | 69        | 69        | 0.0               |
| Proportion of disabled employees <sup>13</sup>                     | Percent                          | 5.5       | 5.3       | 3.8               |
| Personnel expense  | EUR millions                     | 4,167     | 3,990     | 4.4               |
| Wages and salaries   | EUR millions                     | 3,388     | 3,253     | 4.2               |
| Social security contributions                                      | EUR millions                     | 665       | 621       | 7.1               |
| Other personnel expense  | EUR millions                     | 114       | 116       | -1.7              |

1 Attributable to shareholders of the parent company.  
2 Including non-controlling interests.  
3 Those with serial customer deliveries acc. to the group manual.  
4 Conversion factor for calorific value of heating oil: 10 kWh per liter.

5 Per EUR millions value added.  
6 Excluding scrap and metals.  
7 Deadline 31 Dec. of respective year.  
8 Managers are defined as employees in a supervisory function.  
9 Per year/employee, Schaeffler Germany.  
10 Schaeffler AG.

11 AccR = Accidents with work absences per 1 million hours work.  
12 Number of sick days as a percentage of scheduled working days.  
13 Schaeffler Group Germany, without subcontract workers.