

SCHAEFFLER



**THE
MOTION
TECHNOLOGY
COMPANY**

Schaeffler AG
Q1 2026 Factbook

Investor Relations

We pioneer motion

1 Schaeffler at a glance

2 Capital Markets Day

3 Divisions

4 Latest financial releases

5 Further information

AGENDA

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AGENDA

Origins of Innovation – Driving tomorrow’s technology



Dr. Wilhelm and Dr.-Ing. E.h. Georg Schaeffler found **INA**

1946

Global expansion: Plants opened in Asia, North and South America

1950-1990



Complete acquisition of **LuK GmbH**

2000

Schaeffler becomes the majority shareholder of **Continental AG**

2008



IPO of **Schaeffler AG**

2015

We pioneer motion – Start of Roadmap 2025

2020



Merger of **Schaeffler** and **Vitesco**

2024

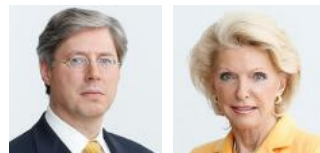
1950

Cage-guided needle roller bearing patent registered



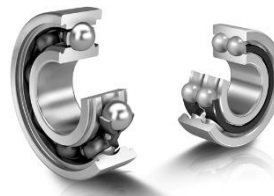
1996

Maria-Elisabeth Schaeffler-Thumann and her son Georg F. W. Schaeffler take on responsibility for the business after the death of Dr.-Ing. E. h. Georg Schaeffler



2001

Acquisition of **FAG Kugelfischer** Georg Schäfer AG



2014

Schaeffler creates **“Mobility for Tomorrow”**

2023

Voluntary public tender offer of Schaeffler AG to the shareholders of **Vitesco Technologies Group AG**



Company Profile – Innovation powerhouse with balanced global footprint

Generated revenue of around

23.5

EUR bn in 2025

Strong profitability with an

4.0%

EBIT margin¹ in 2025

Locations in more than

55

countries

One of the world's largest
family businesses with around

110,000

employees

Operates from more than

250 locations with about

~100 plants

Highly innovative company with

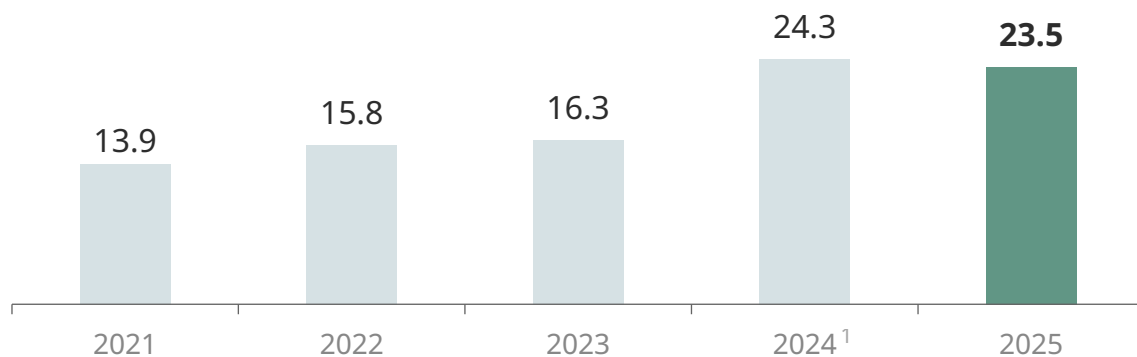
41

R&D centers

¹ Before special items

Schaeffler – A leading motion technology company

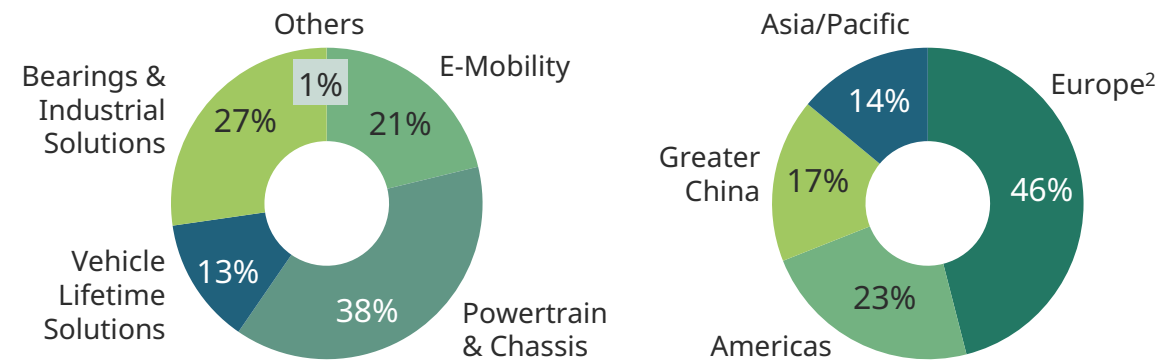
Sales in 2025 in € billions



Well balanced global production and R&D footprint

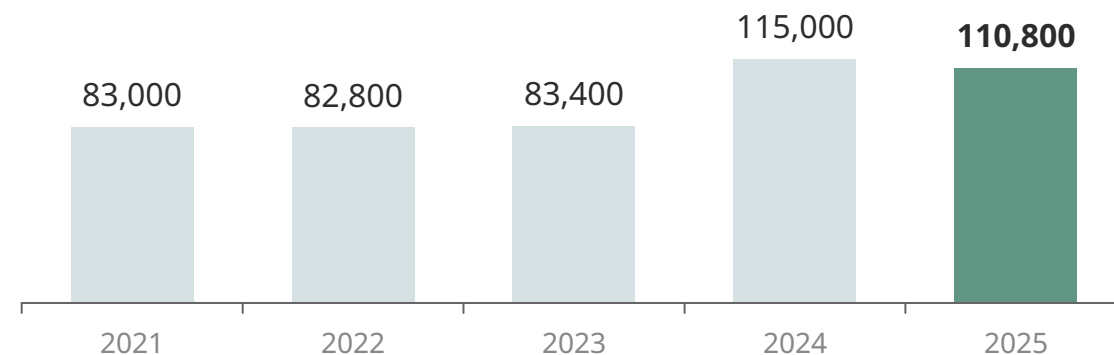
	Plants	R&D centers
Europe	56	20
Americas	19	9
Greater China	17	6
Asia/Pacific	12	6
Total	104	41

Sales by division and region 2025³



Employees worldwide

Headcount numbers rounded



¹ Pro Forma 2024 | ² Including Germany, Western Europe, Middle East and Africa, as well as Central and Eastern Europe | ³ Adjusted comparative figures 2025 | As of December 31, 2025

12 Core Manufacturing Technology Fields – A first-class combined technology portfolio

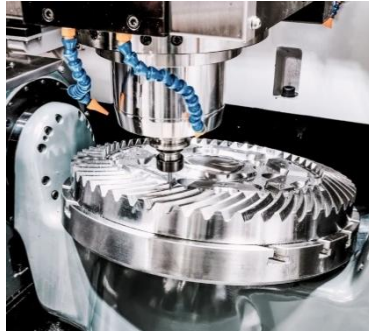
HOT FORMING



COLD FORMING



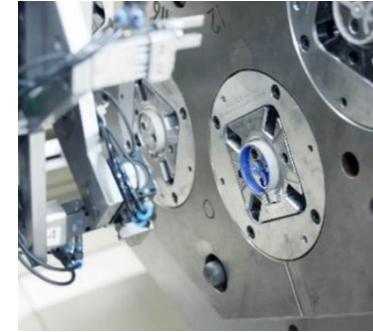
MACHINING



HEAT TREATMENT



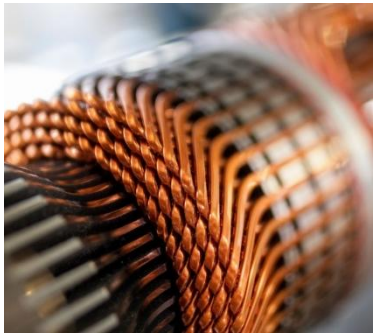
INJECTION MOLDING



COATING



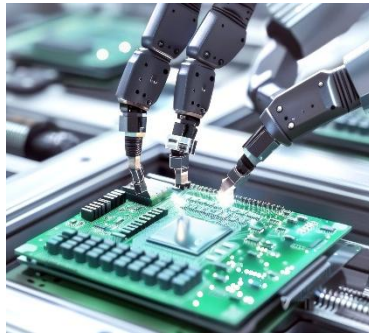
WINDING TECHNOLOGIES



ASSEMBLY & TESTING TECHNOLOGIES



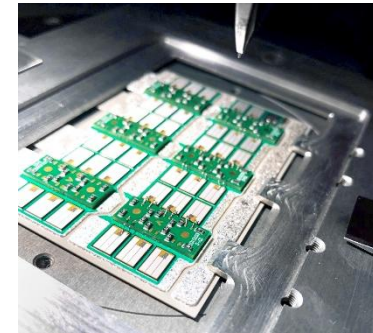
SURFACE MOUNTING TECHNOLOGIES (SMT)



ELECTRONICS PROTECTION TECHNOLOGIES



INTERCONNECTION TECHNOLOGIES



ADDITIVE MANUFACTURING



Our Product & Service Offering – Motion as the connecting element

8 PRODUCT FAMILIES		PRODUCT & SERVICE OFFERING
8 SUSTAIN MOTION	Repair & Monitoring Services	
7 ENERGIZE MOTION	Hydrogen Stacks & Plates	
6 DRIVE MOTION	E-Motors & E-Drives	
5 POWER MOTION	Power Electronic Units	
4 GENERATE MOTION	Actuators	
3 CONTROL MOTION	Electronic Control Units & Sensors	
2 TRANSMIT MOTION	Transmission & Engine Components	
1 GUIDE MOTION	Bearings & Linear Guides	

Key Aspects

- Schaeffler product & service portfolio categorized into 8 Product families
- All product families associated with their respective notion of motion
- Product families address customer requirements along all 4 regional markets and 10 sector clusters¹
- Use all the Schaeffler know-how in our core technologies to create maximum customer value and a unique selling proposition

Motion as the connecting element

¹Two-wheelers, Passenger Cars, Commercial Vehicles, Rail, Aerospace, Construction & Agriculture, Industrial Machinery, Medical Equipment, Conventional Energy, Renewable Energy

The Motion Technology Company – Our four divisions at a glance

E-Mobility



Modular and scalable solutions for all types of electric drives.

Powertrain & Chassis



Innovative solutions for powertrain and chassis systems.

Vehicle Lifetime Solutions



Tailored solutions for vehicle maintenance and repair.

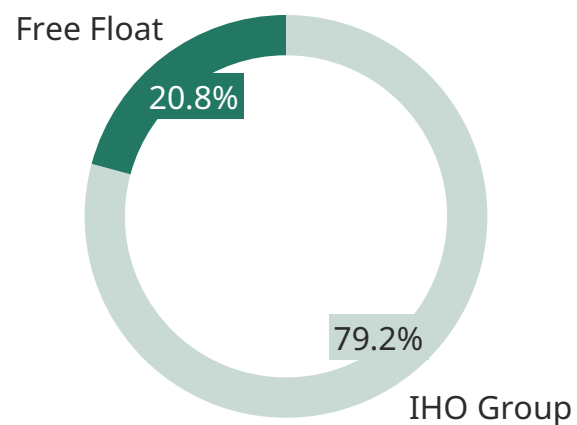
Bearings & Industrial Solutions



Leading manufacturer of rotary and linear solutions, serving a broad customer base.

Schaeffler share – Details

Shareholder structure



Key data

Share class	Common shares
Transferability	Registered shares
Trading venue	Frankfurt Stock Exchange
Market segment	Regulated Market (Prime Standard)
Ticker symbol	SHA
ISIN	DE000SHA0100
WKN	SHA010
Index	MDAX ¹

Total number of shares



944,884,641 shares

Subscribed capital



EUR 945 mn

Dividend payout



EUR 0.30 per share

Market capitalization²

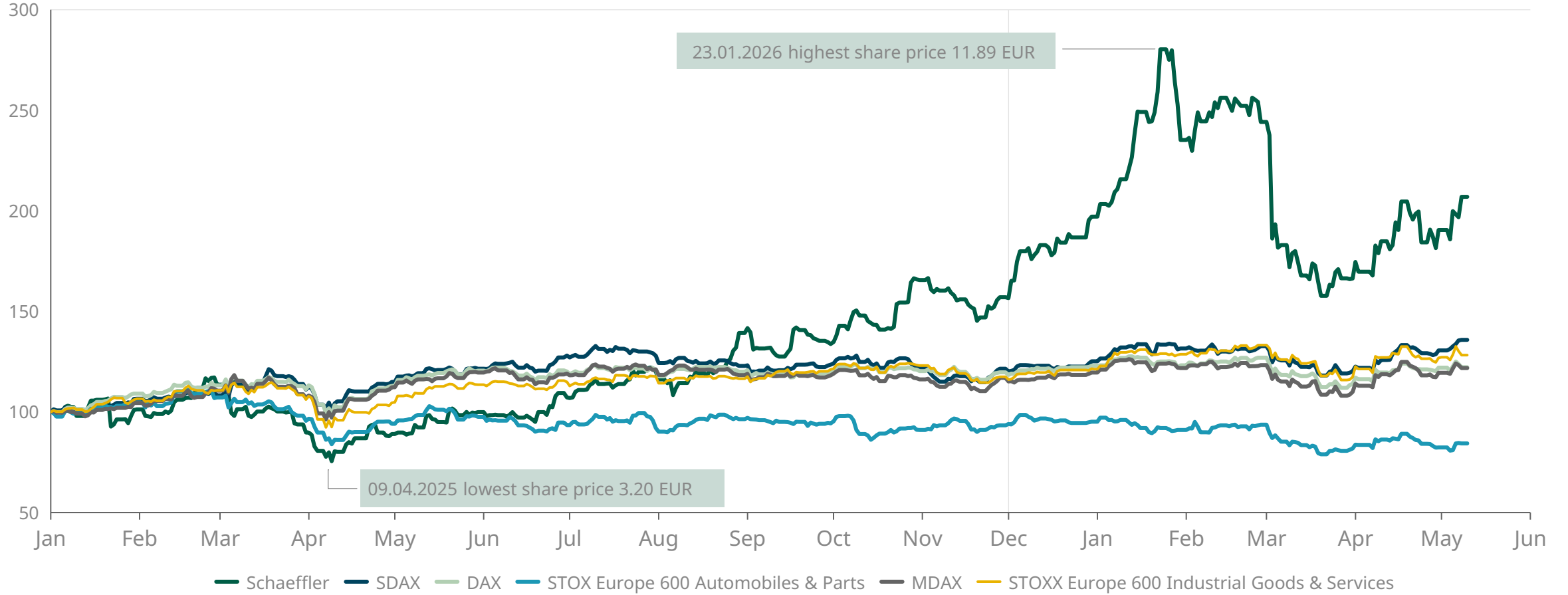


EUR 7.9 bn

¹ Since 9th March 2026 | ² As of 31.12.2025

Schaeffler – Share Price Performance 2025 and 2026

in percent (01.01.2025 = 100)



1 Schaeffler at a glance

2 Capital Markets Day

3 Divisions

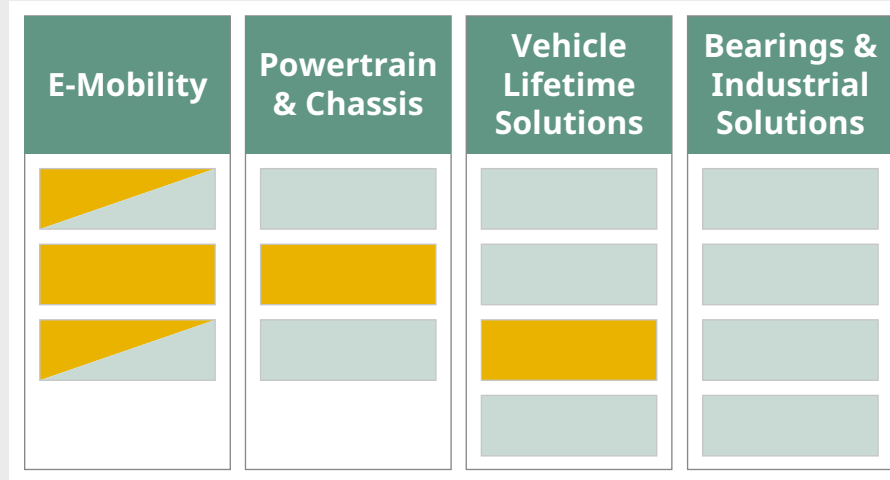
4 Latest financial releases

5 Further information

AGENDA

Our Vision – Creating the leading Motion Technology Company

4 product-oriented divisions



Today

The leading Motion Technology Company

Sales: EUR ~24 bn
Employees: ~110,000
Plants: ~100

Yesterday

Sales: EUR > 16 bn
Employees: 83,000
Plants: 82

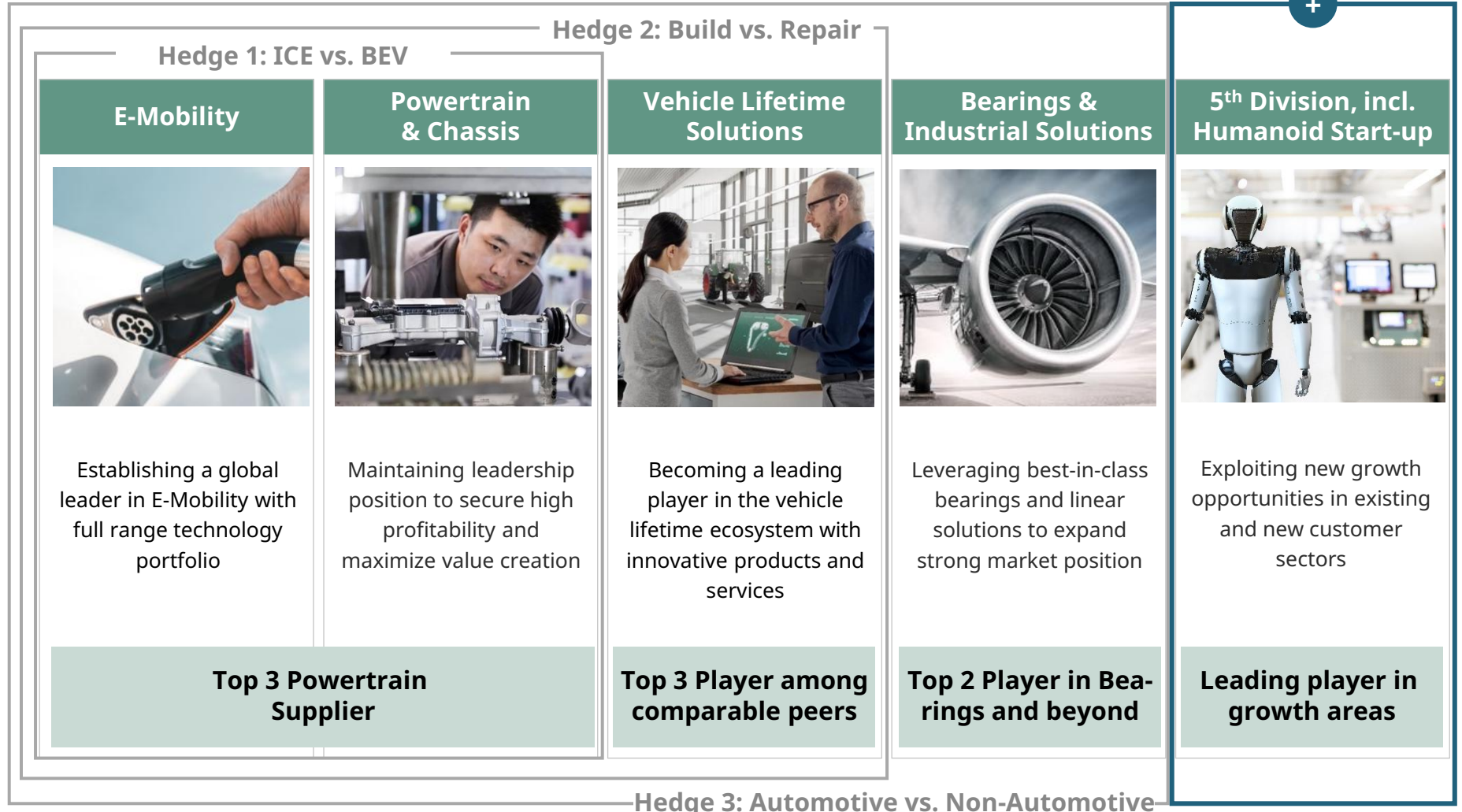
We pioneer motion

■ Schaeffler ■ Portfolio expansion through acquisition of Vitesco Technologies

4 pure play Divisions plus the “5th Division” – Room for new business

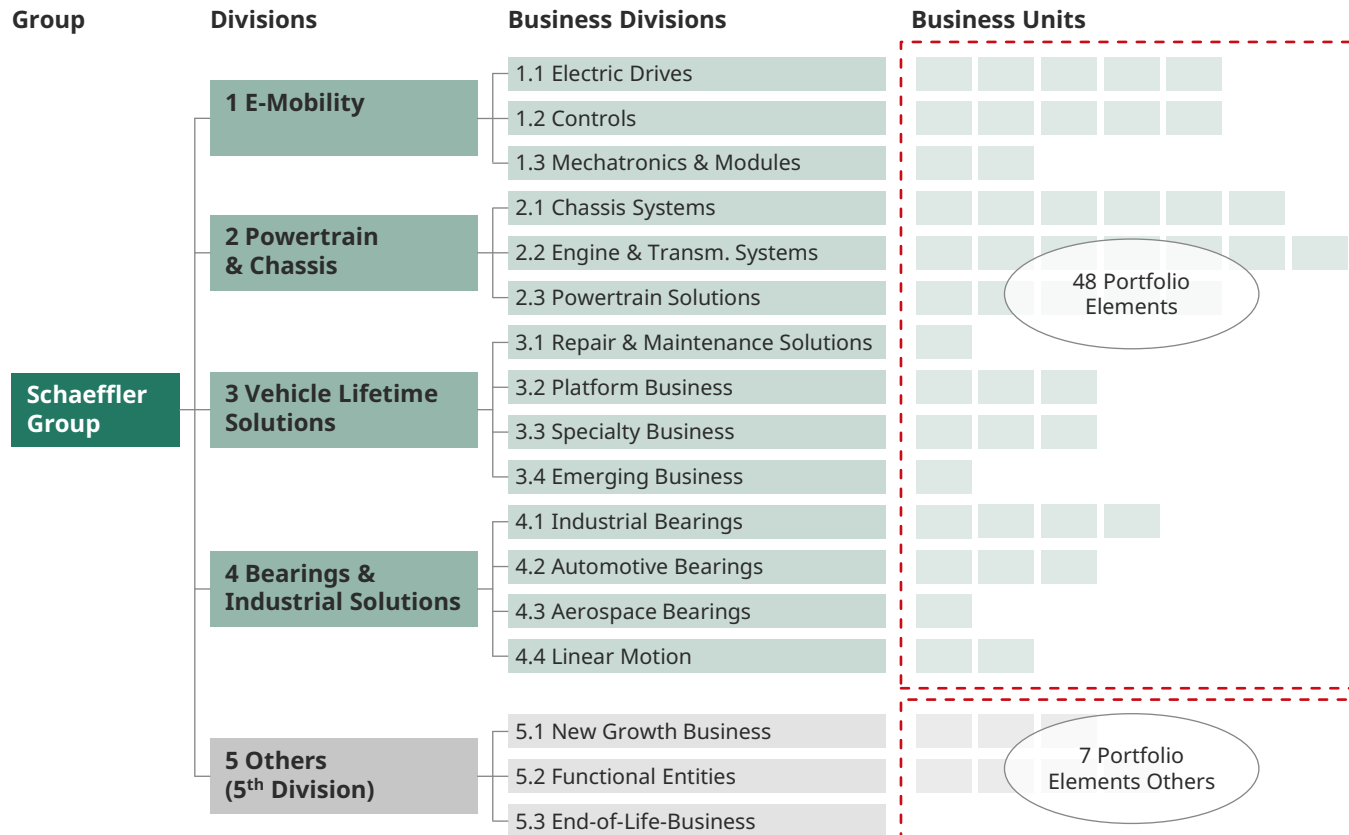
Product Families

Sustain motion	Repair & Monitoring Services
Energize motion	Battery & Hydrogen Solutions
Drive motion	E-Motors & E-Drives
Power motion	Power Electronic Units
Generate motion	Actuators
Control motion	Electric Control Units & Sensors
Transmit motion	Transmission & Engine Components
Guide motion	Bearings & Linear Guides

