



SCHAEFFLER

At a glance
2018

Content

Cover: Mounting of a large rolling bearing

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Message from the shareholders



“As a leader in technology, we combine a passion for innovation with the highest standards of quality to shape the future of mobility – for a world that will be cleaner, safer and smarter.” (Vision of the Schaeffler Group)

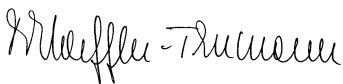
Ladies and gentlemen,

Strong brands are becoming increasingly important in global competition. Based on our corporate values “Sustainable”, “Innovative”, “Excellent”, and “Passionate”, Schaeffler is just such a strong corporate brand with which the company positions itself as a global player and technology partner and helps to shape mobility for tomorrow.

The world is changing at breathtaking speed. It is an essential component of our corporate culture to not only keep pace with this change, but to always be one step ahead and to think and act in a sustainable and future-oriented way.

Once again last year, Schaeffler continued to broaden its global presence with new locations and plant expansions in the USA, the Czech Republic, and Germany, for instance. Modern structures, innovative strength, and the ability to constantly improve in all areas form the basis for the company to expand its leading position and open up new business areas and markets.

We would like to extend our sincere thanks to all our business and research partners for their successful cooperation and the trust they have placed in our company. In particular, our heartfelt thanks go to our employees for their continued commitment and creativity. A strong foundation of values and respectful cooperation are very important to us as family shareholders, especially in a world that is becoming more and more digitized.



Maria-Elisabeth Schaeffler-Thumann



Georg F. W. Schaeffler

Introduction by the Chief Executive Officer



“We want to become more agile, quicker, and bolder.”

Ladies and gentlemen,

2017 was a challenging year, but one in which we achieved a great deal. For the first time ever, the Schaeffler Group generated revenue of more than EUR 14 billion, and we were able to grow our net income to EUR 980 million. In addition, we achieved success with the implementation of our strategy “Mobility for tomorrow”. In this, we were mainly guided by the first of our 8 strategic pillars: “We want to be the preferred technology partner for our customers”.

To ensure that we continue to succeed in the future, we have set for ourselves the goal of becoming more agile, quicker, and bolder. That’s why we launched our future program “Agenda 4 plus One”, which comprises 20 initiatives. In total, we are investing around one billion euros in it. Around 1,000 employees are working directly on its implementation. A major focus is being placed on the Initiatives “E-Mobility”, “Industry 4.0”, and “Digitalization”.

We want to sustainably future-proof the Schaeffler Group, and we will only be able to do this if we play an active role in shaping the major changes in the markets and regions in which we operate. We must join forces, continue to grow together, speak with one voice, both within and outside, and act as one Schaeffler Group, as a strong automotive and industrial supplier – in the interest of our customers and business partners, our employees, as well as our family shareholders and all other shareowners.

Yours sincerely,



Klaus Rosenfeld
Chief Executive Officer

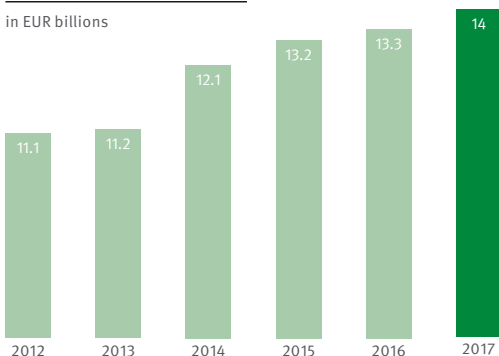
Schaeffler at a glance

A leading global technology company

The Schaeffler Group is a global automotive and industrial supplier. Top quality, outstanding technology, and exceptionally innovative spirit form the basis for the continued success of the company. By delivering high-precision components and systems in engine, transmission, and chassis applications, as well as rolling and plain bearing solutions for a large number of industrial applications, the Schaeffler Group is already shaping “*Mobility for tomorrow*” to a significant degree.

Revenue trend 2012 – 2017

in EUR billions



The company generated sales of approximately EUR 14 billion in 2017. With more than 90,000 employees, Schaeffler is one of the world's largest family companies and, with approximately 170 locations in over 50 countries, has a worldwide network of manufacturing locations, research and development facilities, and sales offices. As a global development partner and supplier, Schaeffler maintains stable long-term relationships with its customers and suppliers.

