

## Key Figures on Sustainability

Financial and nonfinancial key figures that are important for measuring the sustainability performance of the Schaeffler Group are presented below. If not otherwise indicated, the information refers to the Schaeffler Group.

The reference period includes the business years 2016 and 2017, respectively. In the course of preparing the consolidated separate nonfinancial report of the Schaeffler Group, selected qualitative and quantitative details were submitted to an external business audit taking into consideration the International Standards on Assurance Engagements (ISAE) 3000 (Revised) for the purpose of obtaining a limited assurance engagement with respect to the information required by law as per Sections 315b and 315c in conjunction

with Sections 289c to 289e HGB. Figures audited in this context are marked with a ✓ sign. Figures that were audited in the context of the preparing the annual report are marked with a ✓✓. The figures are generally rounded, which can lead to slight deviations in the calculation of sums.

Expanded set of key figures available in the online report:  
[www.schaeffler-sustainability-report.com/2017/keyfigures](http://www.schaeffler-sustainability-report.com/2017/keyfigures)

### Sustainable Management

		2017	2016	Percentage change
Total revenue ✓✓	EUR millions	14,021	13,338	5.1
Revenue Automotive ✓✓	EUR millions	10,869	10,338	5.1
Revenue Industrial ✓✓	EUR millions	3,152	3,000	5.1
Revenue Europe ✓✓	Percentage	51.2	53.1	-3.6
Revenue Americas ✓✓	Percentage	20.8	21.0	-1.0
Revenue Greater China ✓✓	Percentage	17.5	15.4	13.6
Revenue Asia/Pacific ✓✓	Percentage	10.5	10.5	0.0
Net income <sup>1)</sup> ✓✓	EUR millions	980	859	14.1
Shareholders' equity <sup>2)</sup> ✓✓	EUR millions	2,548	1,997	27.6
Net financial debt ✓✓	EUR millions	2,370	2,636	-10.1
Schaeffler value added before special items ✓✓	EUR millions	787	939 <sup>3)</sup>	-16.2
Total purchasing volume	EUR millions	8,691	8,103	7.3
Purchasing volume Europe	EUR millions	5,548	5,260	5.5
Purchasing volume Americas	EUR millions	1,405	1,373	2.4
Purchasing volume Greater China	EUR millions	1,179	905	30.3
Purchasing volume Asia/Pacific	EUR millions	559	566	-1.2
Suppliers for whom initial assessments have been carried out <sup>4)</sup> ✓	Number	157	114	37.7
Suppliers for whom initial assessments have been fully completed ✓	Number	13	11	18.2
Suppliers who were completely excluded following an initial assessment ✓	Number	11	5	120.0
Suppliers who were accepted with open measures following an initial assessment ✓	Number	27	-	-
Suppliers for whom approval is still pending	Number	106	98	8.2
Employees trained in classroom training and workshops on the topic of compliance ✓	Number	8,741	9,988	-12.5

## Customers and Products

		2017	2016	Percentage change
Research and development (R&D) expenses	EUR millions	846	751	12.6
R&D ratio	Percentage	6.0	5.6	7.1
Employees in research and development <sup>5)</sup>	Number	7,634	7,121	7.2
R&D centers	Number	18	17	5.9
Internal inventions reported	Number	3,292	2,952 <sup>3)</sup>	11.5
Patent registrations	Number	2,383	2,316	2.9
Awards for customer satisfaction/product quality ✓	Number	58	50	16.0
Degree of congruence of production sites with quality management systems <sup>6)</sup>	Percentage	100	100	0.0

## Environment and Energy <sup>7)</sup>

		2017	2016	Percentage change
Sites validated by EMAS ✓	Number	68	63	7.9
Sites certified in accordance with ISO 14001 ✓	Number	69	69	0.0
Sites certified in accordance with ISO 50001 ✓	Number	61	57 <sup>3)</sup>	7.0
Total energy consumption <sup>8)</sup> ✓	GWh	3,263	3,119 <sup>3)</sup>	4.6
Intensity of energy consumption <sup>8) 9)</sup> ✓	GWh per EUR 1 m of added value	0.51	0.51	0.0
Electricity consumption ✓	GWh	2,339	2,255 <sup>3)</sup>	3.7
Natural gas consumption ✓	GWh	798	742 <sup>3)</sup>	7.5
Fuel oil consumption ✓	l	748,143	850,959 <sup>3)</sup>	-12.1
Propane/LPG consumption ✓	t	3,938	3,401 <sup>3)</sup>	15.8
District heating consumption ✓	MWh	67,393	69,414 <sup>3)</sup>	-2.9
Greenhouse gas emissions (total) <sup>10)</sup> ✓	t CO <sub>2</sub>	1,419,042	1,364,251 <sup>3)</sup>	4.0
Direct greenhouse gas emissions (Scope 1) ✓	t CO <sub>2</sub>	171,543	158.87 <sup>3)</sup>	8.0
Indirect greenhouse gas emissions (Scope 2) ✓	t CO <sub>2</sub>	1,247,498	1,205,381 <sup>3)</sup>	3.5
Intensity of greenhouse gas emissions <sup>9)</sup> ✓	t per EUR 1 m of added value	311	309 <sup>3)</sup>	0.6
CO <sub>2</sub> savings (Scope 1 & 2) <sup>11)</sup>	t	413,789	373,197	10.9
Nitrous oxides (NO <sub>x</sub> )	t	69.9	88.9	-21.4
Sulfur dioxide (SO <sub>2</sub> )	t	3.2	4.8	-33.3
Fine particles	kg	90	182	-50.5
Water usage, total (m <sup>3</sup> ) <sup>12)</sup> ✓	m <sup>3</sup>	5,296,528	5,018,560 <sup>3)</sup>	5.5

1) Attributable to shareholders of the parent company.