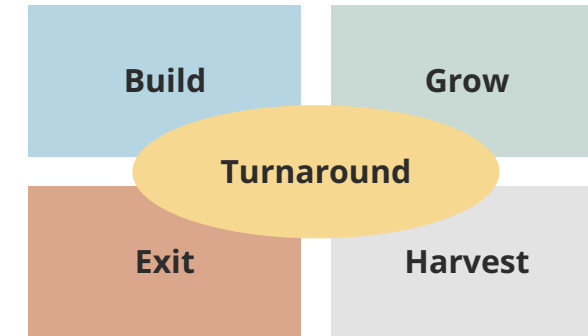


Business Portfolio Management – 4+1 Portfolio Strategies

Business Portfolio



4+1 Portfolio Strategies



Capital Allocation Logic

Build/Grow: Reinvestment Rate > 1

Harvest/Exit: Reinvestment Rate < 1

SVA/ΔSVA¹ to assess Portfolio Elements

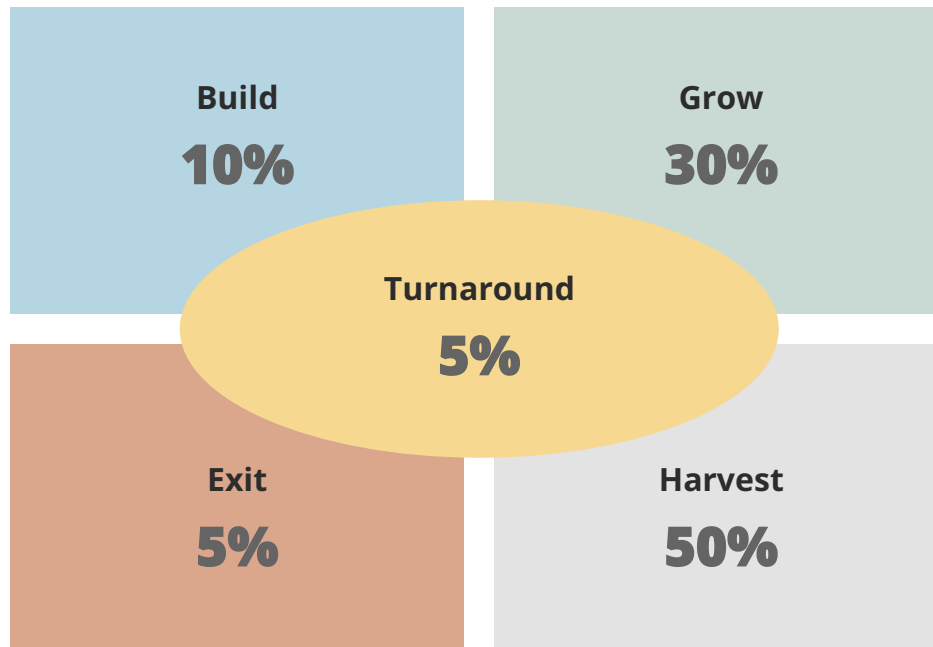
Proactive Capital Management – “Earn the right to grow” as the guiding principle

¹ SVA = Schaeffler Value Added

Business Portfolio Management – Streamlining our portfolio

4+1 Portfolio Strategies

Share of 2024 Sales



Key Aspects

- **Business portfolio** clustered along 4+1 portfolio strategies: Build, Grow, Harvest, Exit and Turnaround
- **Business portfolio** elements allocated to portfolio strategies according to sales growth (y axis) and value contribution (x axis)
- **Build** business contains most E-Mobility portfolio elements as well as growth opportunities like Humanoid and Defense, representing strong sales growth, but lacking positive value contribution today
- **Grow** includes core businesses that show strong sales growth and positive value contribution, like Hybrid Systems, Repair & Maintenance Solutions and Aerospace
- **Harvest** covers mature businesses like Engine & Transmission Systems and Automotive Bearings, which are characterized by strong value contribution but limited sales growth
- **Exit** includes selected non-core businesses (10 cases) with declining sales growth and negative value contribution
- **Turnaround** core business (5 cases) with unsatisfactory profitability levels but long-term market potential

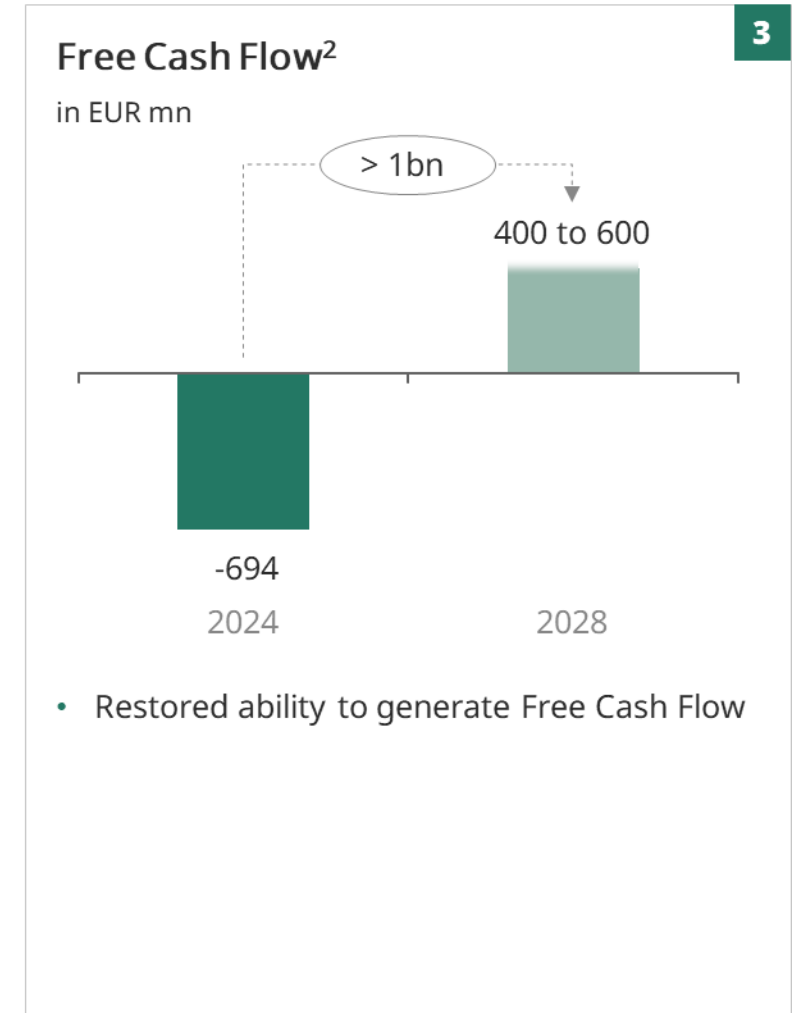
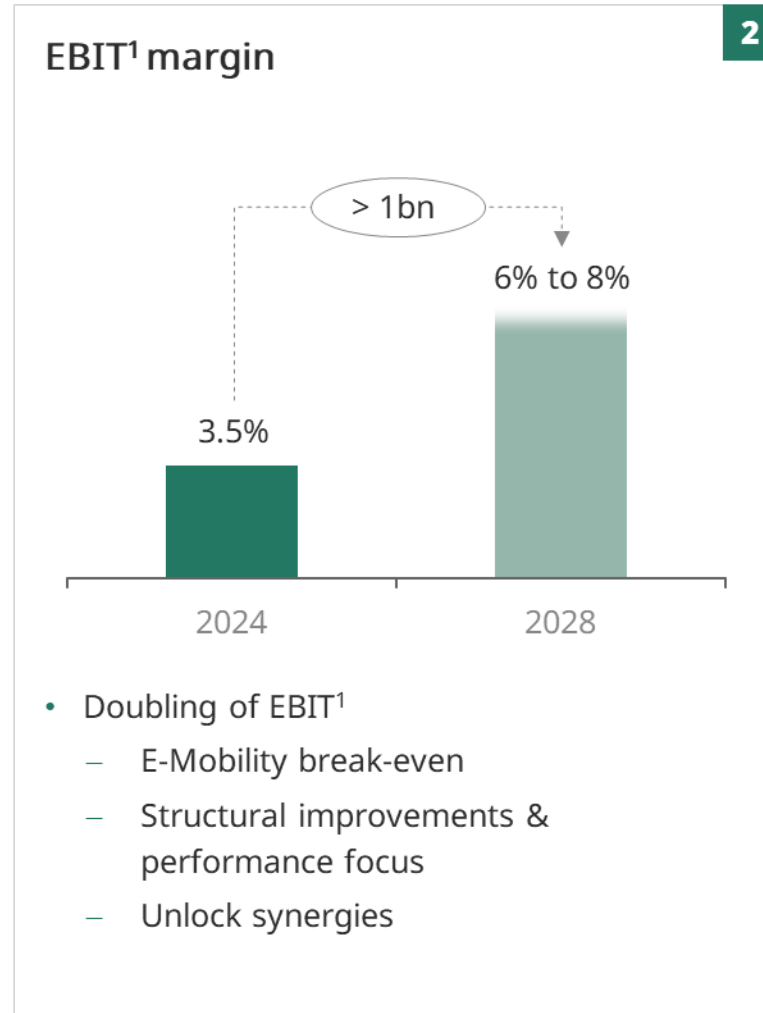
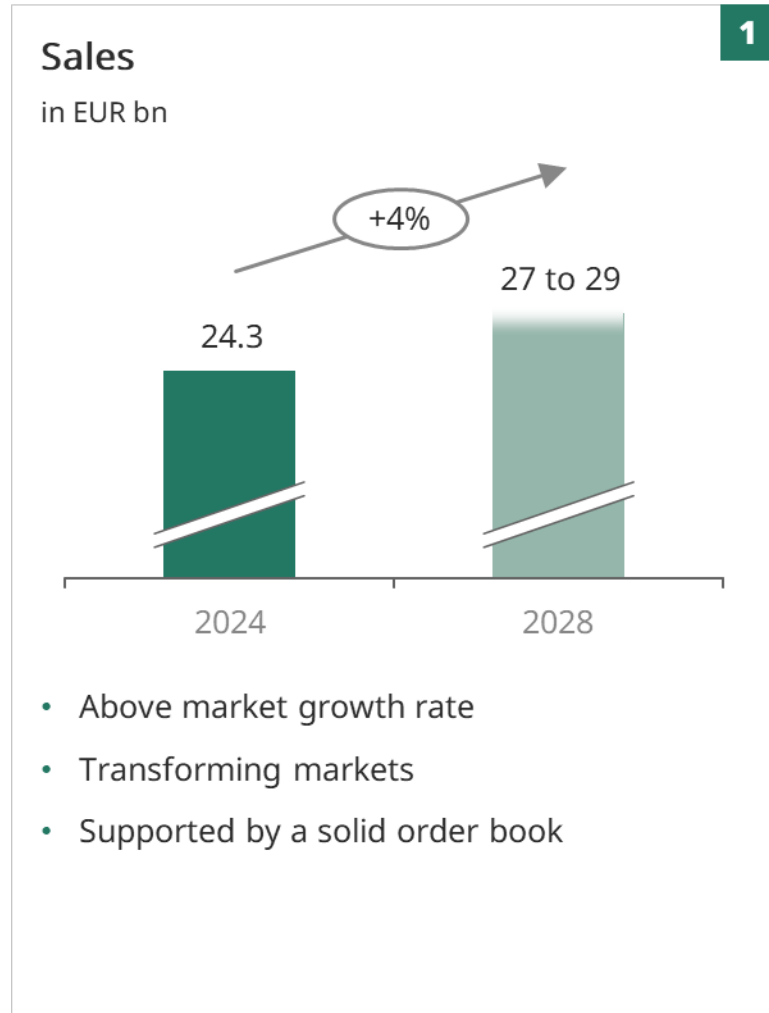
Mid-Term Targets 2028

Group	E-Mobility	Powertrain & Chassis	Vehicle Lifetime Solutions	Bearings & Industrial Solutions
Sales EUR 27 to 29 bn 2024: EUR 24.3 bn	Sales EUR 8.25 to 9 bn 2024: EUR 4.8 bn	Sales EUR 8 to 8.75 bn 2024: EUR 9.7 bn	Sales EUR 3.75 to 4.25 bn 2024: EUR 3.0 bn	Sales EUR 6.75 to 7.25 bn 2024: EUR 6.5 bn
EBIT¹ margin 6% to 8% 2024: 3.5%	EBIT¹ margin > 0% 2024: -22.1%	EBIT¹ margin 10% to 12% 2024: 11.4%	EBIT¹ margin 13.5% to 15.5% 2024: 14.8%	EBIT¹ margin 9% to 11% 2024: 6.7%
Free Cash Flow² EUR 400 to 600 mn 2024: EUR -694 mn	Reinvestment Rate³ ~1.0x 2024: 1.1x	Leverage Ratio⁴ 1.5x to 2.0x H1 2025: 2.4x	Dividend Payout⁵ 40% to 60%	

Group Target
 Group Additional Parameters
 Divisional Target

¹ Before special items | ² Before cash in- and outflows for M&A activities | ³ Investments/D&A (excl. depreciation for leasing) | ⁴ Net financial debt to EBITDA LTM ratio before special items | ⁵ In % of Net Income before special items, attributable to shareholders of the parent company

Schaeffler Group – Financial Targets 2028

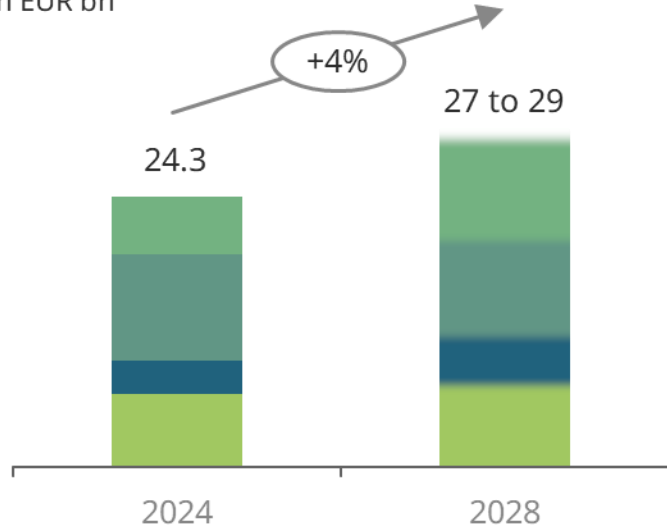


¹ Before special items | ² Before cash in- and outflows for M&A activities | % Compound annual growth rate

1 Resilient Sales Growth – E-Mobility a core growth driver

Sales

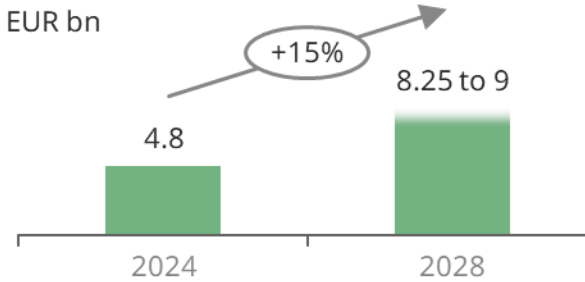
in EUR bn



- Steady sales growth in transforming yet subdued market environments
- Different dynamics by division