5%

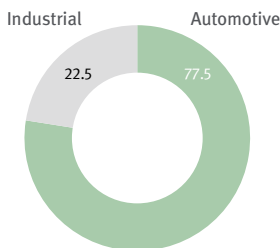
average growth over
the last 5 years

EUR 14 Billion
in revenue in 2017

Effective January 1, 2018, the Schaeffler Group divided its business into three divisions – Automotive OEM, Automotive Aftermarket, and Industrial.

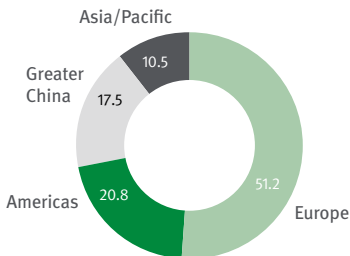
Revenue 2017 by division¹

in percent



Revenue 2017 by region

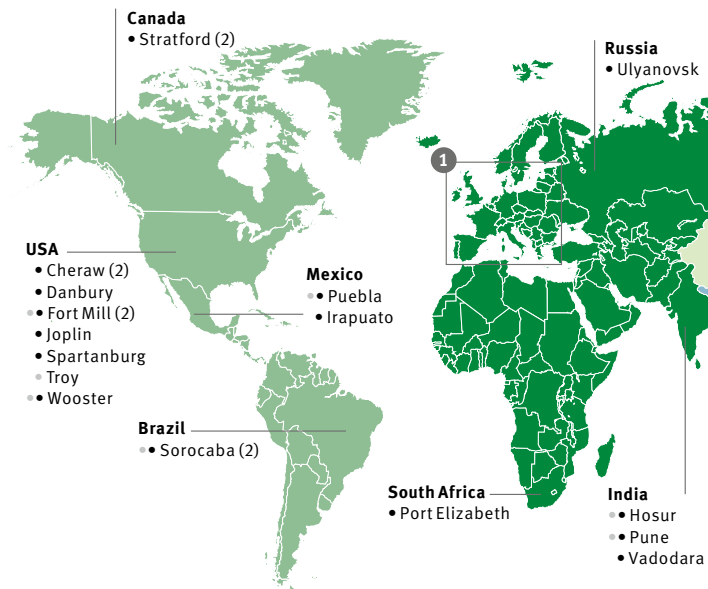
in percent by market view



¹⁾ Organizational structure up until December 31, 2017

Schaeffler worldwide

Schaeffler Group plants and R&D centers



Regions ¹⁾	Europe	Americas	Greater China	Asia/Pacific
R&D centers	10	5	1	2
Plants	46	14	8	5

¹⁾ The regions represent the regional structure of the Schaeffler Group.

1 In Europe



Germany

- Bühl
- Eltmann
- Gunzenhausen
- Hamm/Sieg
- Herzogenaurach
- Hirschaid
- Höchststadt (2)
- Homburg (3)
- Ingolstadt
- Kaltennordheim
- Lahr
- Luckenwalde
- Morbach
- Schweinfurt (2)
- Steinhagen
- Suhl
- Unna
- Wuppertal

Austria

- Berndorf
- St.Veit

France

- Calais
- Chevilly
- Haguenau (2)

United Kingdom

- Llanelli
- Plymouth
- Sheffield

Italy

- Momo

Portugal

- Caldas da Rainha

Spain

- Elgoibar

Hungary

- Debrecen
- Szombathely

Romania

- Braşov

Slovakia

- Kysucké Nové Mesto
- Skalica

Czech Republic

- Lanškroun
- Svitavy

Strategy “Mobility for tomorrow”

With its strategy “Mobility for tomorrow”, Schaeffler sets the course for future sustainable and profitable growth.

Vision and Mission

In its mission, the Schaeffler Group describes the task it is committed to. Underlying this mission are three key concepts: working in partnership with customers and business partners, top-level expertise in manufacturing technology, and advanced systems know-how. The Schaeffler Group’s vision and mission complement and amplify one another, with the vision encompassing the goals and aspirations that guide the company’s course of action.