2) Including noncontrolling interests.

3) In the course of a post hoc validation, the figure was corrected and thus deviates from the representation in the Sustainability Report 2016.

4) Requested in 2017; the remaining cases are still being assessed.

5) Average figures.

6) Those with serial customer deliveries according to the Group manual.

7) The key environmental indicators of emissions and energy and water consumption are based on the consumption of the 75 production plants at 71 locations. Calculation is based on certification in accordance with ISO 14001, ISO 50001, and OHSAS 18001 and entry in the EMAS site registry; reporting date 12/31/2017.

8) Energy sources include electricity, natural gas, district heating, propane, and fuel oil; conversion factor for the calorific value of heating oil – 10 kWh per liter.

9) In terms of energy intensity, only electrical power consumption is taken into account.

10) The emission factors of the German Association of the Automotive Industry (VDA) from 2017 are used to ascertain emissions.

11) Savings as the difference between a country's average emissions factors and the site's emissions factors according to conditions of delivery.

12) Water consumption includes city water and company water.

Intensity of water consumption ✓	m <sup>3</sup> per EUR 1 m of added value	<b>1,160</b>	1,136 <sup>3)</sup>	2.1
Amount of waste, Germany ✓	t	<b>315,245</b>	313,259 <sup>3)</sup>	0.6
Intensity of waste generation, Germany <sup>13) 14)</sup>	t per EUR 1 m of added value	<b>31</b>	33	-6.0
Scrap and metals, Germany	t	<b>249,031</b>	260,056 <sup>3)</sup>	-4.2
Waste for recycling, Germany <sup>14)</sup>	t	<b>52,202</b>	51,256 <sup>3)</sup>	1.8
Recycling rate, Germany <sup>15) ✓</sup>	Percentage	<b>96.9</b>	96.3 <sup>3)</sup>	0.6
Waste for disposal, Germany	t	<b>1,736</b>	4,725	-63.3
Total logistics activities	EUR millions	<b>678</b>	610	11.0

## Employees and Society<sup>16)</sup>

		<b>2017</b>	<b>2016</b>	<b>Percentage change</b>
Total employees ✓✓	Number	<b>90,151</b>	86,662	4.0
Employees Europe ✓✓	Number	<b>61,554</b>	60,127	2.4
Employees Americas ✓✓	Number	<b>13,056</b>	12,480	4.6
Employees Greater China ✓✓	Number	<b>12,537</b>	11,255	11.4
Employees Asia/Pacific ✓✓	Number	<b>3,004</b>	2,800	7.3
Employee turnover rate <sup>17) ✓✓</sup>	Percentage	<b>3.9</b>	3.6	8.3
Average age ✓✓	Years	<b>39.7</b>	39.8	-0.3
Average tenure ✓✓	Years	<b>11.0</b>	11.2	-1.8
Permanent employees	Percentage	<b>90.1</b>	89.4	0.8
Part-time ratio <sup>18)</sup>	Percentage	<b>8.0</b>	6.6	21.2
Number of men/women on parental leave, Germany	Number	<b>337</b>	336	0.3
Total personnel costs ✓✓	EUR millions	<b>4,437</b>	4,167	6.5
Wages and salaries ✓✓	EUR millions	<b>3,606</b>	3,388	6.4
Social security contributions ✓✓	EUR millions	<b>700</b>	665	5.3
Other personnel expense ✓✓	EUR millions	<b>131</b>	114	14.9
Management positions <sup>19)</sup>	Number	<b>5,526</b>	5,118	8.0
Proportion of women in management, total <sup>19) ✓✓</sup>	Percentage	<b>12.4</b>	11.8	5.1
Proportion of women in the company workforce, total ✓✓	Percentage	<b>21.7</b>	21.4	1.4
Proportion of disabled employees <sup>20)</sup>	Percentage	<b>5.5</b>	5.5	0.0
Apprentices <sup>21)</sup>	Number	<b>3,185</b>	2,982	6.8
Trainees	Number	<b>49</b>	40	22.5
Dual students	Number	<b>173</b>	165	4.8
“Two in One” students	Number	<b>163</b>	178	-8.4
Master’s degree students	Number	<b>22</b>	31	-29.0
Participants in classroom training, Germany ✓	Number	<b>30,646</b>	37,345	-17.9
Participants in e-learning courses, Germany ✓	Number	<b>15,593</b>	25,074	-37.8
Accident frequency ✓	AccR <sup>22)</sup>	<b>7.09</b>	8.36 <sup>3)</sup>	-15.2
Sites certified in accordance with OHSAS 18001	Number	<b>68</b>	69	-1.4

13) In relation to the value creation generated in Germany.

14) Waste to be used or disposed of, without scrap and metals.

15) Recycling and recovery/total waste volume, without metals and scrap.

16) Unless otherwise indicated, the employee figures refer to the reporting date of December 31 of the respective year.

17) Pertains to employee-initiated turnover.

18) Schaeffler AG.

19) Management is defined as employees in a supervisory function.

20) Schaeffler Group Germany, without temporary workers.

21) Figure regarding the number of employees employed as apprentices in 2016 (2,966) as reported in the Sustainability Report 2016 refers to the reporting date of November 30, 2016 and was corrected to 2,982 apprentices for the reporting date of December 31, 2016.

22) Group-wide AccR = Accidents involving absence from work per one million working hours (from the first day of absence).