E-Mobility

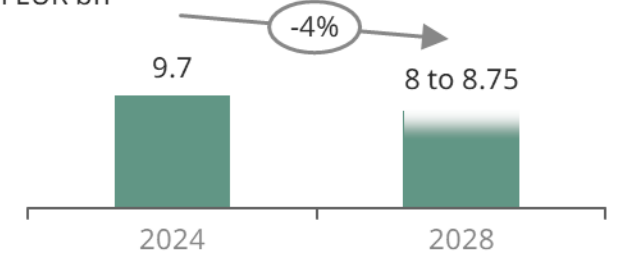
in EUR bn



- Strongest contributor to growth
- Global volume boost expected in BEV/HEV

Powertrain & Chassis

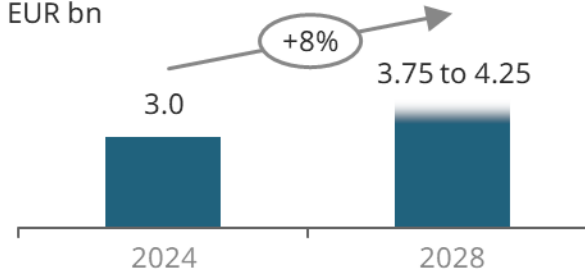
in EUR bn



- Resilient product offering
- New selected growth opportunities

Vehicle Lifetime Solutions

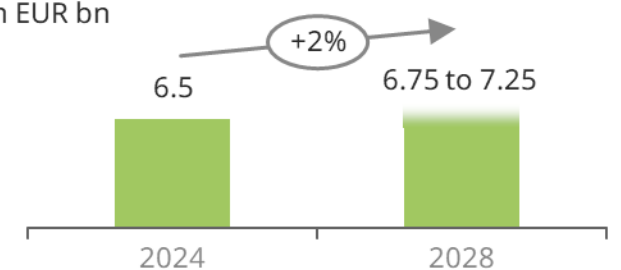
in EUR bn



- Above market growth
- Leverage all sales channels & expanded portfolio

Bearings & Industrial Solutions

in EUR bn



- Moderate growth
- Optimized product portfolio across regions

% Compound annual growth rate

2 Significant EBIT Evolution driven by E-Mobility – Structural improvements across all divisions to enable growth



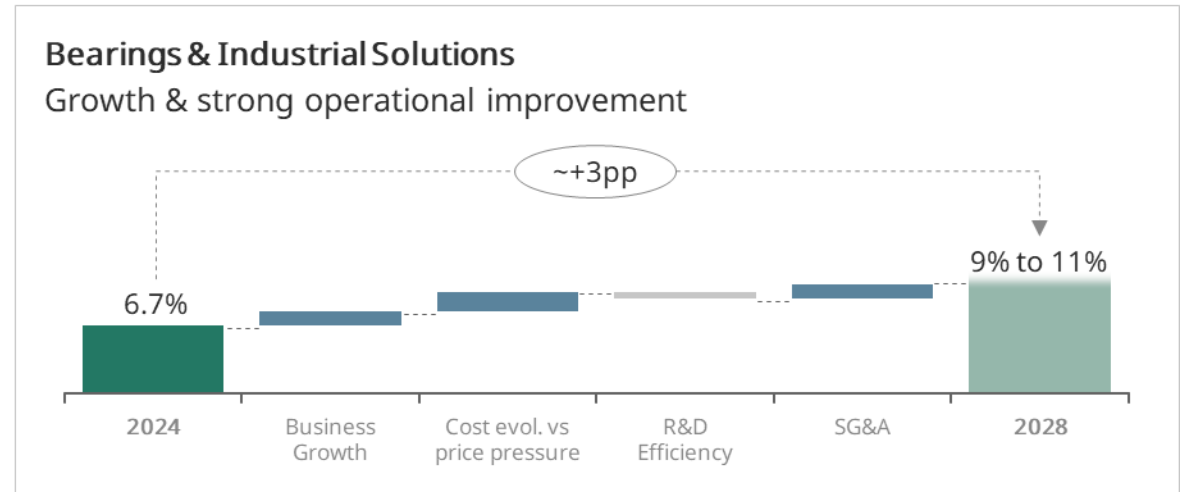
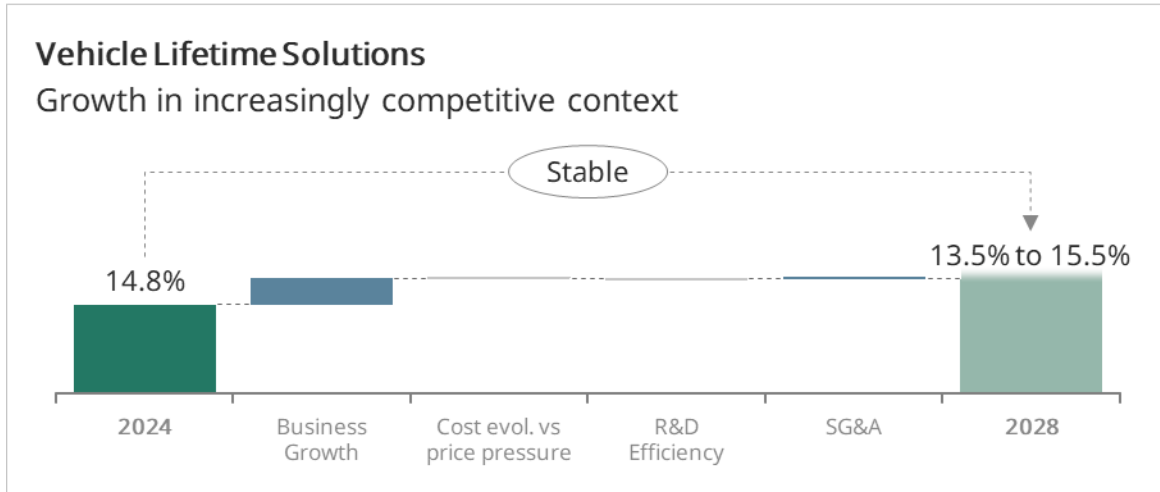
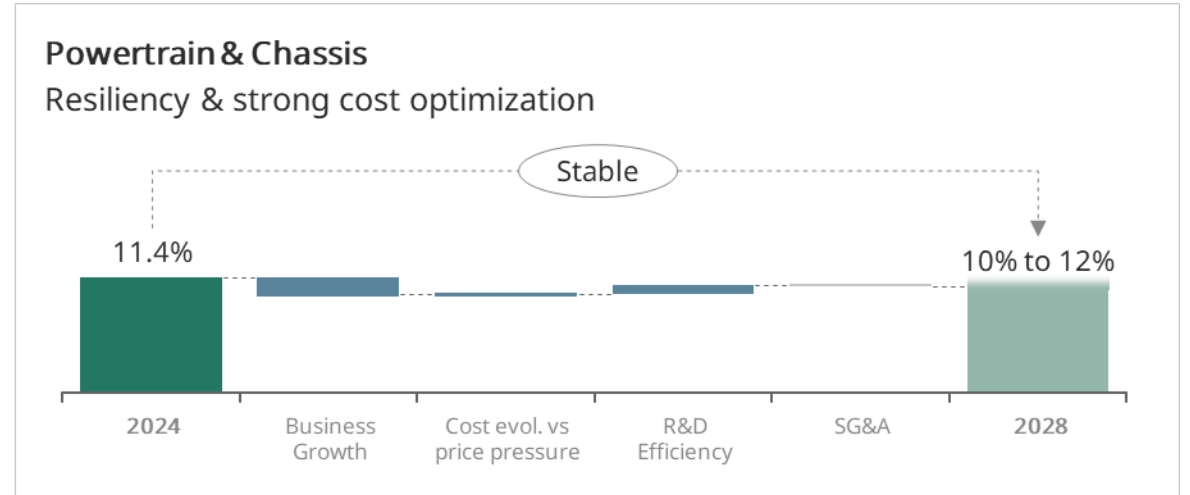
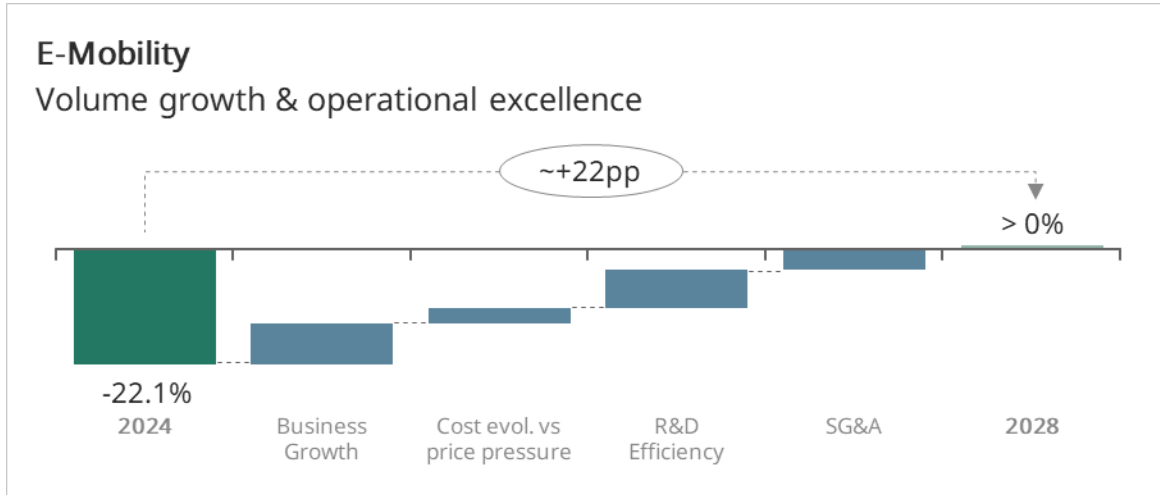
Key Aspects

- E-Mobility volume ramp-up drives operational excellence, fixed costs absorption & improved R&D efficiency
- Powertrain & Chassis ICE volume decrease compensated by strict cost management and new growth opportunities
- Vehicle Lifetime Solutions drives profitable growth leveraging strong market position in a competitive market environment
- Bearings & Industrial Solutions combines volume growth and restructuring efforts while offsetting price pressure
- Others: Phase-out business offset with growth opportunities
- Active management of tariffs & exchange rates – No material impact to profitability on current levels

Multiple levers on hand to achieve performance improvement

¹ Before special items

2 Doubling EBIT¹ – Balance of growth and internal levers

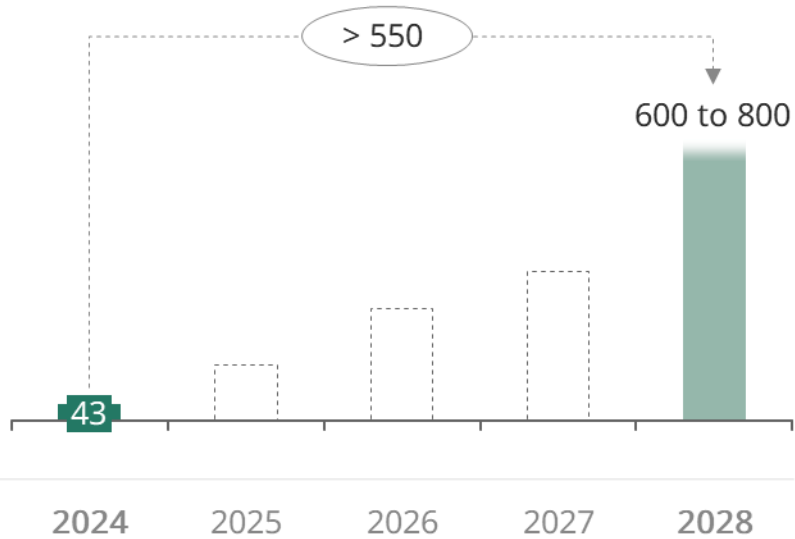


¹ Before special items

3 Underlying Free Cash Flow – Strong improvement

Underlying Free Cash Flow¹

in EUR mn



	2024	2025	2026	2027	2028
Free Cash Flow²	-694				400 to 600
One-Off Payments	557				
Integration & Restructuring	180				~200
Underlying Free Cash Flow¹	43				600 to 800

Key Aspects

- Improved underlying Free Cash Flow¹ drivers
 - Improved EBITDA³ from operations
 - Moderate increase in working capital
 - Focused capex spend of around EUR 1.1 bn p.a. on average
 - Disciplined approach to capital allocation
- Integration and restructuring cash-out
- Improved underlying FCF conversion rate of 30% to 40%

Free Cash Flow¹ generation potential restored

¹ Before cash in- and outflows for M&A activities, excluding integration & restructuring cash-out | ² Before cash in- and outflows for M&A activities, Pro Forma Restatement 2024 | ³ Before special items

Balance Sheet – Attractive dividend policy and reduced leverage

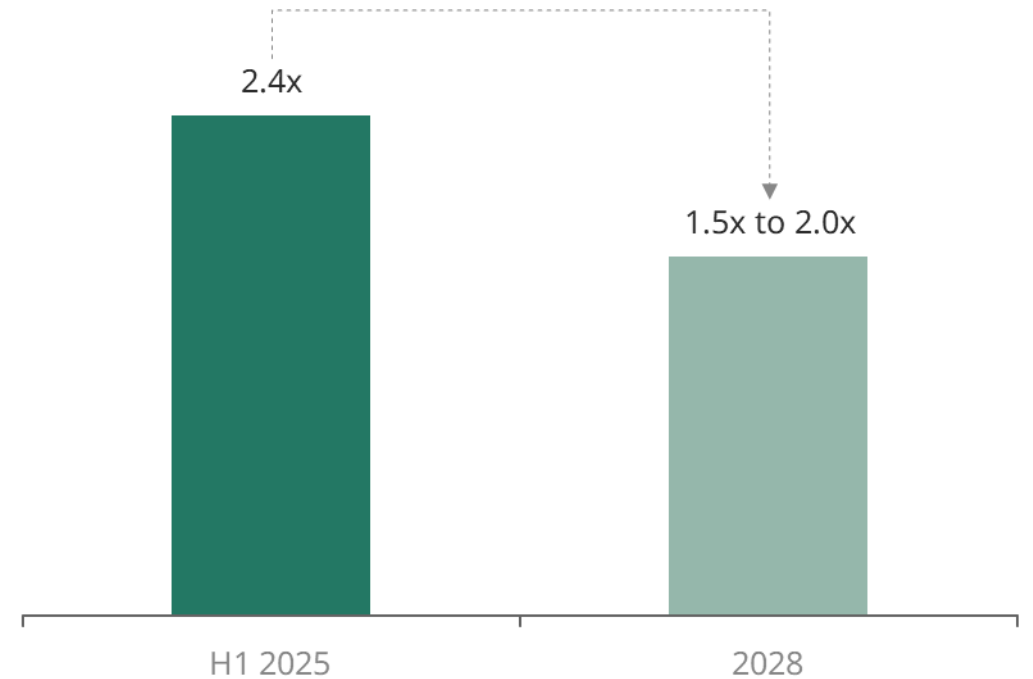
Dividend Policy

Dividend Payout¹
40% to 60%

Supported by improved
Free Cash Flow

Consistent & attractive dividend policy

Leverage Ratio²



Steps to reach investment grade rating

¹ In % of Net Income before special items, attributable to shareholders of the parent company | ² Net financial debt to EBITDA LTM ratio before special items

1 Schaeffler at a glance

2 Capital Markets Day

3 **Divisions**

4 Latest financial releases

5 Further information

AGENDA

E-Mobility – Establishing a global leader in E-Mobility

E-MOBILITY



EUR 5.0 bn

2025 sales



-16.3%

2025 EBIT¹ margin



21%

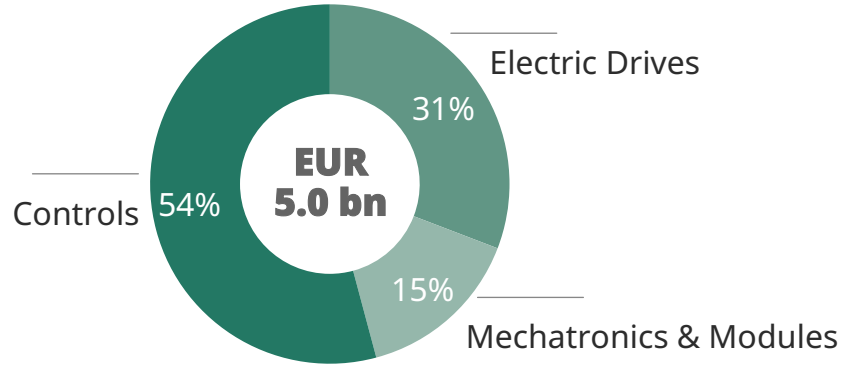
Percentage of Group sales

¹ Before special items | FY 2025 numbers based on adjusted comparative figures

Division E-Mobility – Establishing a global leader with best-in-class technology

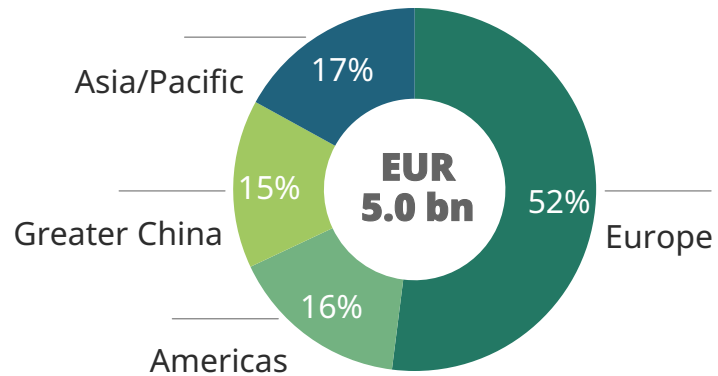
Sales by business division

FY 2025







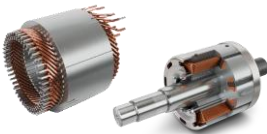



Sales by region

FY 2025



Portfolio

Electric Drives	Controls	Mechatronics & Modules
 <p>E-axle systems</p>	 <p>Inverters</p>	 <p>Thermal management</p>
 <p>Hybrid systems</p>	 <p>Electronics</p>	 <p>Power transfer solutions</p>
 <p>E-motors</p>	 <p>Charging/energy solutions</p>	

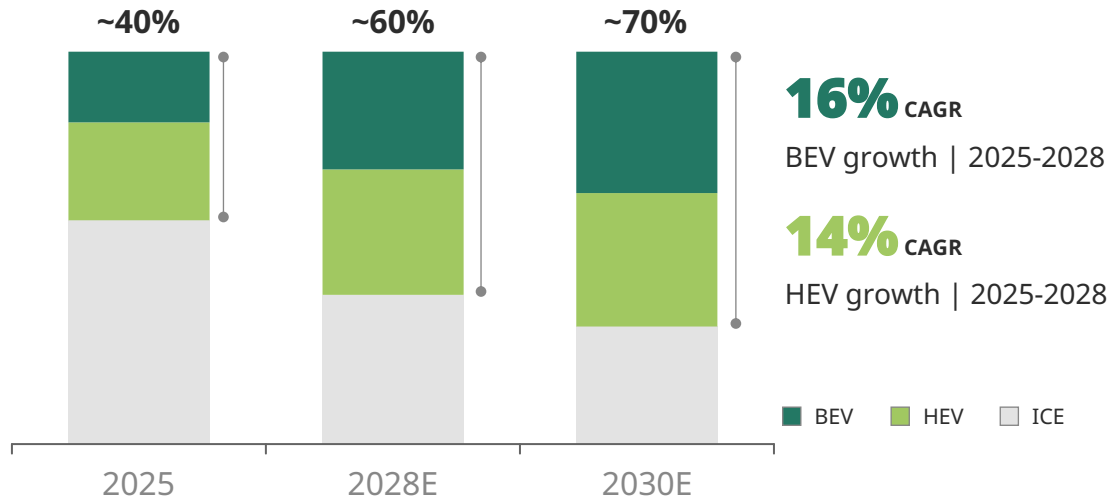
■ Schaeffler ■ Vitesco Technologies

FY 2025 numbers based on adjusted comparative figures

Market – Transformation towards electrification intact, China sets the pace

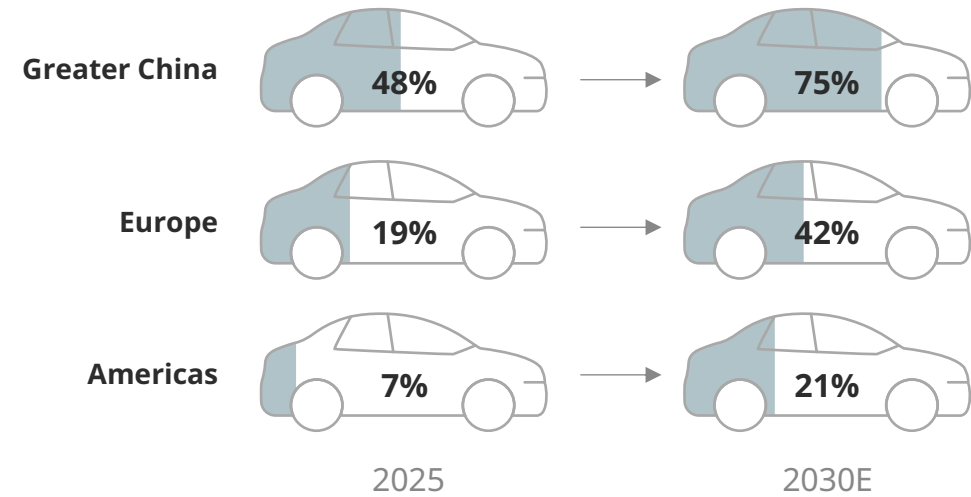
Electrification share in global light vehicle production

Mar 2026¹ | by propulsion type²



NEV share³ in selected regions

Mar 2026¹ | by region⁴



- Shift to BEV fundamentally intact
- Recent sentiment shift from BEV towards HEV

- Greater China as the global electrification powerhouse
- Europe and Americas steadily shifting towards electrification

Key success factors

- A** BEV/HEV agnostic portfolio with strong content-per-vehicle
- B** Clear right to win in high growth product categories

- C** Strong position and acceleration in China
- D** Record-size order book with leading OEMs

¹ S&P Global Mobility – E-Propulsion Forecast Aug 2025 & Mar 2026 | ² Propulsion types: BEV = Battery electric vehicle; HEV = Hybrid electric vehicle (plug-in, full and mild hybrid, range-extended electric vehicle); ICE = Internal combustion engine vehicle | ³ NEV = New Energy Vehicles (battery electric vehicle, plug-in-hybrid, range-extended electric vehicle and fuel cell electric vehicle) vs. total production volume | ⁴ Regions reflect regional structure of Schaeffler Group

EBIT break-even 2028 – Four key levers to sustainably drive profitability

Business growth

- **Profitable growth** in BEV and HEV by delivering on our record-size order book
- Rigorous **project execution** and **safe launches** by industrialization expertise

18 launches
in 2025

14 more launches to come
in 2026

Operational excellence

- Competitive product costs by **platform approach** and **design-to-cost**
- **Footprint optimization** measures through selective production re-locations

> 80% re-use
for inverter platform

3 production re-locations to
best-cost countries in 2026

R&D efficiency

- **R&D right-sizing** through announced structural measures
- Faster **time-to-market** and cost reduction through digitalization and AI

Significant contribution of
R&D to structural measures
> 5% p.a. efficiency increase
through **virtual testing** and **AI**

Overhead cost improvement

- Lean organizational structure by leveraging **merger synergies**
- Clear targets for **overhead ratio** improvement in place based on China benchmark

Execution of **synergies** and
structural measures on track
Leveraging cost effectiveness of
shared service centers

Division E-Mobility – Clear commitment to achieve EBIT break-even in 2028

2028 Sales

EUR 8.25 to 9 bn

2028 EBIT¹ margin

> 0%



**Significant top
line growth**



**Profitability improvements
underway**



**EBIT¹ break-even
in 2028**

¹ Before special items

Powertrain & Chassis – Build on foundation, driven by innovation, exceeding customer expectation