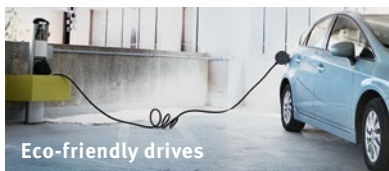
Mission

“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.”

Vision

“As a leader in technology, we combine a passion for innovation with the highest standards of quality to shape the future of mobility – for a world that will be cleaner, safer, and smarter.”





4 Focus areas

Based on long-term trends, automotive and industrial supplier Schaeffler has defined 4 focus areas as part of its strategy "Mobility for tomorrow" on which the company intends to concentrate in the future.

Eco-friendly drives

Whether in cars, heavy-duty trucks or production machines: Maximum energy efficiency and the lowest possible emission values are required wherever mechanical movement is generated. Schaeffler develops and produces components and systems for optimized internal combustion engines, as well as for hybrid and electric drives.

Urban mobility

Nowhere is the shift in mobility as noticeable as it is in megacities across the globe. New mobility concepts, based on the intelligent combination of individual vehicles with public transportation services are rapidly gaining acceptance. Schaeffler is on board, from micro-mobiles all the way to subway trains.

Interurban mobility

In a networked world, mobility between large conurbations plays an especially important role. Increasing rail and air transportation requires innovative technological solutions – just as modern agriculture does. Schaeffler offers adapted solutions for all these sectors.

Energy chain

Climate protection can only be achieved if the entire energy chain from generation to transport to use is continuously optimized. As a partner of the energy industry, Schaeffler supports the expansion of renewable energy generation, focusing particularly on wind power, but also on hydropower and solar energy as well.

8 Strategic pillars

In order to achieve profitable growth in all focus areas, Schaeffler has determined 8 strategic pillars that define the scope for future entrepreneurial action. On one hand, these pillars define the com-

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 E-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.

pany’s self-understanding as a global technology partner of the automotive sector and industry, that delivers both components and systems. On the other hand, they specify the prerequisites as well as the values by which Schaeffler lives. Schaeffler views E-Mobility, Industry 4.0 and Digitalization as key opportunities for the future.

20 Strategic initiatives

Each strategy is only as good as the results that come of it. In developing its strategy, the company intensively addressed the question of how to implement it as efficiently and consistently as possible. The company therefore devised a tailor-made excellence program that summarizes the most important strategic initiatives and places them in 5 categories. Fittingly, the Schaeffler Group calls this excellence program “Agenda 4 plus One”.

“Agenda 4 plus One” includes the following 5 categories: Customer focus, Operational excellence, Financial flexibility, Leadership and talent management, and – as “plus One” – Securing long-term competitiveness and value creation. “Agenda 4 plus One” comprises 20 strategic initiatives that are of utmost importance worldwide. The declared goal is to successfully implement all initiatives by the end of 2020.



E-Mobility

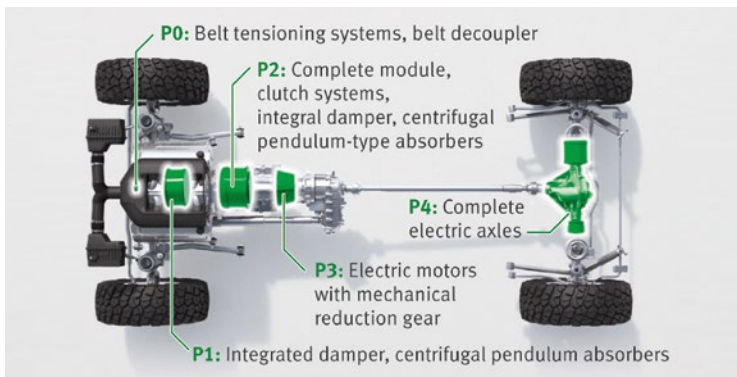
Solutions for all vehicle classes and markets

In order to underline and bundle Schaeffler's competence in the field of E-Mobility, Schaeffler established its own E-Mobility business division at the beginning of 2018.

Electric drives can make a significant contribution to more environmentally-friendly mobility and reduced emissions in metropolitan areas. As a partner of the automotive industry, Schaeffler develops solutions that meet customer requirements for different vehicles classes in different regions.