POWERTRAIN & CHASSIS



EUR 8.8 bn

Sales in 2025



10.8%

2025 EBIT¹ margin



37%

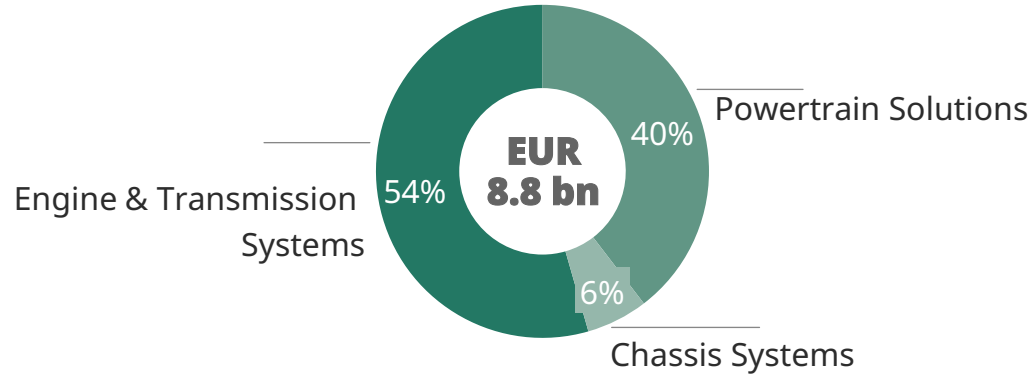
Percentage of Group sales

¹ Before special items | FY 2025 numbers based on adjusted comparative figures

Division Powertrain & Chassis – Strong product portfolio

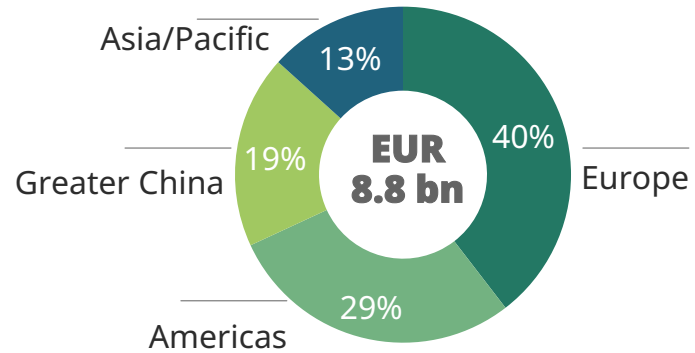
Sales by business division

FY 2025





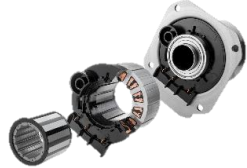





Sales by region

FY 2025



Portfolio

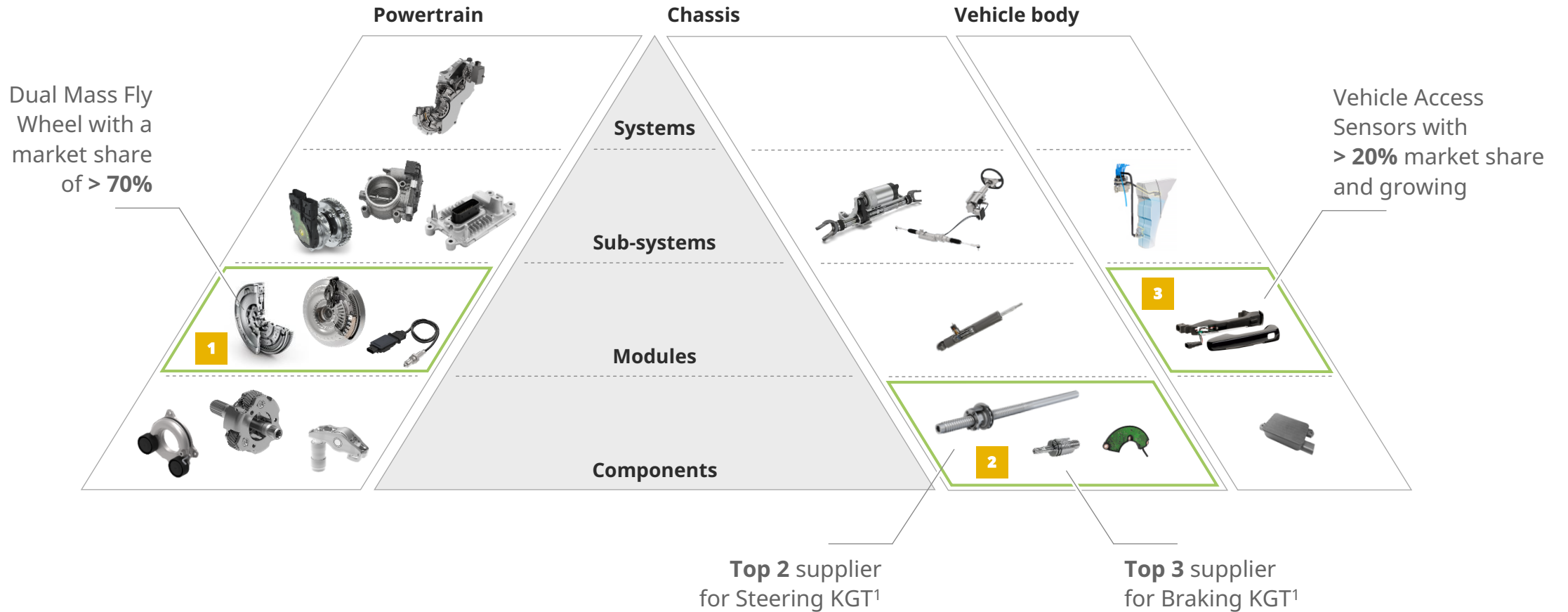
Engine & Transmission Systems	Powertrain Solutions	Chassis Systems
 Damper	 Sensors	 Ball screw drive
 Torque converter	 Actuators	 Rear wheel steering
 Planetary gear set	 Control units	

■ Schaeffler ■ Vitesco Technologies

FY 2025 numbers based on adjusted comparative figures

Division Powertrain & Chassis – Strong products positioned to grow market share

Product portfolio




¹ KGT = Kugelgewindetrieb (ball screw drive)

Active Portfolio Management – Disciplined capital allocation



Build

~1% of Sales




Steering Solutions 2-Wheeler

- Identify high growth markets and strengthen position
- High future top line opportunities

 Growth  Profitability



Grow

< 10% of Sales




BLDC Vehicle Access Sensors Position Sensors

- Leverage technologies to sustain value creation

 Growth  Profitability



Harvest

> 70% of Sales




Torque Converter Clutches

- Strong foundation product portfolio ensures long-term stabilized top line
- Ability on sustaining margin and cash flow

 Growth  Profitability



Exit

~19% of Sales



Chain Drive Injector & Turbocharger

- Carve out of Chain Drives
- Exiting Injectors & Turbocharger

 Growth  Profitability

Preserving margins and cash flow

Division Powertrain & Chassis – Maintain attractive margins and sustain cash flow generation

2028 Sales

EUR 8 to 8.75 bn

2028 EBIT¹ margin

10% to 12%



**Strong products positioned
to grow market share**



**Active portfolio
management with
disciplined capital allocation**



**Roadmap and measures in
place to preserve margin
and cash flow**

¹ Before special items

Vehicle Lifetime Solutions – We are a leading provider of vehicle repair solutions and services

VEHICLE LIFETIME SOLUTIONS



EUR 3.2 bn

2025 Sales



14.5%

2025 EBIT¹ margin



13%

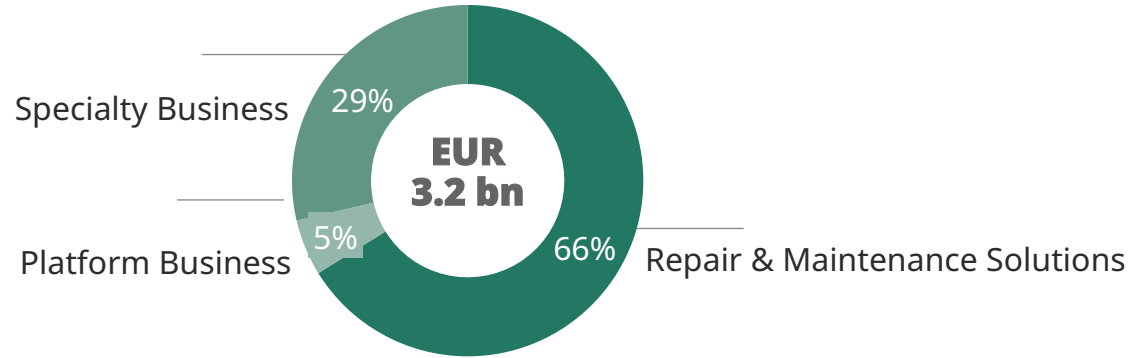
Percentage of Group sales

¹ Before special items | FY 2025 numbers based on adjusted comparative figures

Division Vehicle Lifetime Solutions – Leveraging Schaeffler’s technological competencies

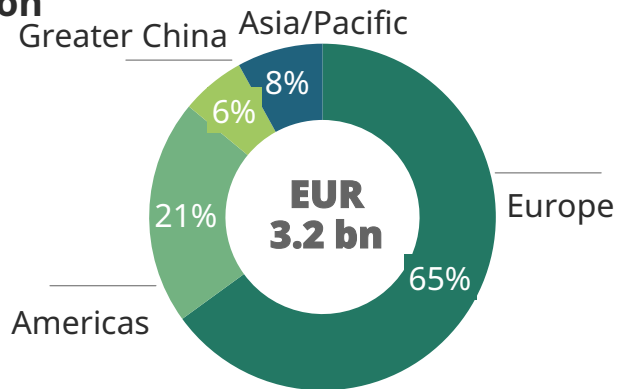
Sales by business division

FY 2025



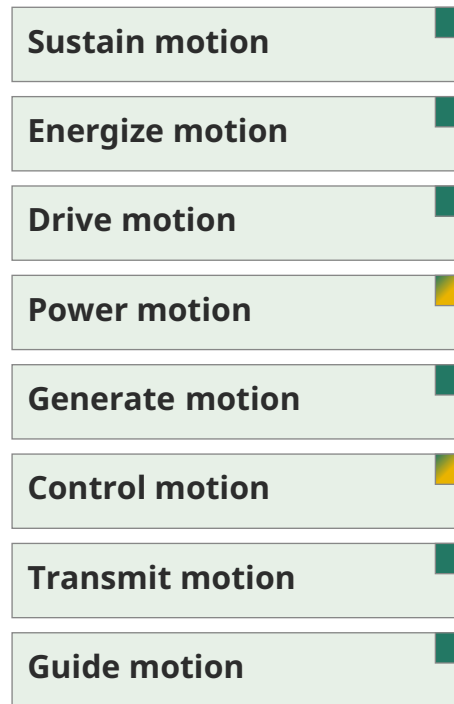
Sales by region

FY 2025

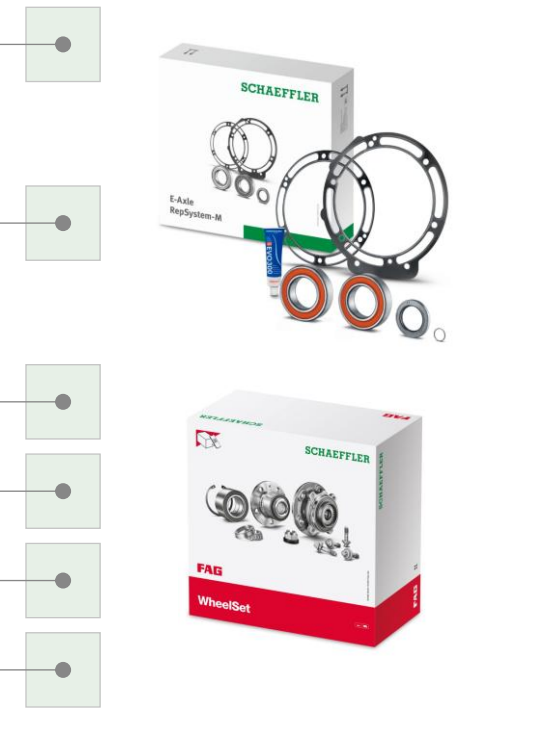


Portfolio

Schaeffler’s 8 Product Families



Vehicle Lifetime Solutions



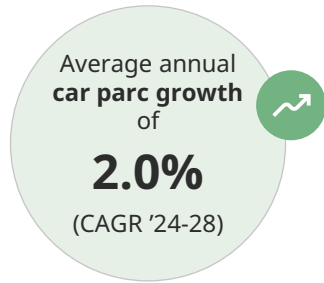
■ Schaeffler ■ Vitesco Technologies

FY 2025 numbers based on adjusted comparative figures

Market Fundamentals – Favorable developments for VLS

Global Light Vehicle Parc Development

Continuous growth

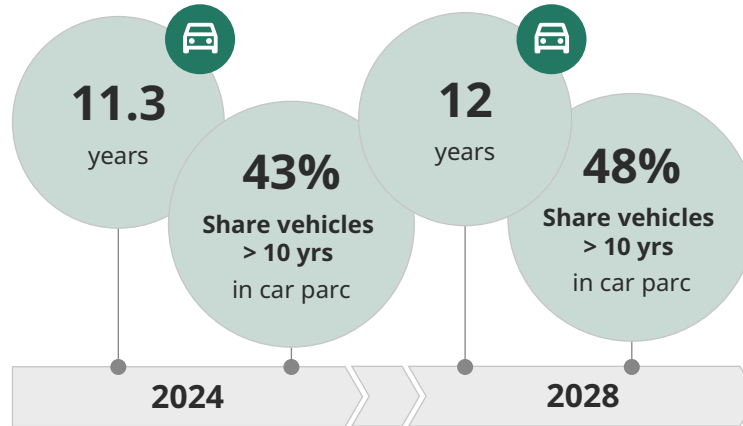


CAGR '24-28 by Region

Europe	1.6%
Americas	0.9%
Greater China	3.8%
Asia/Pacific	2.2%

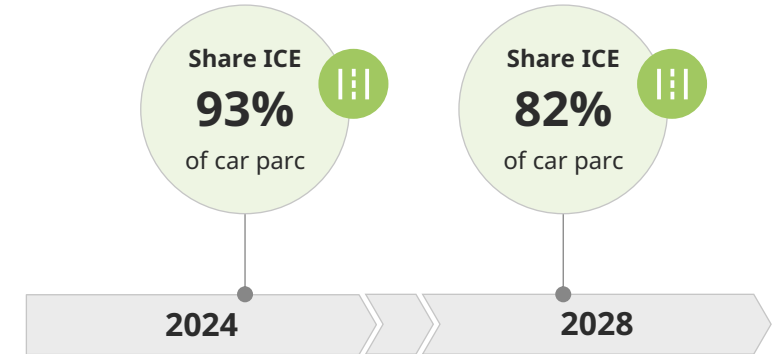
Average Vehicle Age¹

Increasing age



Car Parc Powertrain Shares

ICE and HEVs² dominating



Electrification remains robust but full fleet effects slower than previously anticipated (BEV 3% market share in 2024 and 7% in 2028)

All figures include Passenger Cars and Light Commercial Vehicles only | Source: S&P Global Mobility – Car Forecast August 2025 | ¹ Basis for Average Vehicle Age – 76 countries with Age Data | ² Including PHEV

Division Vehicle Lifetime Solutions – Maintaining profitable growth throughout 2028

2028 Sales

EUR 3.75 to 4.25 bn

2028 EBIT¹ margin

13.5% to 15.5%



Holistic aftermarket solution at scale



Continued market outperformance



Resilient EBIT¹ margin

¹ Before special items

Bearings & Industrial Solutions – We keep the world turning

BEARINGS & INDUSTRIAL SOLUTIONS

SCHAEFFLER



EUR 6.4 bn

2025 Sales



7.3%

2025 EBIT¹ margin



27%

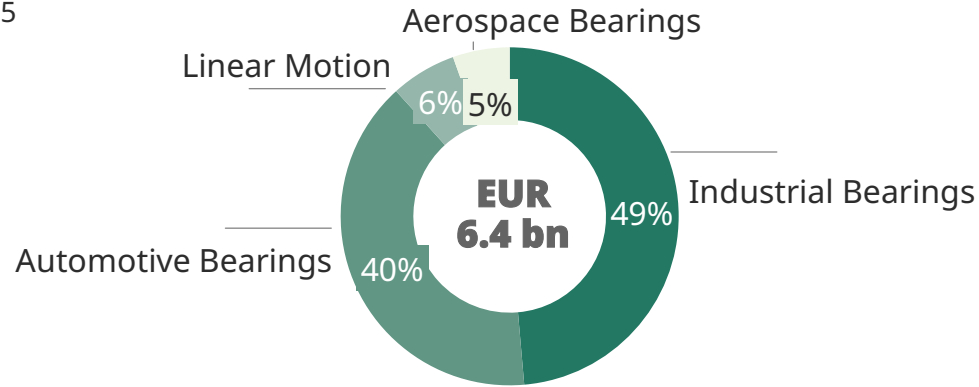
Percentage of Group sales

¹ Before special items | FY 2025 numbers based on adjusted comparative figures

Division Bearings & Industrial Solutions – Global top 2 bearings supplier

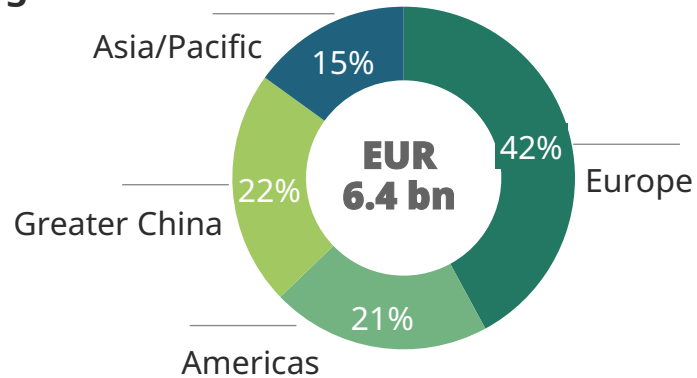
Sales by business division

FY 2025



Sales by region

FY 2025



Portfolio

Industrial Bearings



Roller bearings



Ball bearings



Lifetime solutions

Automotive Bearings



Main bearings



Needle bearings



Wheel modules

Aerospace Bearings



Engine bearings

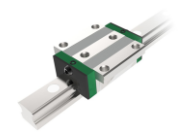


Helicopter bearings



Structure & accessory components

Linear Motion



Linear guides



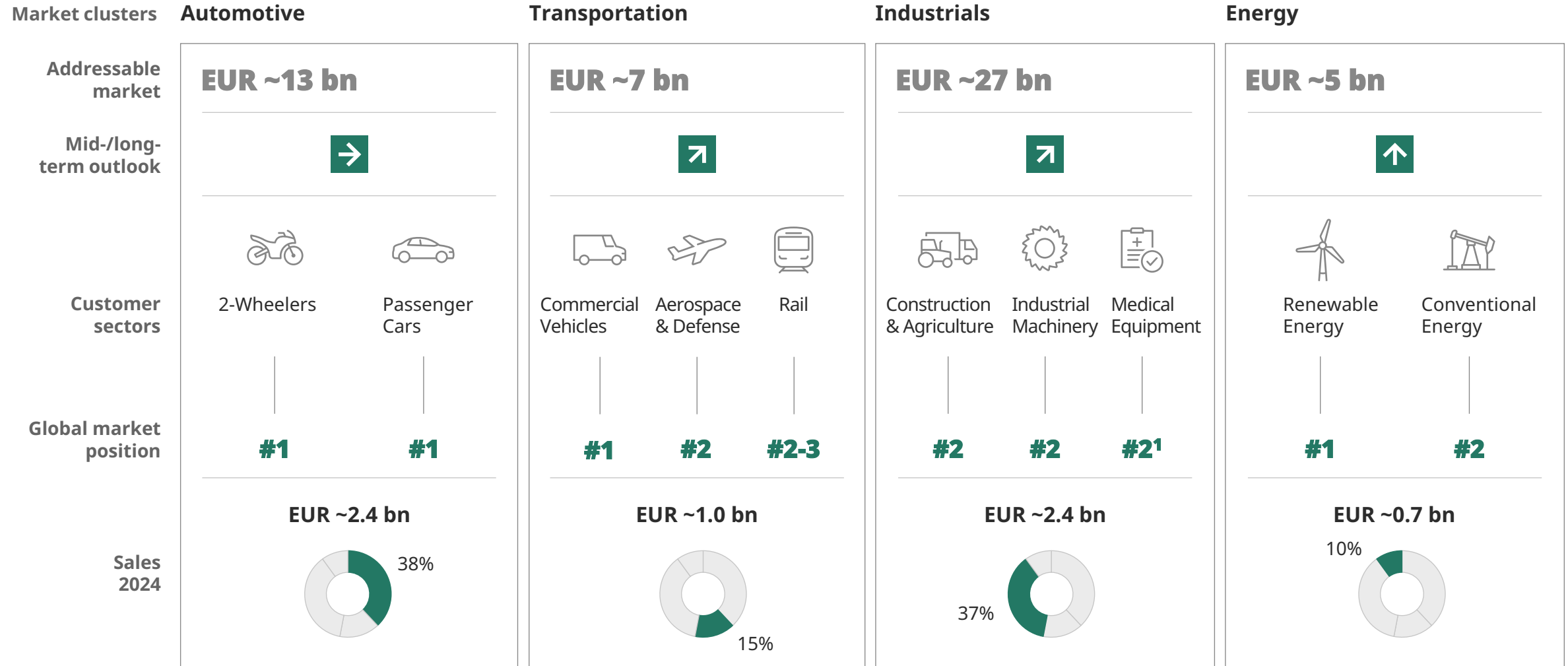
Electro-mechanical actuators



Ball & Roller screws

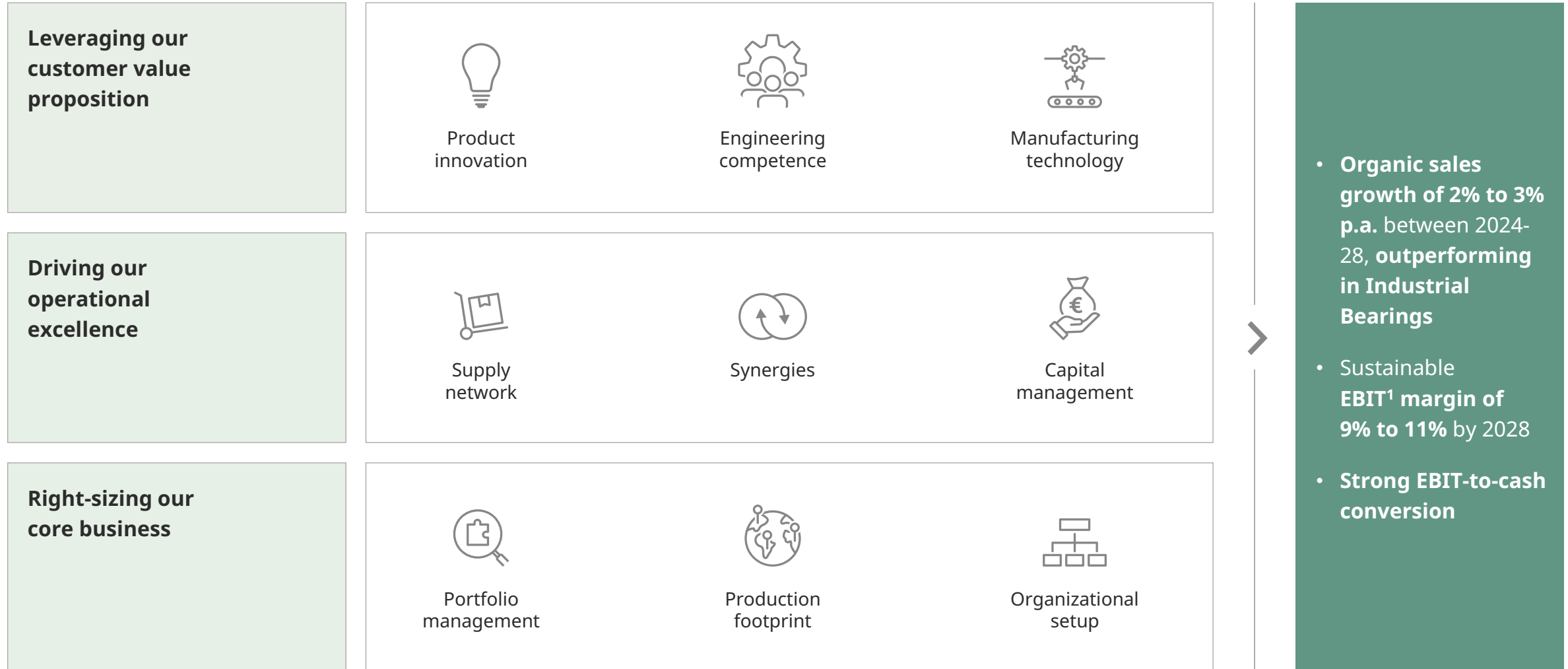
FY 2025 numbers based on adjusted comparative figures