48-volt drives: Mobility must stay affordable in the electric age. Fuel-efficient internal combustion engines will therefore remain the basis for long-range individual mobility in many vehicle classes and markets. 48-volt drives from Schaeffler enable fuel savings of up to more than 20 percent to be achieved at moderate costs, depending on design. Purely electric driving at low speeds, such as during parking, is also possible.

Plug-in hybrid drives: Almost all automobile manufacturers realize plug-in hybrid designs to achieve better fuel economy and reduce CO₂ emissions from high-performance and large vehicles. These hybrids feature a combination of the internal combustion engine with a powerful electric drive. Schaeffler is developing hybrid modules in various torque classes for installation between the engine and gearbox – or as a separate axle module.



Schaeffler offers drive solutions and components for all hybrid architectures. There are five variants available, bearing the abbreviations **P0** to **P4**.

Drives for battery-electric vehicles: In the coming years, a market for purely battery-electric vehicles will emerge in particular in China and Europe, as well as in urban regions. Schaeffler is already offering volume-production drive solutions for such vehicles, and at the same time is undertaking research into further future concepts, such as the wheel hub drive.

Electric axles: Schaeffler's electric axle provides a pioneering solution for both hybrid vehicles and fully electric vehicles without internal combustion engine. This means that for example, all-wheel drive can be implemented in hybrid vehicles. Using a 48-volt architecture, up to 20 kilowatts of purely electric power is permanently available from the axle drive.

Schaeffler uses its participation in the electric racing series, Formula E, to prove its developments in the field of electric drive technology for volume production. The company is the exclusive technology partner of team Audi Sport Abt Schaeffler and is responsible for the drive train of the electric race car.

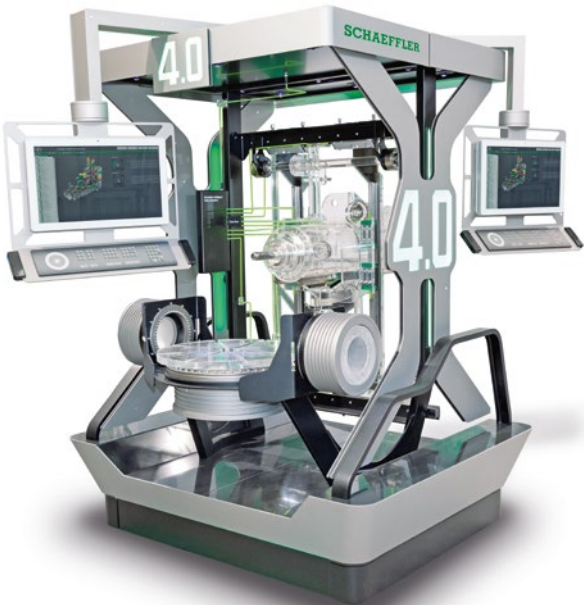
Industry 4.0

Added value through intelligent networking

Since 2018, Schaeffler has been combining all activities from the mechatronic and digital service business in the ‘Industry 4.0’ unit within the Industrial division.

The world is right in the middle of the so-called fourth industrial revolution, which is having a massive impact on the future of production companies. “Industry 4.0” stands for intelligent networks that interconnect product development, production, logistics, customers and suppliers. Its technological basis is intelligent, digitally linked systems that maximize the possibilities for autonomous production and optimized plant operation: Machines, systems, logistics, and products communicate and cooperate with one another directly – just as people do.

As an industrial supplier, Schaeffler wishes to take an active role in shaping this development for its customers. With its Smart EcoSystem, Schaeffler offers an ideal IT infrastructure for Industry 4.0 applications. Mechatronic products with additional sensory functions capture data at critical points in the machine. The data generated in this way can be used to achieve a more precise control of the production process, as well as for predictive maintenance. Based on broad know-how, combined with real-time data from running operations, a digital image of a machine can be created. This expert model is the basis for further analyses and digital services. The goal is to be able to draw conclusions about the current and future machine status. In this way, Schaeffler lays the foundation for new designs and the optimization of components and machines as well



Machine Tool 4.0

as for the early scheduling of maintenance work. Thus, customers are able to sustainably optimize their processes and improve the availability and productivity of their machines and equipment.