Leading Position in Growing and Diversified Markets – Within top 3 in every relevant customer sector



¹ Referring to Schaeffler’s focus sector “Diagnostic Imaging”

Our defined way going forward – Three key strategic levers driving growth and profitability



¹ Before special items

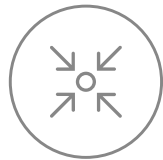
Division Bearings & Industrial Solutions – Leading bearings supplier with sustainably high margins

2028 Sales

EUR 6.75 to 7.25 bn

2028 EBIT¹ margin

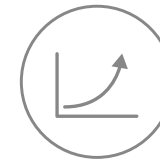
9% to 11%



**Globally leading
portfolio across multiple
customer sectors**



**Transformation
plan fully on track**



**Driving significant
profitability and cash
flow generation**

¹ Before special items

Others – New growth opportunities

OTHERS

- **New growth business/start-ups**
- **Ext. business of functional entities**
- **End-of-life business**



EUR 0.2 bn

2025 Sales



-69.4%

2025 EBIT¹ margin

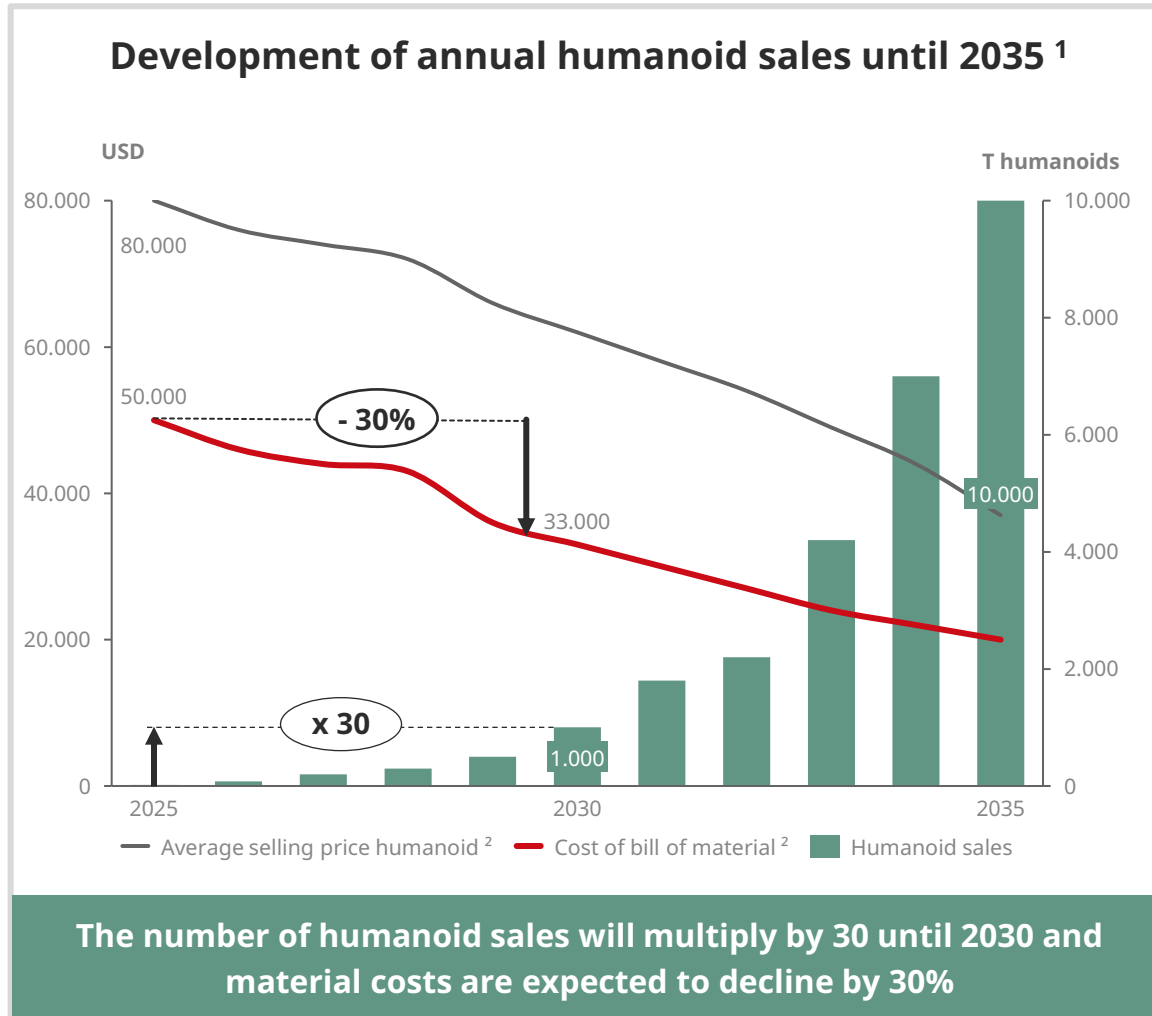


1%

Percentage of Group sales

¹ Before special items

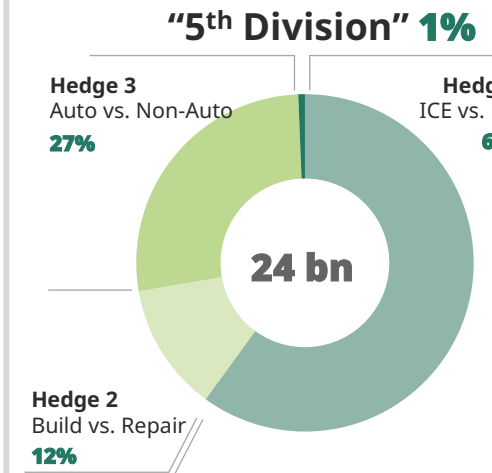
Outlook – Diversifying Schaeffler’s business portfolio



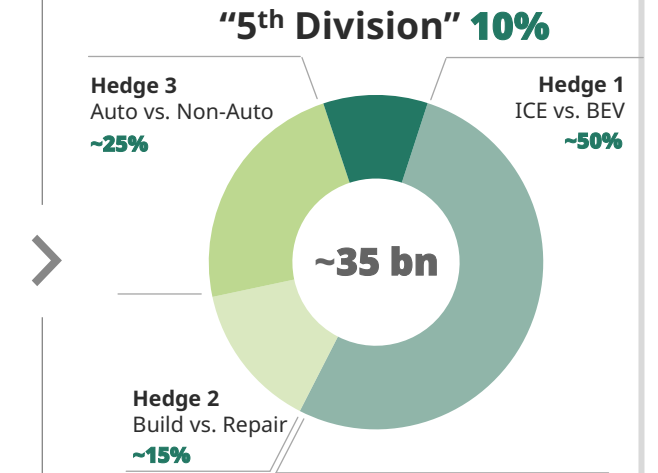
1) Bank of Americas (2025) | 2) Goldman Sachs (2025)

Exploiting according new growth opportunities at Schaeffler

Status Quo 2024
in EUR bn



Strategic Ambition 2035
in EUR bn



Schaeffler aims to achieve a market share of >10 % by 2030 in the rapidly growing humanoid market

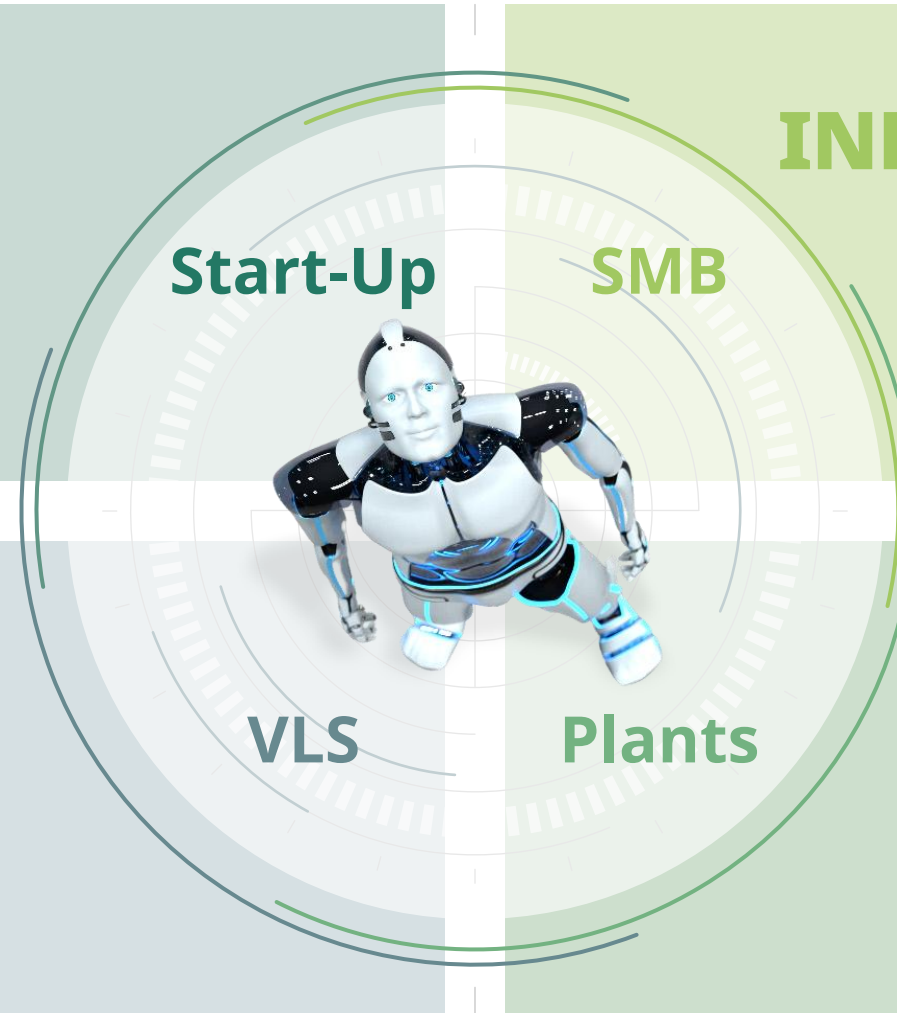
Schaeffler Supports the Entire Humanoid Lifecycle

SYSTEM & COMPONENT SUPPLIER

We provide an **integrated motion portfolio** for humanoids with bearings joints drives sensors and smart actuators from a single partner with automotive scale quality.

LIFETIME SOLUTION PROVIDER

Cradle-to-grave support via REPERT with local parts training diagnostics and predictive maintenance to protect uptime from day one.



INTEGRATOR & INDUSTRIALIZATION PARTNER









Schaeffler Special Machinery develops machines for high volume production (turning, grinding, honing, ...) and our global plants **turn pilots into production.**

HUMANOID USER

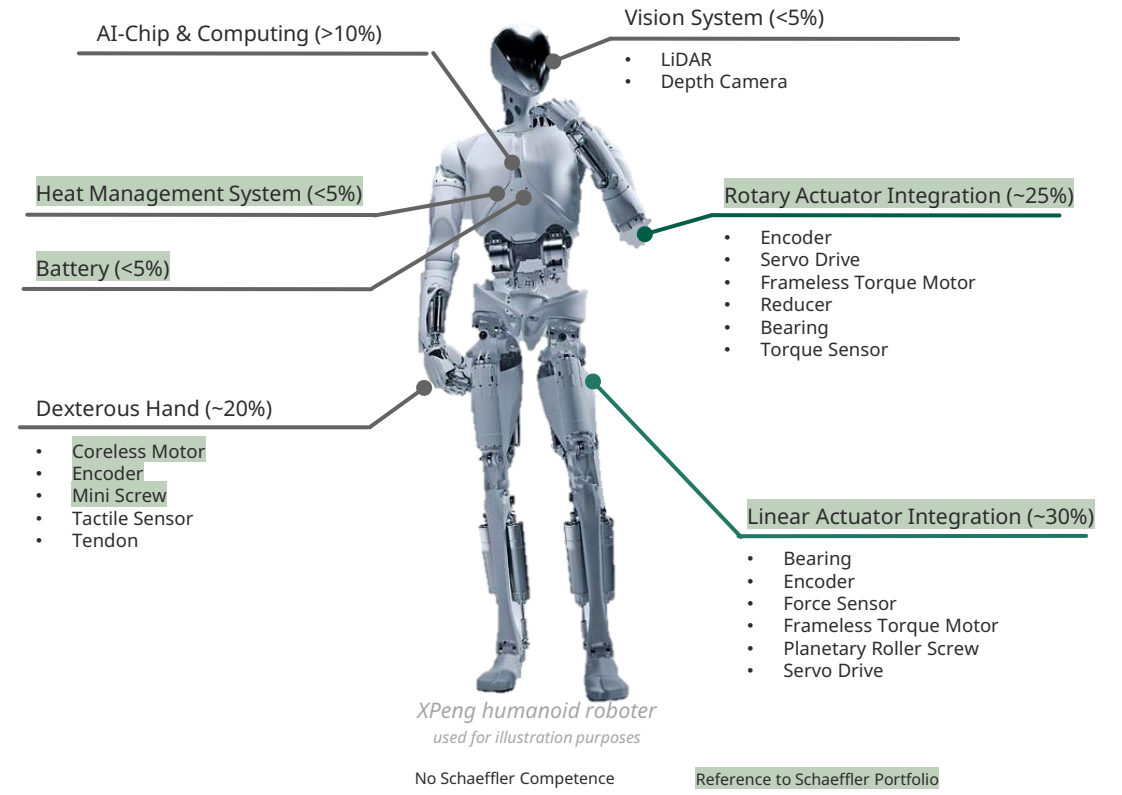
We will **deploy a significant number of humanoids** across our global network of over **100 plants** with operational insights driving continuous improvement in the near future.

Schaeffler's core competence with integrated linear and rotary actuators account for ~ 50 % of the bill of material costs for humanoids

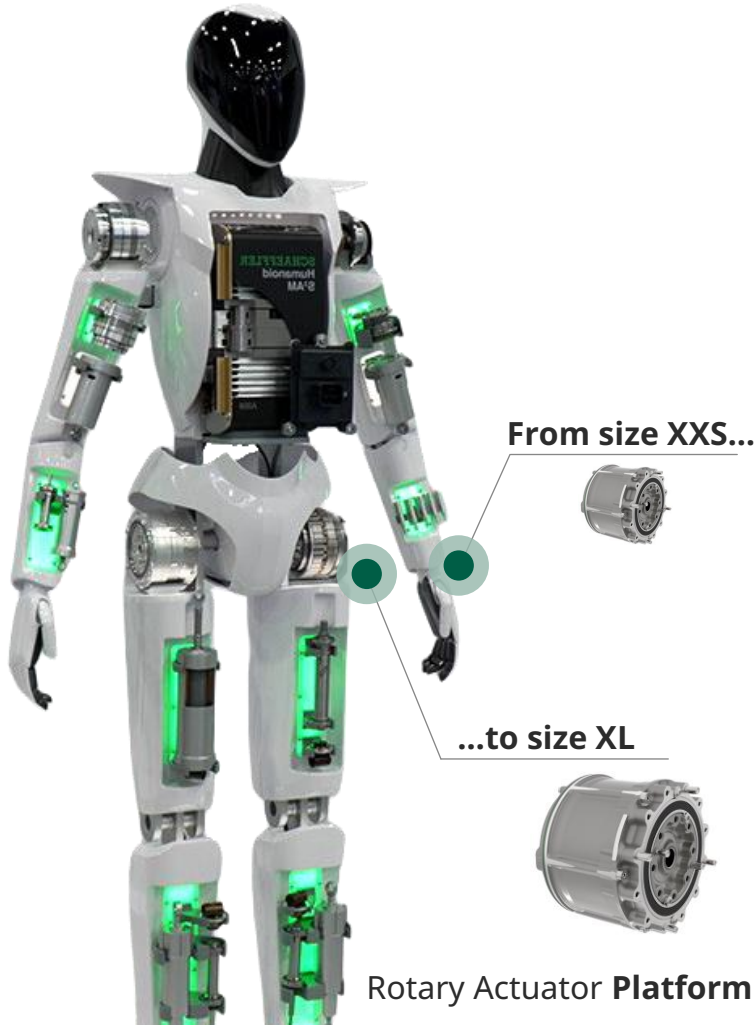
Reference to the humanoid product portfolio

Sustain motion	Repair & Monitoring Services	
Energize motion	Battery & Hydrogen Solutions	
Drive motion	E-Motors & E-Drives	
Power motion	Power Electronic Units	
Generate motion	Actuators	
Control motion	Electric Control Units & Sensors	
Transmit motion	Transmission & Engine Components	
Guide motion	Bearings & Linear Guides	

Schaeffler's Holistic System Understanding as foundation to establish a strong position in the humanoid market



New Growth – Actuator platform further strengthens our position in the humanoid ecosystem



1 Customer

- Engaged with all strategically relevant humanoid players, already ~30 prototype orders and 5 contracts secured, ongoing contract negotiations to further build the orderbook
- First series SOP planned for Q2 2026, with further ramp-ups scheduled for Q3 and Q4 2026 covering all relevant regions

2 Product

- Cost-competitive rotary actuator platform in multiple sizes developed covering ~80% of market demand, recognized by prestigious Hermes award
- Further leveraging existing automotive know-how to expand humanoid product portfolio, e.g. integrated torque & force sensors



3 Manufacturing

- Existing core manufacturing technologies enable production with the highest precision and quality on an industrial scale
- Competitive advantage from established customer relationships, automotive heritage, and strong manufacturing & product development expertise

1 Schaeffler at a glance

2 Capital Markets Day

3 Divisions

4 Latest financial releases

5 Further information

AGENDA

Summary Q1 2026 – Good start into the year, while geopolitical tensions increasing

1

Sales growth¹ Q1

+1.0%

Q1 2026: EUR 5,764 mn

2

Gross margin² Q1

21.6%

Q1 2025: 21.7%

3

EBIT margin² Q1

5.0%

Q1 2025: 4.7%

4

Free Cash Flow³ Q1

EUR -209 mn

Q1 2025: EUR -155 mn

5

EPS⁴ Q1

EUR 0.06

Q1 2025: EUR 0.09

Key messages Q1

- Sales growth¹ – E-Mobility posted highest growth rates, with PTC affected by business phase-outs and market-driven decline
- Gross margin² – Stable year-on-year with operational gains in E-Mobility, VLS and B&IS
- EBIT margin² – E-Mobility improved, while PTC, VLS and B&IS with strong EBIT contributions supported by lower R&D costs
- Free Cash Flow³ – Usual seasonal pattern, influenced by increased restructuring cash-outs and advance customer payments in the prior quarter
- EPS⁴ – Slightly positive, impacted by lower financial result