Digitalization

Shaping the future with the “Digital Agenda”

These days, the value of a car or machine is less and less determined by hardware and software alone. Digital services, based on networked operating data, complement the classic business models in the automotive and industrial sectors. As a supplier to these industries, Schaeffler not only reacts to this trend, but also thinks ahead, as evidenced by its “Digital Agenda” which is an integral part of its “Agenda 4 plus One”. Thus, the company plays an active role in shaping the future. Schaeffler is specifically expanding four pillars on which these business models are based:

Products & Services

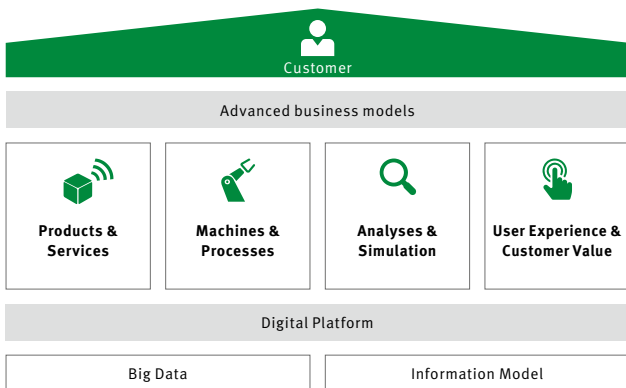
Fitted with sensors, electronics and actuators, bearings and other drive components provide the information required for big data analyses as well as data-based and service-oriented business models founded on networking.

Machines & Processes

Schaeffler sees itself not only as a supplier for smart factories, but also implements new technologies at an early stage in its own production, which is characterized by a high degree of vertical integration. In the future, the company will therefore digitally map the entire product life cycle, from the initial idea to a new product, and from digital production planning to sales management.

Analyses & Simulation

Schaeffler uses real operating data to test innovations before the first prototype is even built and to permanently optimize products throughout their lifecycle.



User Experience & Customer Value

Acceptance of digital services also depends on user-friendly operator interfaces. Schaeffler is working to expand its expertise in the optimal design of man-machine interaction. Here, Schaeffler relies on tools such as target group-specific user cockpits that enable or facilitate decision-making.

With its digital platform, Schaeffler has implemented a central data hub that provides the basis for big data analyses. In partnership with IBM, Schaeffler is working to integrate and apply innovative methods, such as artificial intelligence, to products and processes throughout the company.

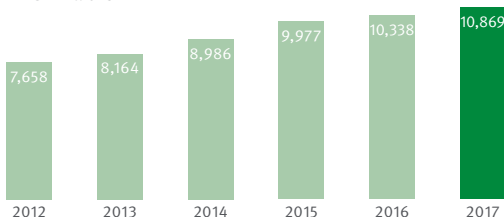
Automotive OEM division

Products for engines, transmissions, and chassis

The Automotive OEM division develops and manufactures ground-breaking products for engine, transmission, and chassis applications. As one of the world's leading automotive suppliers, the Schaeffler Group offers outstanding expertise for the entire drive train. The company's operating excellence includes components and system solutions for vehicles with drive trains based on internal combustion engines as well as for hybrid and electric vehicles. All products and system solutions for electric mobility, for hybrid and purely battery-powered vehicles, have been centrally managed via the new E-Mobility business division since January 1, 2018.

Automotive division revenue¹

in EUR millions



¹⁾ Organizational structure up until December 31, 2017



Schaeffler offers components and system solutions for vehicles with drive trains based on internal combustion engines (left) as well as for hybrid (middle, mild hybrid and plug-in hybrid) and electric vehicles (right).

Key products include clutch systems, transmission components, torsion dampers, valve train systems, camshaft phasing systems, and electric drives. Technologies from Schaeffler make a decisive contribution to reducing the fuel consumption of vehicles and to complying to the increasingly stringent vehicle emissions regulations. Moreover, they also increase driving comfort and dynamics, and extend the operating life of engines and transmissions.

Comprehensive systems expertise

The optimization of the drive train, as well as hybridization and electrification requires an in-depth understanding of systems. Schaeffler's broad product portfolio, which comprises components and systems in the domains of engines, transmissions, chassis and electric mobility, meets the demands for reducing CO₂ emissions and fuel consumption.





Engine Systems

Rolling bearing solutions, products for belt and chain drives, valve drive components and systems for variable valve drives



Transmission Systems

Torsional vibration dampers, clutches and double clutch systems, torque converters, CVT elements, lightweight differentials, bearing solutions, synchronization and gear shift units



Chassis Systems

Wheel bearings, electromechanical active roll control, steering components, bearing solutions and electromechanical actuators



E-Mobility

High-voltage drives for purely electric vehicles, high-voltage drives for plug-in hybrids, 48-volt drives and mild hybrid/micro-hybrid drives

Automotive Aftermarket division

Intelligent solutions for complex repairs

The Automotive Aftermarket division is responsible for Schaeffler's global spare parts business, supplying components and complete repair solutions for passenger cars, light and heavy commercial vehicles and tractors. With its comprehensive understanding of systems and extensive service offerings, the division supports garages even with complex repairs. Its broad portfolio includes products for clutch and release systems, as well as engine, transmission, and chassis applications. All components are optimally matched to each other and allow for the fast and professional replacement of parts.





In addition, the division offers a wide range of support services: Under its REXP'ERT brand, the Automotive Aftermarket bundles all garage-related services and helps customers with training, technical field service, and information regarding repairs and the special tools required to perform them. In addition, Schaeffler has initiated key service concepts together with industry partners and thus significantly enables the supply of information to garages and trade. These include the environmental management system “Partslife” and the “Quality is Added Value” initiative, which is committed to quality assurance throughout the sector.

Industrial division

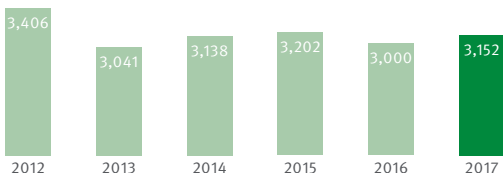
Products and solutions for the industry of the future

From miniature bearings measuring just a few millimeters to large sizes with outside diameters of several meters – Schaeffler's Industrial division supplies around 60 different industrial sectors with rolling bearings and plain bearings, linear and direct drive technology, and a service portfolio including maintenance products, monitoring systems and other solutions. Smart components and digital services are becoming increasingly important.

A worldwide network of sales engineers is available to provide advice to customers from all branches of industry directly on site – whether in agriculture or wind power, whether in the bicycle or steel industry. This extensive support is supplemented by a global network of authorized distributors.

Industrial division revenue

in EUR millions





In close cooperation with customers, Schaeffler engineers find the best solution for the demands of a given application – either with products from the standard portfolio or specifically developed products, with traditional services or with initial digital services. The optimum solution always takes into account the overall system as well as the specific environmental influences and operating conditions of the application.

In the aerospace sector, the Schaeffler Group is a leading manufacturer of high-precision bearings for aircraft and helicopter engines and for applications in space travel. Schaeffler's special bearing systems and high-precision components are used in almost all aerospace applications – from the jet engine of a Boeing or Airbus right up to the propulsion system of the Ariane rocket.



In future, renewable energy will represent a key component of the power supply. Schaeffler's technological expertise is already on display in products and solutions for hydropower, solar energy, and wind power applications. Rotor bearing supports for wind turbines weighing up to 15 tons and measuring up to 3.5 meters can be tested under realistic conditions on a large-size bearing test rig. The test rig results help further improve the understanding of systems as a whole, influencing factors, and the interaction in the drive trains of wind turbines.

Schaeffler has been an innovative systems partner for the development of industrial automation, such as that used in mobile machinery and metalworking, for several decades. With its rolling bearing, linear technology, and direct drive solutions, Schaeffler offers its customers comprehensive technological and application engineering expertise for complete systems that are precisely suited to the relevant application – all from a single source.

In an increasingly dynamic world, Schaeffler's bearings and system solutions help railways prepare for the challenges of the future. Perfectly suited solutions for all bearing applications in rail vehicles are created in close collaboration with manufacturers and operators. For example, Schaeffler is the development partner and sole supplier of axlebox bearing supports for a large number of high-speed train projects.