¹ FX-adjusted, yoy | ² Before special items | ³ Before cash in- and outflows for M&A activities | ⁴ Earnings per share

Q1 Sales growth¹ – Heterogenous development across regions and divisions, growth at group level

Q1 2026 ¹	% of Group sales ²	Hedge 1: ICE vs. BEV				Region growth
		E-Mobility	Powertrain & Chassis	Vehicle Lifetime Solutions	Bearings & Industrial Solutions	
Europe	48%	+5.7%	-2.2%	-1.3%	-0.2%	+0.4%
Americas	22%	-4.7%	-1.3%	-1.9%	+2.1%	-1.0%
Greater China	16%	-9.1%	-4.5%	+17.2%	+5.9%	-0.5%
Asia/Pacific	14%	+32.1%	+1.5%	+14.7%	-0.6%	+8.0%
Division growth		+6.0%	-1.8%	+0.9%	+1.6%	+1.0%

Hedge 2: Build vs. Repair
 Hedge 3: Auto vs. Non-Auto

■ Q1 sales growth¹

¹ FX-adjusted, vs. Q1 2025 | ² Division "Others" not shown

OEM Auto Powertrain¹ – Outperformance in all powertrain types

Outperformance by Powertrain Type²

Q1 2026 vs Q1 2025

	<i>Sales growth</i>	<i>Market growth</i>	<i>Outperformance</i>
BEV	16.4%	12.4%	+4.0pp
HEV	5.3%	3.8%	+1.5pp
ICE	-9.5%	-10.4%	+0.9pp
Total	-2.7%	-4.0%	+1.3pp

Order Intake³/ Book-to-Bill⁴ by Powertrain Type

Q1 2026

	<i>Sales</i>	<i>Order Intake</i>	<i>Book-to-Bill</i>
BEV	351 mn	628 mn	1.8x
HEV	867 mn	503 mn	0.6x
ICE	1,667 mn	1,088 mn	0.7x
Total	2,884 mn	2,219 mn	0.8x

Key Aspects

- Positive outperformance across all powertrain types, due to resilient result in region Europe and Asia Pacific (e.g. Charging Unit and EMR4)
- Robust performance in Greater China in ICE products leads to stronger performance compared to market development
- Strong order intake in BEV, mainly due to regions Europe and Greater China (e.g. Battery components and Master Controller)

¹ OEM Automotive Powertrain Sales = Sales E-Mobility and Powertrain & Chassis, that are powertrain-related for Passenger Cars (i.e. excl. Chassis, Commercial Vehicle business, selected unattributable cases) | ² Includes content supplied by S&P Global © [IHS Markit Light Vehicle Production Powertrain Forecast, April 2026] | ³ Lifetime Sales / current period revenue | ⁴ Order Intake L3M Gross / Sales L3M

E-Mobility – Good sales growth¹ driven by Europe and Asia/Pacific, continues gross margin improvement

Sales growth¹ Q1

+6.0%

Q1 2026: EUR 1,210 mn

Order Intake² Q1

EUR 1.2 bn

Q1 2025: EUR 3.0 bn

Highlight

- Gearbox for Chinese volume OEM for electrified vehicles awarded
- First order intake for software-defined vehicle application for Chinese OEM received



Coaxial gearbox

Book-to-Bill³ Q1

1.0x

Q1 2025: 2.6x

Δ Gross margin⁴ Q1

+1.7pp

Gross margin⁴ Q1 2026: 3.9%

Key Aspects

- ^ Sales growth¹ supported by ramp-ups in thermal management for European premium OEM, hybrid drive for European volume OEM, and coaxial gearbox with a leading NEV OEM in China
- > On track to achieve last year's Order Intake² level, in line with the usual seasonality
- ^ Gross margin⁴ improvement from volume increase with project ramp-ups, increased productivity and cost efficiency

¹ FX-adjusted, yoy | ² Lifetime sales / current period revenue | ³ Order intake L3M Gross / Sales L3M | ⁴ Before special items, Δ adj. Gross margin Q1 2026 vs. Q1 2025

Powertrain & Chassis – Sales growth¹ was slightly negative, while gross margin remained at a high level

Sales growth¹ Q1

-1.8%

Q1 2026: EUR 2,141 mn

Order Intake² Q1

EUR 1.4 bn

Q1 2025: EUR 2.8 bn

Highlight

NOx sensor originally used in automotive applications

- Now deployed also in off-highway applications
- Supports diesel and natural gas engines, showing technology reuse beyond automotive



Book-to-Bill³ Q1

0.7x

Q1 2025: 1.2x

Δ Gross margin⁴ Q1

-1.3pp

Gross margin⁴ Q1 2026: 24.5%

Key Aspects

- > Sales growth mainly impacted by strategic portfolio management and continuing challenging market conditions
- > Positive operational performance could partially compensate negative Volume and Mix effects
- > Gross margin⁴ lower compared to very strong previous year Q1, impacted by one-off effects

¹ FX-adjusted, yoy | ² Lifetime sales / current period revenue | ³ Order intake L3M Gross / Sales L3M | ⁴ Before special items, Δ adj. Gross margin Q1 2026 vs. Q1 2025

Vehicle Lifetime Solutions – Sales growth¹ fueled by Greater China and Asia/Pacific, strong gross margin

Sales growth¹ Q1

+0.9%

Q1 2026: EUR 801 mn

Outperformance² Q1

-1.2pp

Car Parc growth³: 2.1%

Highlight

- Platform Business growth¹ driven by B2B e-commerce platforms ETC in China. Now serving >6,800 retail partners in 320 cities in China
- E-Axle Repair Tool enables sustainable and economical electric motor repair instead of replacing, honored with Sustainability Award⁶



Car parc age⁴ 2026e

11.7 years

Car parc age 2025: 11.5 years

Δ Gross margin⁵ Q1

+0.3pp

Gross margin⁵ Q1 2026: 32.4%

Key Aspects

- ▲ Slight sales growth¹ mainly driven by Platform business in Regions Asia Pacific and Greater China as well as favorable pricing effects
- ▼ Negative Outperformance² due to restrained IAM market demand in Europe
- ▲ Gross margin⁵, already at a high level, with further year-over-year improvement also thanks to positive pricing effects

¹ FX-adjusted, yoy | ² Sales growth vs. Car Parc growth | ³ Growth passenger cars and light commercial vehicles 2026 vs. 2025 according to S&P Global, February 2026 | ⁴ Average Car Parc age 2025 and estimated 2026 according to S&P Global, February 2026 | ⁵ Before special items, Δ adj. Gross margin Q1 2026 vs. Q1 2025 | ⁶ Award from ATZ/MTZ Group and Arthur D. Little in the category "Mobility Concepts: Business Models"

Bearings & Industrial Solutions – Resilient sales growth¹ and a solid gross margin

Sales growth¹ Q1

+1.6%

Q1 2026: EUR 1,573 mn

Outperformance² Q1

+2.3pp

Blended market growth³: -0.7%

Highlight

Space activities evolving: Our high-precision bearings at work in two critical places at Artemis II

- Inside the engine turbopumps spinning at over 25,000 rpm
- In the hand controllers of the astronauts to steer the aircraft



Book-to-Bill⁴ Q1

1.1x




Order Intake Q1 2026: EUR 1.7 bn⁵

Δ Gross margin⁶ Q1

-0.1pp

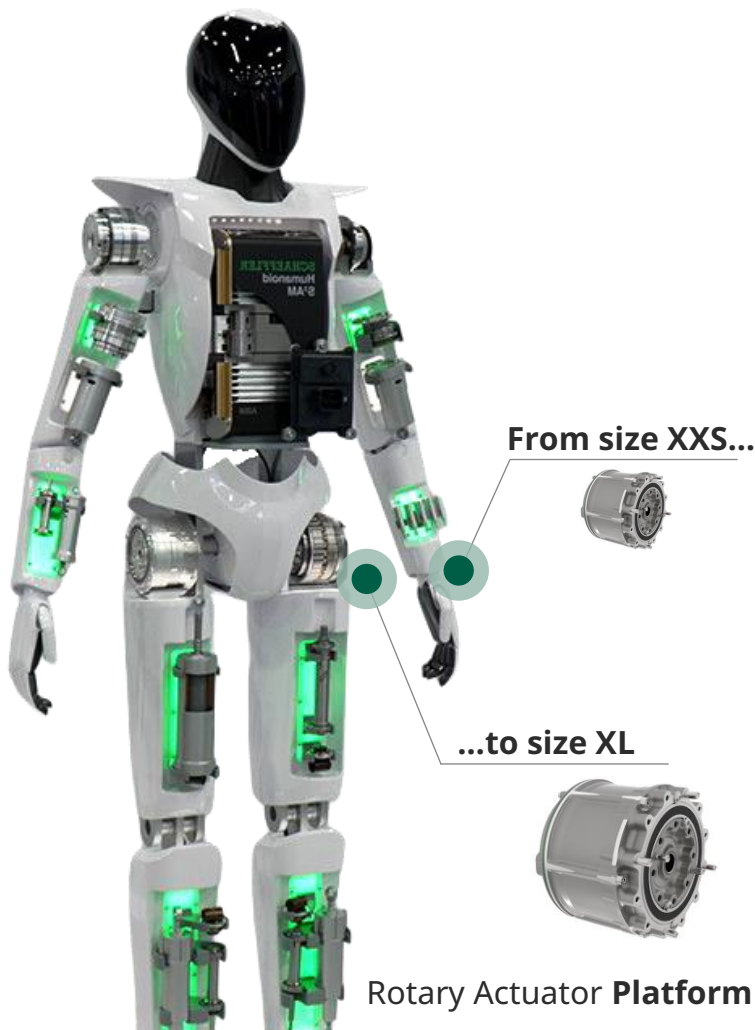
Gross margin⁶ Q1 2026: 26.0%

Key Aspects

-  Above average sales growth¹ in Greater China, supported by higher volumes in Industrial Machinery and Rail
-  Both Industrial and Automotive contributed to the outperformance²
-  Gross margin⁶ stable at solid level driven by operational improvements

¹ FX-adjusted, yoy | ² Sales growth vs. blended market growth | ³ Blended market growth based on weighted average of Light Vehicle Production and Industrial Production (Sectors considered: Mechanical Engineering (ISIC 28), Transport Equipment (ISIC 30), Electrical Equipment (ISIC 271)) | ⁴ Order Intake L3M Gross / Sales L3M | ⁵ Automotive Order Intake based on nominations to customer projects; Industrial Order Intake based on new orders plus order book adjustments | ⁶ Before special items, Δ adj. Gross margin Q1 2026 vs. Q1 2025

New Growth – Actuator platform further strengthens our position in the humanoid ecosystem



1 Customer

- Engaged with all strategically relevant humanoid players, already ~30 prototype orders and 5 contracts secured, ongoing contract negotiations to further build the orderbook
- First series SOP planned for Q2 2026, with further ramp-ups scheduled for Q3 and Q4 2026 covering all relevant regions

2 Product

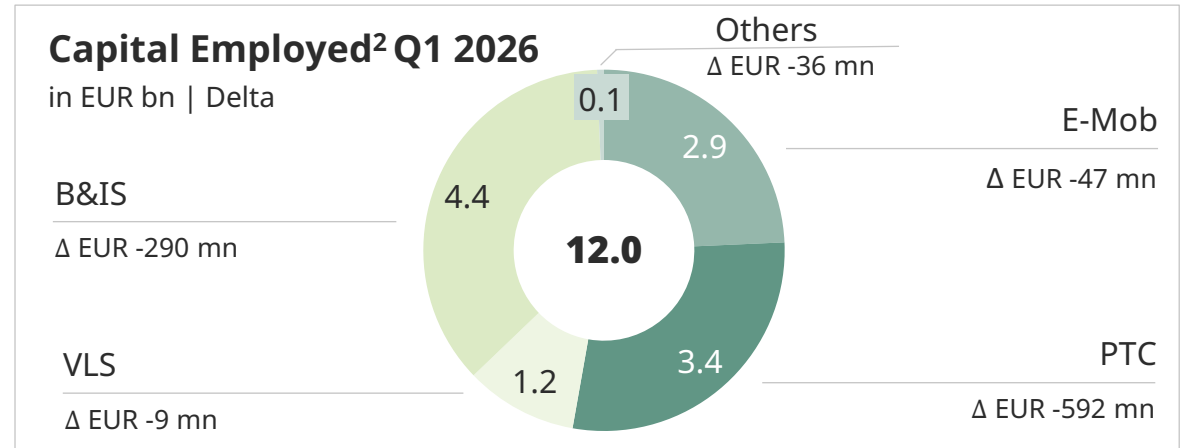
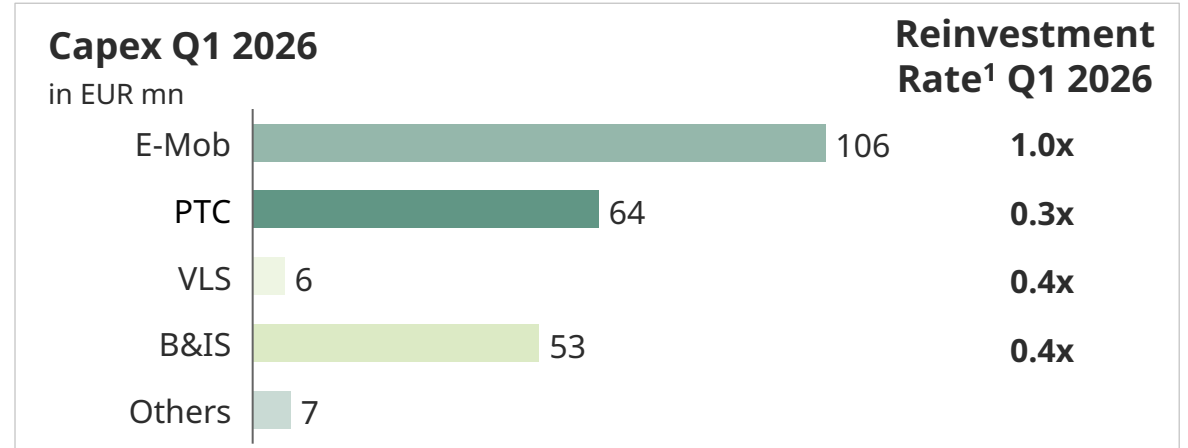
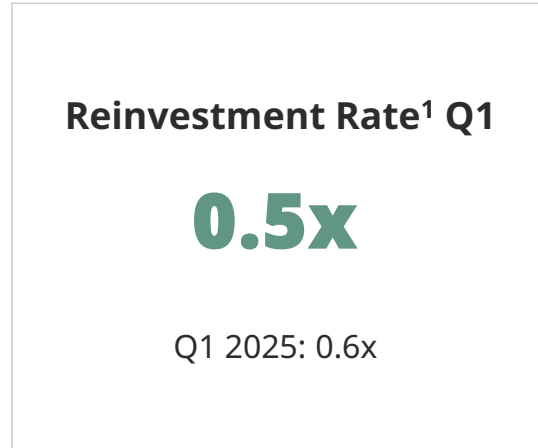
- Cost-competitive rotary actuator platform in multiple sizes developed covering ~80% of market demand, recognized by prestigious Hermes award
- Further leveraging existing automotive know-how to expand humanoid product portfolio, e.g. integrated torque & force sensors



3 Manufacturing

- Existing core manufacturing technologies enable production with the highest precision and quality on an industrial scale
- Competitive advantage from established customer relationships, automotive heritage, and strong manufacturing & product development expertise

Capital allocation – Disciplined capital allocation with further reduction of Capital Employed

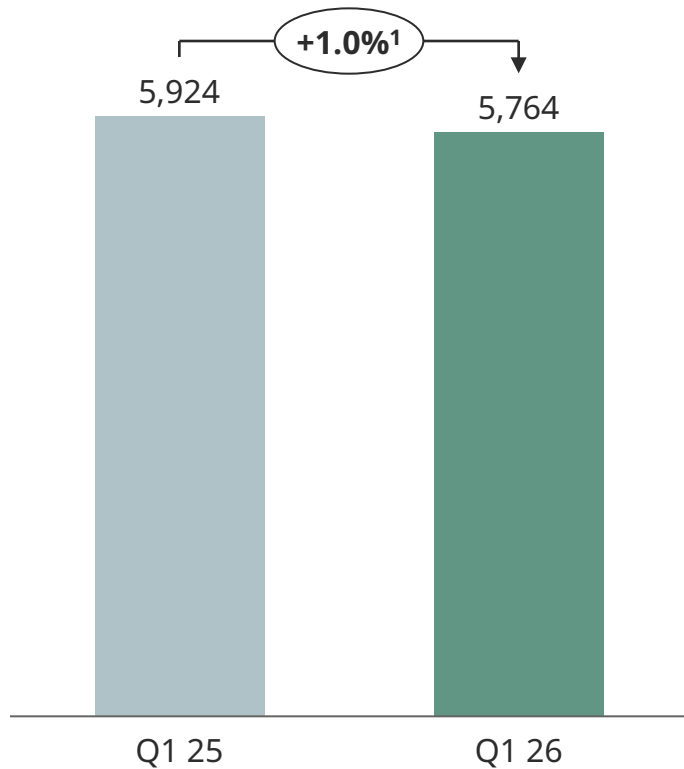


¹ Investments / D&A (excl. Depreciation for Leasing) | ² End of period

Sales and Gross Profit – Sales and operational performance, stable Gross profit, unfavorable FX