Employees

Schaeffler offers a wide range of career prospects in various functions. In 2017, the Schaeffler Group hired around 3,500 new employees. Schaeffler had more than 90,000 staff as at December 31, 2017, four percent more than in the prior year.

Number of employees worldwide

Figures as at December 31



Employee advancement and development

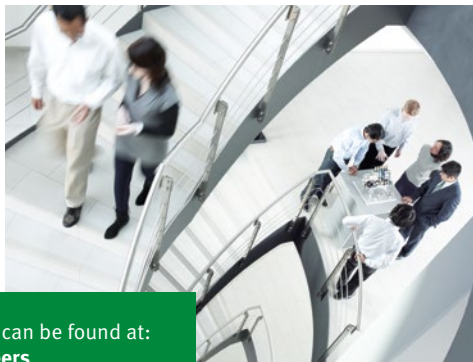
The Schaeffler Group invests extensively in continuing professional education and cooperates with numerous universities on practice-oriented degree programs. Schaeffler offers a wide range of opportunities for career advancement, including through temporary transfers to other Schaeffler Group companies.

The wide range of options for systematically developing and expanding knowledge is bundled under the umbrella of the Schaeffler Academy. The Academy is open to all employees and provides targeted training and continuing education opportunities for apprentices, employees, and management personnel alike.

Over 3,500 continuing education courses were held in Germany in 2017. Worldwide, approx. 3,200 apprentices or approx. 3.5 percent of the group's workforce were pursuing an apprenticeship within the Schaeffler Group at the end of 2017. These figures represent an approx. seven percent increase in the number of apprentices over the prior year.

over **3,500**
training courses in
Germany alone

3,200
apprentices worldwide



Current job opportunities can be found at:
www.schaeffler.com/careers

Sustainability

To the Schaeffler Group, sustainability means enabling a future worth living by fostering the growth of the Schaeffler Group with a long-term view and continuity for the benefit of all stakeholders. The Sustainability Strategy, “Responsibility for tomorrow,” provides the necessary framework, based on the Schaeffler Group’s vision and mission. The United Nations’ Sustainable Development Goals (SDGs) form the foundation of the company’s sustainability guidelines. Schaeffler’s strategically oriented sustainability work focuses on four fields of action: “Sustainable Management”, “Customers and Products”, “Environment and Energy” and “Employees and Society”.



You can find additional information on the topic of sustainability at www.schaeffler.com/sustainability.

Sustainable Management

With its integrated Sustainability Strategy, the Schaeffler Group pursues the aim of continuously optimizing social and environmental impacts along the entire value chain, based on concrete objectives and measures worldwide.

Customers and Products

With its product offerings, Schaeffler creates tomorrow's mobility and allows its customers to implement future-oriented, climate-friendly product solutions. Individual customer service and long-term business relationships are always the focus of company activities.

Environment and Energy

The Schaeffler Group sees itself as a global pioneer and role model when it comes to implementing sustainable production standards. Using a site-related management system, the company works in a structured way to increase its material and energy efficiency as well as to continuously reduce its emissions and use of resources.

Employees and Society

For Schaeffler, as a family-run company, assuming responsibility for its employees and society is a matter of course. Satisfied, motivated, performance-oriented employees are the basis of the company's success.

Schaeffler on the capital markets

Schaeffler has been active on the capital markets with various bonds since the beginning of 2012 (as at December 31, 2017: three bonds denominated in EUR and one in USD). Since its IPO on October 9, 2015 Schaeffler AG has been listed on the stock exchange.

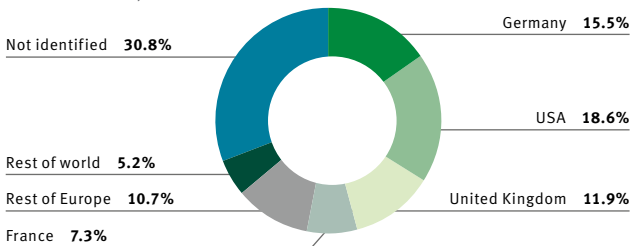
Schaeffler AG's share capital consists of a total of 666 million shares. These include 500 million common shares that are held by IHO Verwaltungs GmbH and are not listed on the stock exchange. 166 million shares are widely held common non-voting bearer shares with preferred dividend payments. Thus, the free float amounts to approximately 24.9 percent of Schaeffler AG's total common and common non-voting share capital. On June 20, 2016, the company was admitted to the MDAX index of Deutsche Börse.