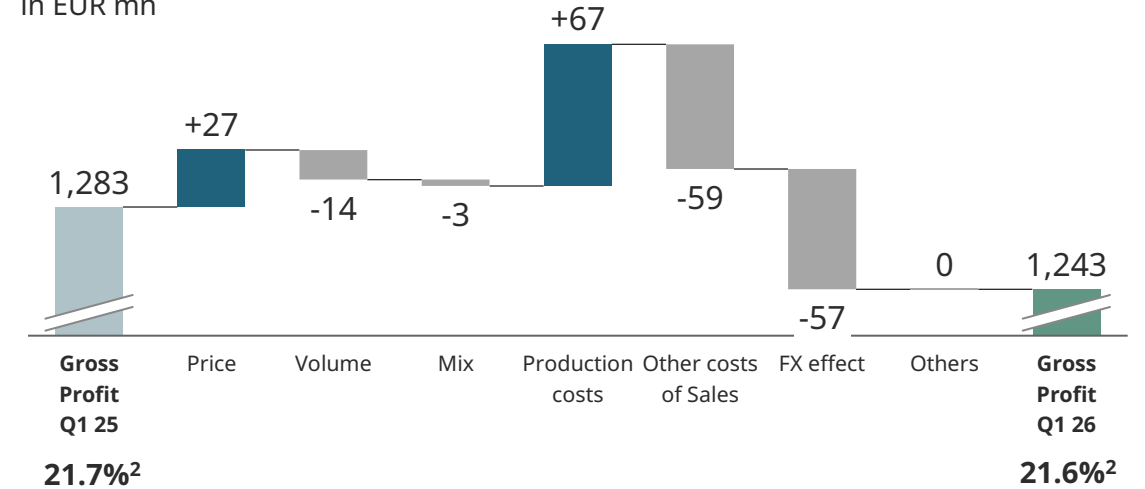
Sales

in EUR mn



Gross Profit² Bridge and margin Q1 2025 vs. Q1 2026

in EUR mn

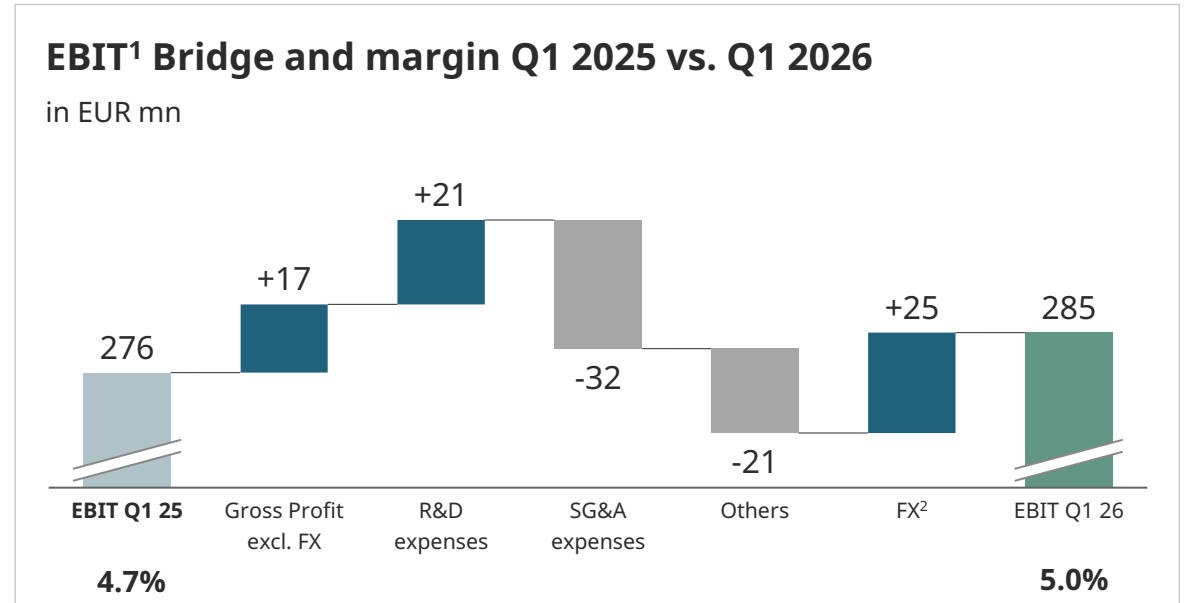
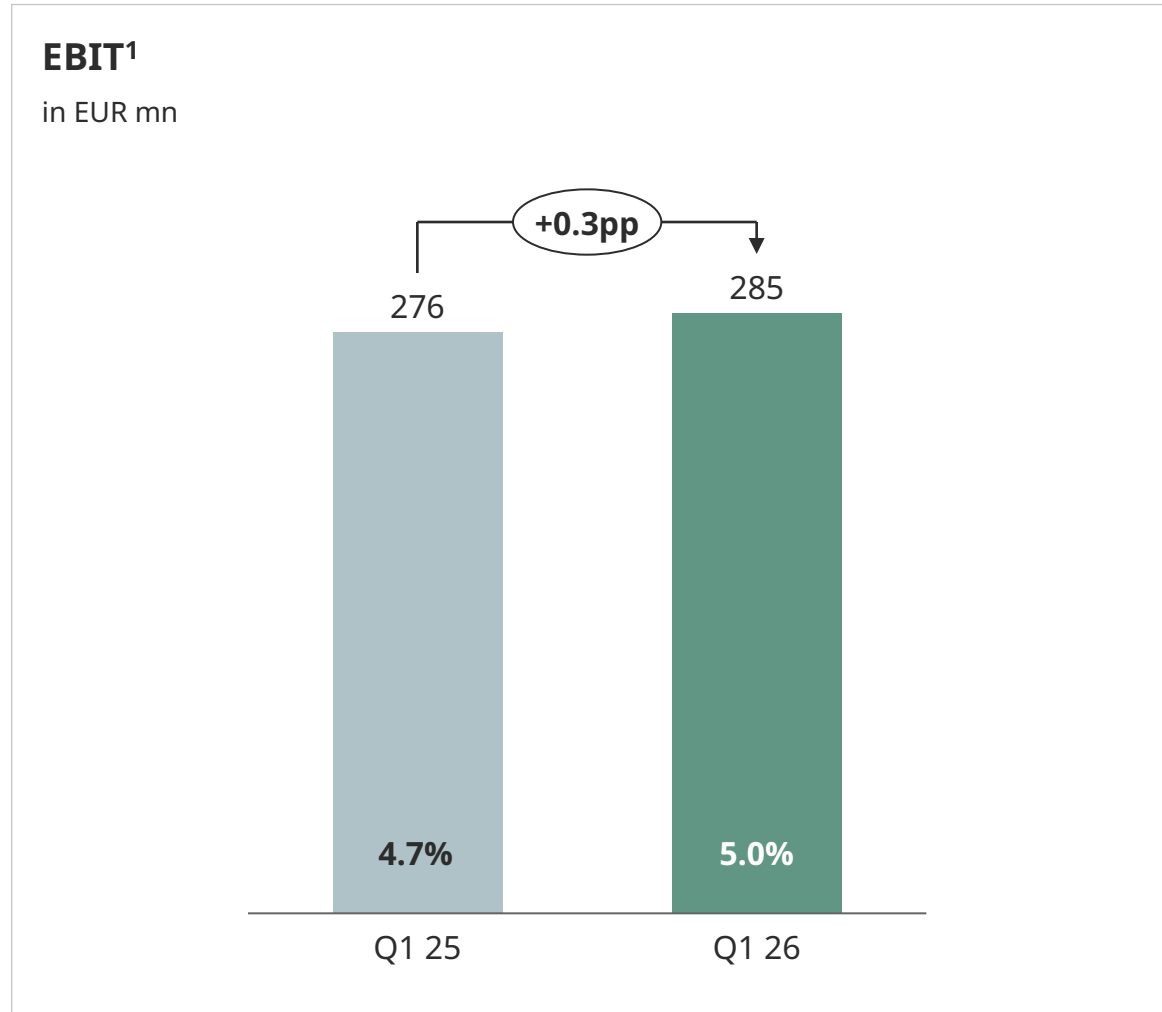


Key Aspects

- Volume: Positive volumes in E-Mobility offset by PTC. Slower VLS start
- Production costs: Improved operational performance, lower labour costs due to performance program
- Other costs of sales: US tariff impact (offset in price), updated inventory revaluation method
- FX: Negative FX effect, especially due USD, CNY and INR

¹ FX-adjusted, sales growth reported -2.7% | ² Before special items

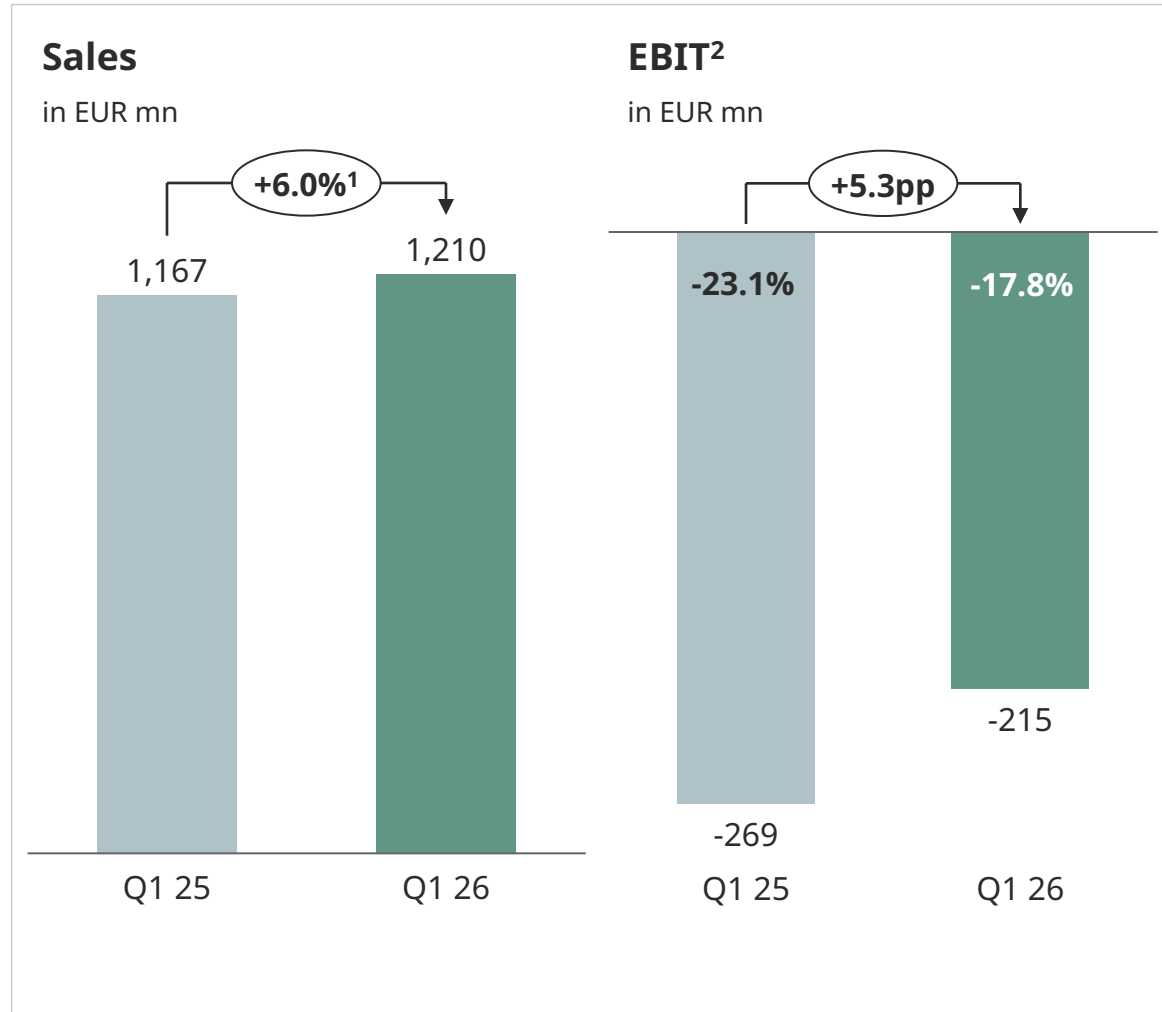
EBIT margin¹ – YoY improvement driven by E-Mobility and solid results across PTC, VLS and B&IS



- Key Aspects**
- R&D: FTE reduction driven by the performance program and improved project launches
 - SG&A: Salary inflation mostly offset by performance program. Higher due to S/4 HANA rollout, digitalization/AI spending and increasing logistics and freight costs
 - Others: Unfavorable 2025 comps

¹ Before special items | ² Total FX effect including FX impact in Gross Profit, overhead and operative FX gains and losses

E-Mobility – Successful product ramp-ups driving sales growth¹ and EBIT² margin improvement

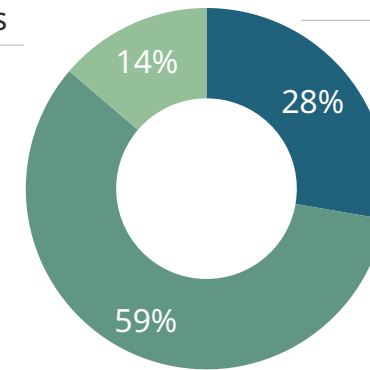


Sales by business division Q1

yoy growth¹

Mechatronics & Modules

-4.8%



Electric Drives

-1.1%

Controls

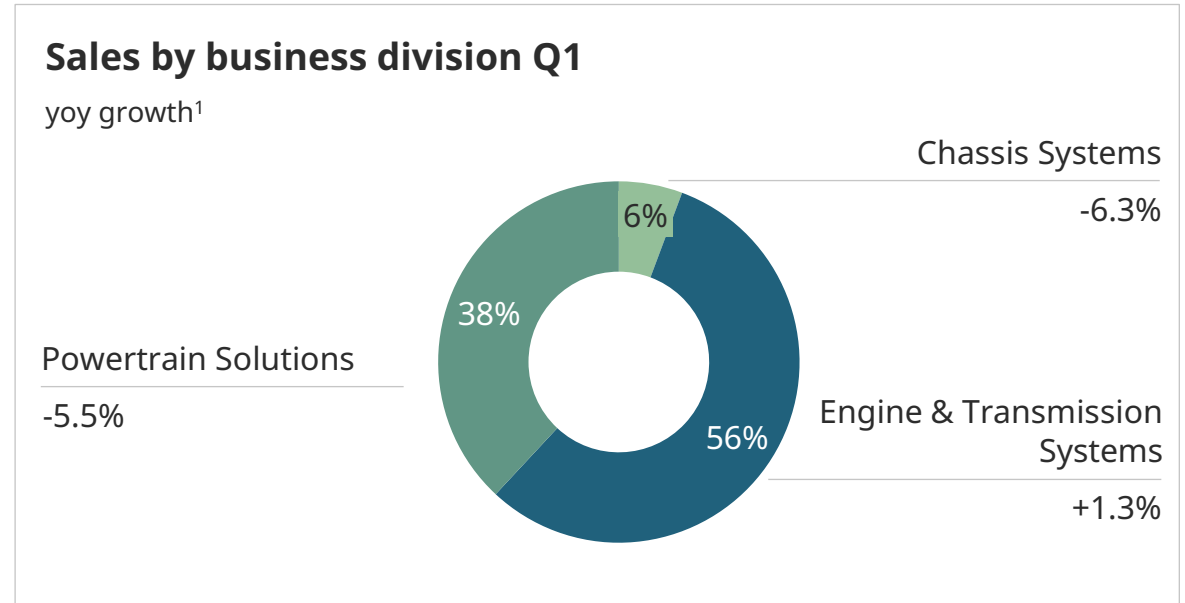
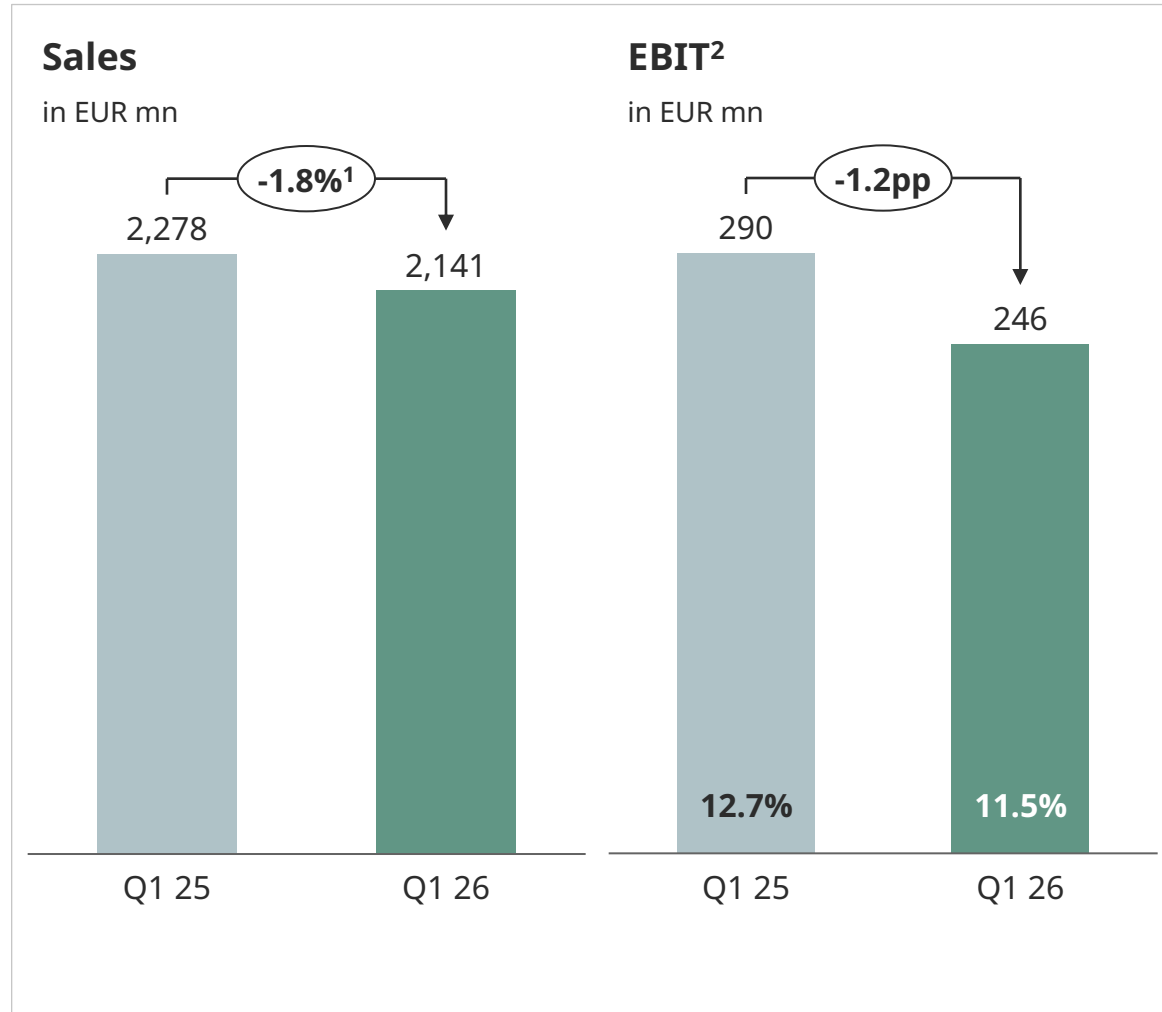
+12.8%

Key Aspects

- Controls posted strongest sales growth¹ within E-Mobility, main drivers coming from successful product ramp-ups in Europe and Asia/Pacific, especially from BEV projects
- Structural improvement in EBIT² through increased volumes, stronger operational performance, and synergy-driven cost savings in R&D

¹ FX-adjusted | ² Before special items

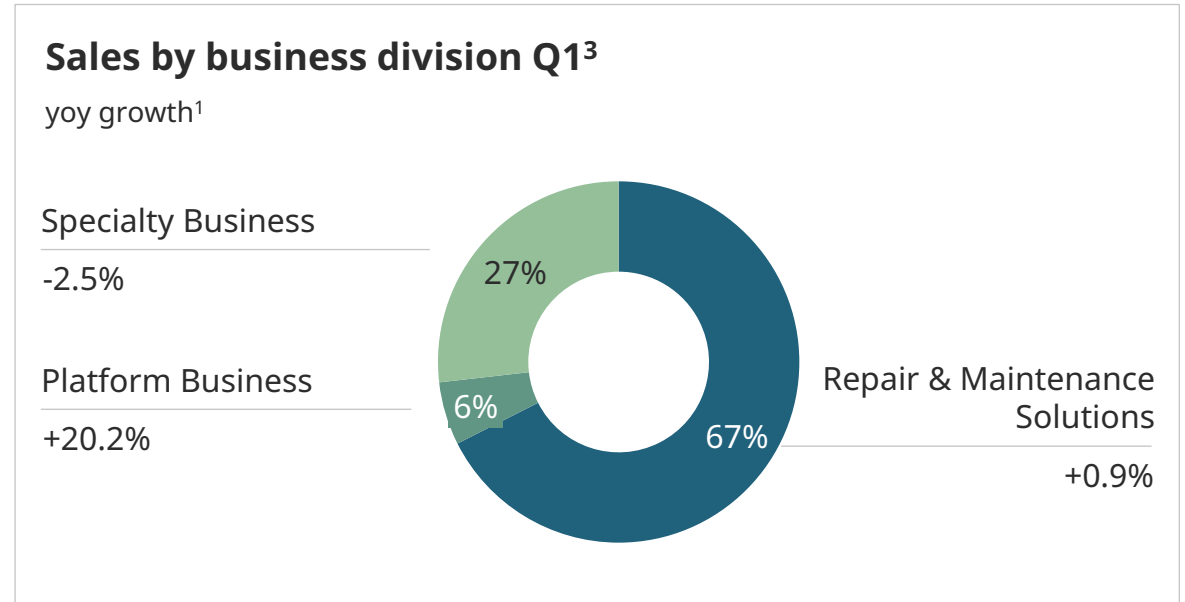
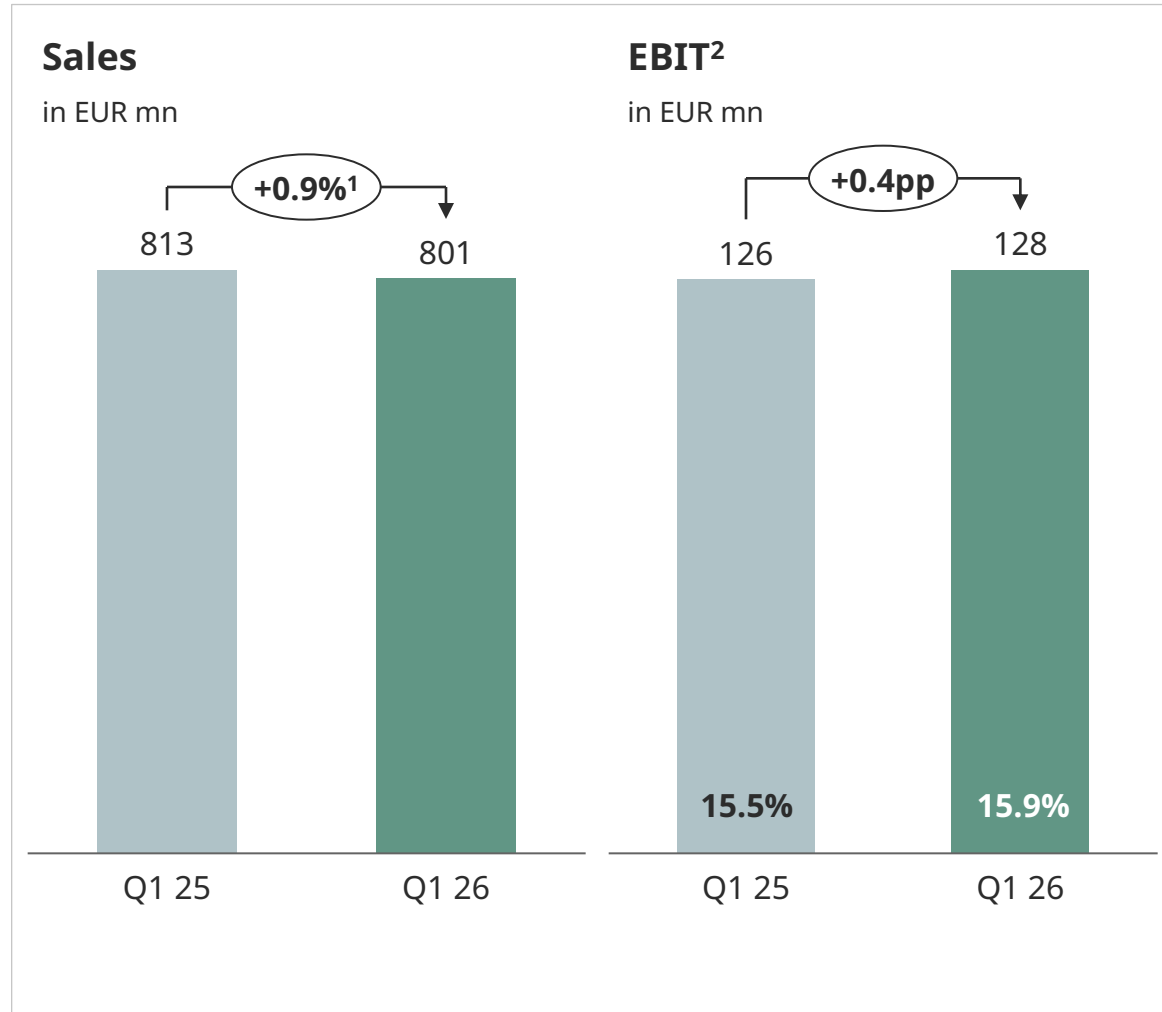
Powertrain & Chassis – Sales¹ decline mainly in Europe and Greater China, double-digit EBIT margin² confirmed