Schaeffler shares – base data

ISIN	DE000SHA0159
German securities identification number (WKN)	SHA015
Stock symbol	SHA
German stock exchange	Frankfurt Stock Exchange (Prime Standard)
Index	MDAX
Share type	Common non-voting
Number of common non-voting shares as at December 31, 2017	166,000,000

Geographic distribution of free float

As at December 31, 2017



Schaeffler Group rating

Rating agency	Rating	Outlook
Fitch	BBB-	stable
Moody's	Baa3	stable
Standard & Poor's	BB+	positive

Investor Relations

Schaeffler AG maintains open lines of communication on a continuous basis with share- and bond holders as well as with all other capital market participants. The company has been presenting and discussing its quarterly and annual results via conference calls. In addition, it regularly holds roadshows in key European financial centers as well as in the U.S. All documents provided by Investor Relations are available for download from www.schaeffler.com/ir. You can contact the Investor Relations team by e-mail at ir@schaeffler.com.

Members of the Executive Board

Klaus Rosenfeld	Chief Executive Officer
Prof. Dr. Peter Pleus	CEO Automotive OEM
Matthias Zink	CEO Automotive OEM
Michael Söding	CEO Automotive Aftermarket
Dr. Stefan Spindler	CEO Industrial
Prof. Dr.-Ing. Peter Gutzmer	Deputy CEO and Chief Technology Officer
Dietmar Heinrich	Chief Financial Officer
Andreas Schick	Chief Operating Officer
Corinna Schittenhelm	Chief Human Resources Officer
Jürgen Ziegler	Regional CEO Europe
Bruce Warmbold	Regional CEO Americas
Dr. Yilin Zhang	Regional CEO Greater China
Helmut Bode	Regional CEO Asia/Pacific



Klaus Rosenfeld



Prof. Dr. Peter Pleus



Matthias Zink



Michael Söding



Dr. Stefan Spindler



Prof. Dr.-Ing.
Peter Gutzmer



Dietmar Heinrich



Andreas Schick



Corinna
Schittenhelm



Jürgen Ziegler



Bruce Warmbold



Dr. Yilin Zhang



Helmut Bode

Members of the Supervisory Board

Georg F. W. Schaeffler

Chairman

Maria-Elisabeth Schaeffler-Thumann

Deputy Chairperson

Jürgen Wechsler

Deputy Chairman

Prof. Dr. Hans-Jörg Bullinger

Dirk Spindler

Dr. Holger Engelmann

Robin Stalker

Prof. Dr. Bernd Gottschalk

Jürgen Stolz

Andrea Grimm

Salvatore Vicari

Norbert Lenhard

Dr. Otto Wiesheu

Dr. Siegfried Luther

Prof. KR Ing. Siegfried Wolf

Dr. Reinold Mittag

Jürgen Worrich

Barbara Resch

Prof. Dr.-Ing. Tong Zhang

Stefanie Schmidt

Key figures

[in EUR millions]	2017	2016
Revenue	14,021	13,338
thereof Automotive division	10,869	10,338
thereof Industrial division	3,152	3,000
Research and development expenses	846	751
in percent of revenue	6.0	5.6
EBIT before special items	1,584	1,700
in percent of revenue	11.3	12.7
Net income ¹	980	859
Operating cash flow	1,778	1,876
Capital expenditures (capex)	1,273	1,146
in percent of revenue (capex ratio)	9.1	8.6
Free cash flow	488	735

Employees

Employees (as at December 31)	90,151	86,662
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¹⁾ Attributable to shareholders of the parent company.

Contacts and Service

For press inquiries, contact
Corporate Communications:
www.schaeffler.com/press

For information on career
opportunities at Schaeffler
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