- Key Aspects**
- Sales decrease due to phase-out businesses in Powertrain Solutions
 - Engine & Transmission with decent sales growth¹ in Europe and Americas, caused by higher demand for engine and clutch components
 - Resilient double-digit EBIT margin² due to lower R&D costs and favorable volume und mix effect

¹ FX-adjusted | ² Before special items

Vehicle Lifetime Solutions – Overall sales growth¹ allows for continued robust EBIT margin²

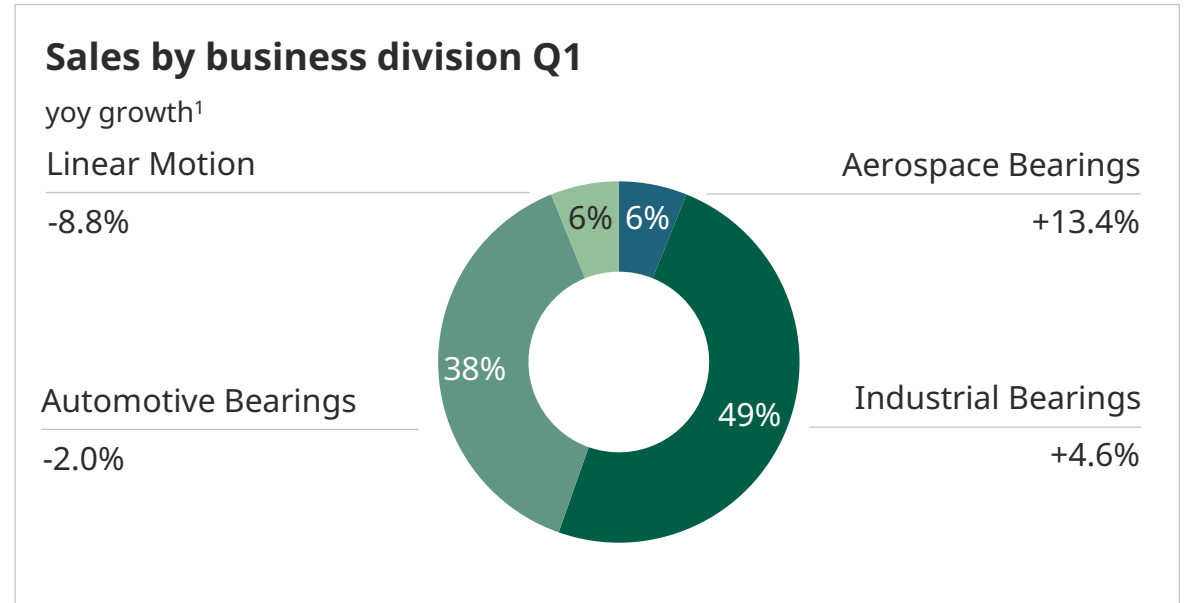
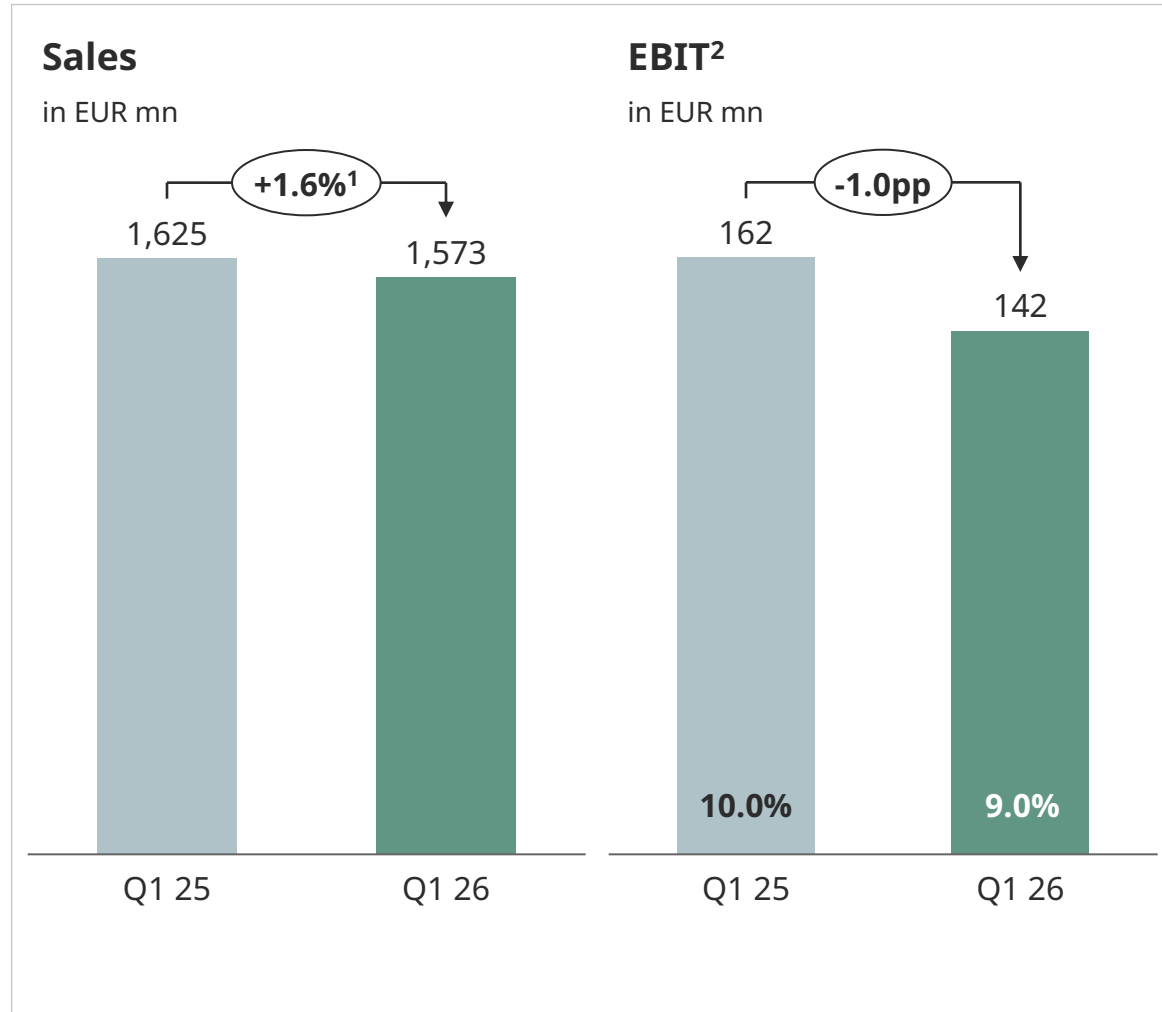


Key Aspects

- Repair & Maintenance Solutions with growth¹ in Europe, Greater China and Asia/Pacific
- Successful expansion of Platform Business on a global basis
- Increased EBIT margin² contribution mainly driven by positive price effects and FX

¹ FX-adjusted | ² Before special items | ³ Emerging Business not reported due to non-existing sales

Bearings & Industrial Solutions – Continued growth¹ in Greater China, with a solid EBIT margin²



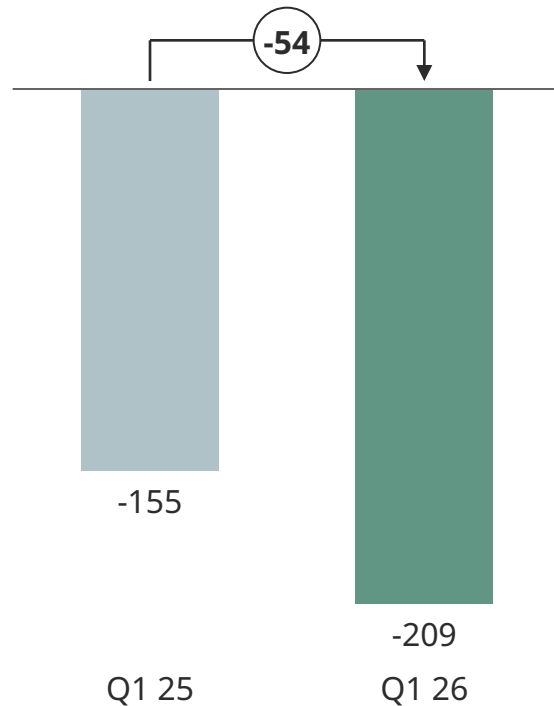
- ### Key Aspects
- Industrial Bearings delivered growth in Industrial Machinery in China
 - Continued double-digit sales growth¹ in Aerospace Bearings in Europe and Americas
 - EBIT margin² slightly below PY due to high comps, self-help measures starting to pay-off

¹ FX-adjusted | ² Before special items

Free Cash Flow¹ – Seasonal negative influenced restructuring cash-outs and advance customer payments

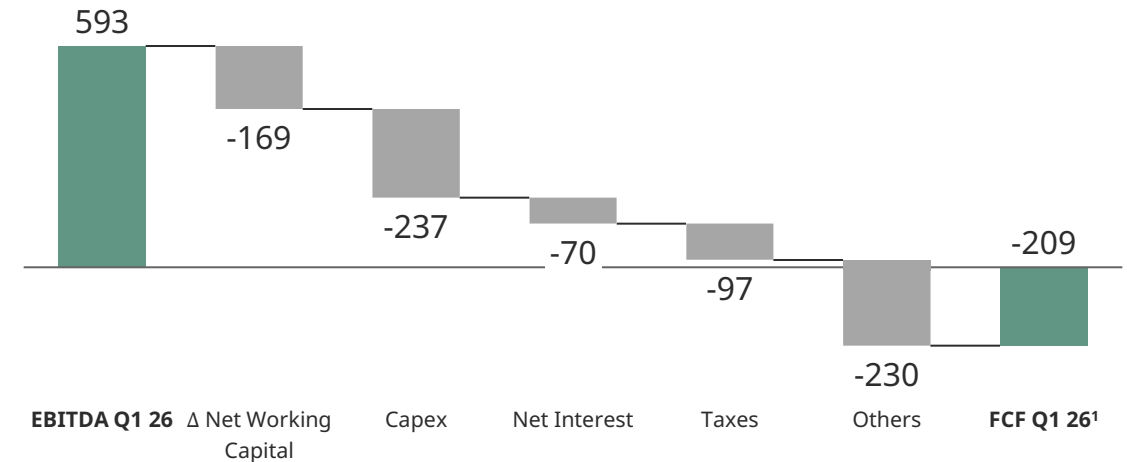
Free Cash Flow before M&A¹

in EUR mn



FCF Bridge Q1 2026

in EUR mn



Key Aspects

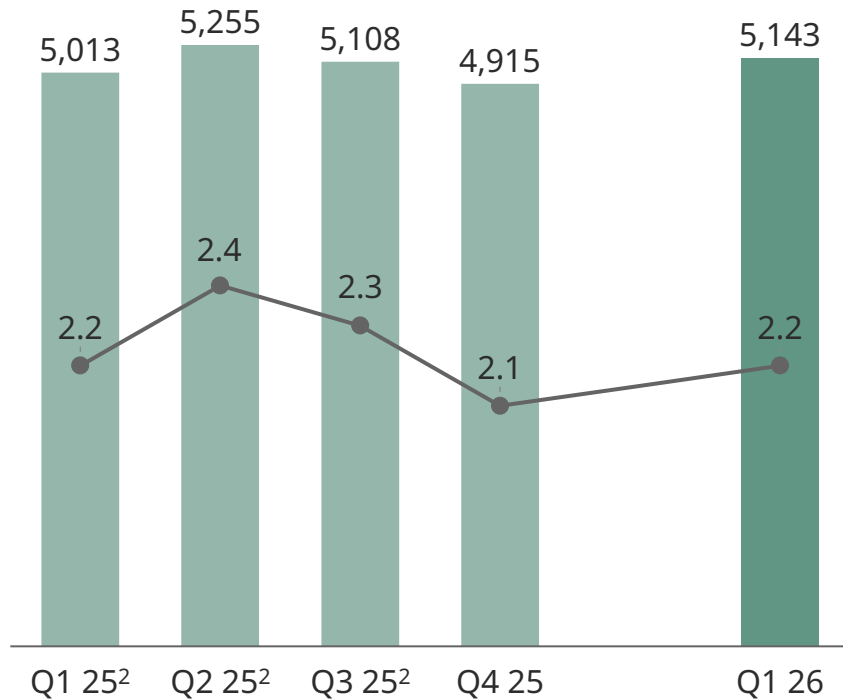
- Negative Δ Net Working Capital due to increased inventory buffer following volatile environment
- Cautious Capex steering in a volatile Q1 2025, with focus remaining on future growth
- Usual seasonal pattern, influenced by increased restructuring cash-outs and advance customer payments in the prior quarter

¹ Before cash in- and outflows for M&A activities

Debt Profile – Well-balanced maturity profile and strong liquidity position

Reported net financial debt and Leverage ratio¹

in EUR mn



As of March 31, 2026

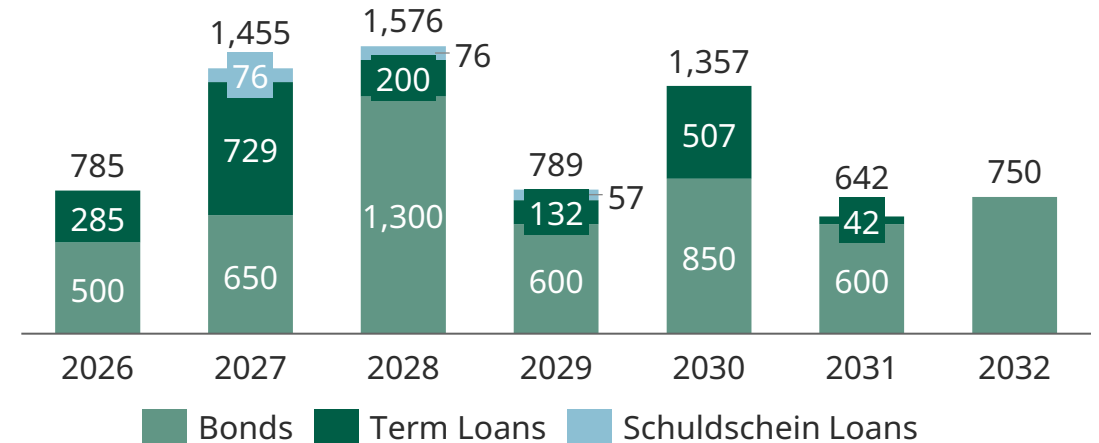
Total gross debt (excl. RCF): EUR 7,309 mn

Total cash: EUR 2,166 mn

Total liquidity: EUR 4,844 mn

Maturity Profile Schaeffler Group as of March 31

in EUR mn



Key Aspects

- Well-balanced maturity profile; EUR 500 mn bond due in August 2026 already pre-funded
- Liquidity position of EUR 4.8 bn as of March 31
- Leverage ratio¹ at 2.2x; mid-term target range of 1.5x to 2.0x

¹ Net financial debt to EBITDA LTM ratio before special items | ² Net financial debt to EBITDA LTM ratio before special items, Pro Forma

FY 2026 Guidance – On track to achieve our targets

	Schaeffler Group	E-Mobility	Powertrain & Chassis	Vehicle Lifetime Solutions	Bearings & Industrial Solutions
Sales in EUR bn	22.5 to 24.5 Q1 2026: 5.8	5.2 to 5.8 Q1 2026: 1.2	8.0 to 8.6 Q1 2026: 2.1	3.1 to 3.3 Q1 2026: 0.8	6.2 to 6.7 Q1 2026: 1.6
EBIT margin¹	3.5% to 5.5% Q1 2026: 5.0%	-15.0% to -13.0% Q1 2026: -17.8%	10.0% to 12.0% Q1 2026: 11.5%	13.5% to 15.5% Q1 2026: 15.9%	7.0% to 9.0% Q1 2026: 9.0%
Free Cash Flow² in EUR mn	100 to 300 Q1 2026: -209				

Market assumptions

- LVP: Schaeffler expects global LVP decrease by -1.8% in 2026, based on the forecast by S&P Global Mobility³
- Car Parc: Growth rate of Global LV Parc⁴ between 2.0% and 2.5% for 2026 compared to 2.4% in 2025. The average age will further increase in 2026 (2025: 11.5 years)
- Industrial Production: According to forecasts by S&P Global Market Intelligence, growth in global Industrial Production⁵ between 2.5% and 3.0% in 2026 (2025: 2.1%)

¹ Before special items | ² Before cash in- and outflows for M&A activities | ³ Includes content supplied by S&P Global Mobility© [IHS Markit Light Vehicle Production Forecast (Base), April 2026]. All rights reserved. | ⁴ Includes content supplied by S&P Global Mobility © [IHS Markit Vehicles in Operation (VIO) Forecast, February 2026]. All rights reserved. | ⁵ Includes content supplied by S&P Global Market Intelligence © [Comparative Industry Service Forecast, April 2026]. All rights reserved. Sectors considered: Mechanical Engineering (ISIC 28), Transport Equipment (ISIC 30), Electrical Equipment (ISIC 271)

1 Schaeffler at a glance

2 Capital Markets Day

3 Divisions

4 Latest financial releases

5 **Further information**

AGENDA

Schaeffler sustainability strategy – Consists of five action fields

ENVIRONMENT

Driving Climate Action towards Net-Zero

Reducing greenhouse gas emissions in own operations and along the value chain by pursuing actionable levers, esp. in purchasing, energy use, and product design.



Transitioning towards a Circular Economy

Reducing the impact on the environment by embedding circularity principles across the value chain and realizing opportunities from circular business models.



SOCIAL

Protecting Human Rights and Work Conditions

Ensuring and promoting human rights and fair work conditions (especially health and safety) in own operations and in the supply chain.



Empowering People for a Sustainable Future

Enhancing the capabilities of own workforce and workers in the value chain, focusing on Diversity, Equity and Inclusion, and retaining talent.



GOVERNANCE

Ensuring Integrity in Decision Making

Ensuring Schaeffler's decisions are guided by standards of integrity and stakeholder exchange, with reliable data and transparent reporting.



Steering Sustainability Strategy in 20 defined KPIs until 2030 – Selected examples

CLIMATE ACTION



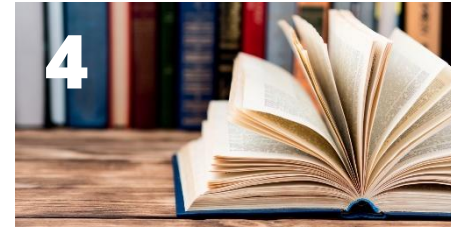
70% of electricity sourced in the supply chain from renewable sources



Install 140 MWp direct-line renewable energy production capacity



Achieve 150 GWh cumulated energy savings



Achieve Human Rights awareness – at least 95% in mandatory trainings³



Reduce Lost-time Incident Rate (LTIR) below 1.0

CIRCULAR ECONOMY



Reduce non-recycled waste rate to a maximum of 6%



Realize 750,000 m³ cumulated freshwater savings



Reach a 25% share of women in top management



Increase participation rate in learning offering to 85%



Achieve compliance awareness – at least 95% in mandatory trainings

EMPOWERING PEOPLE



INTEGRITY IN DECISION MAKING

Defining non-financial ambition levels is key driver for sustainable transformation

Rating agencies confirm our sustainability strategy and help us to continuously improve



81/100



Climate Change
A

Water Security
A-




C+



26.1 medium risk



BBB

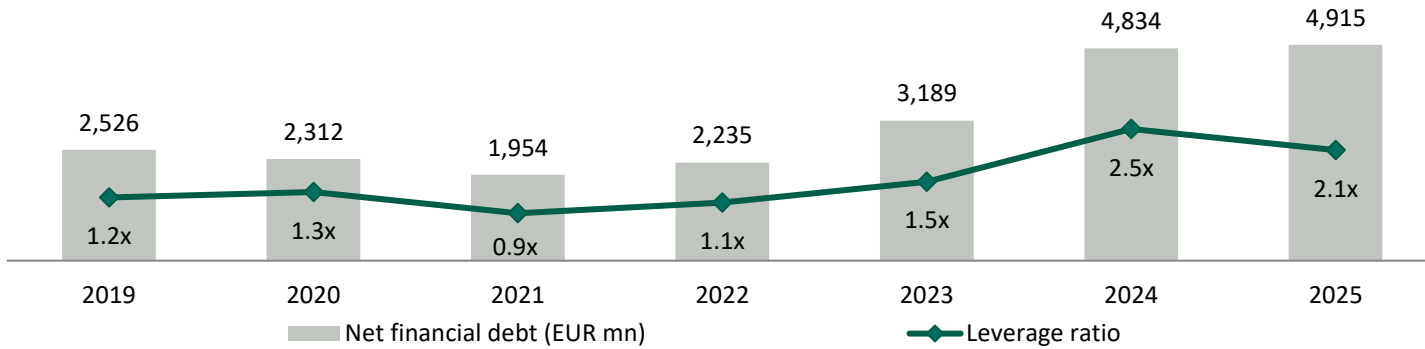


95%*

*Average across all rated sites | As of December 31, 2025

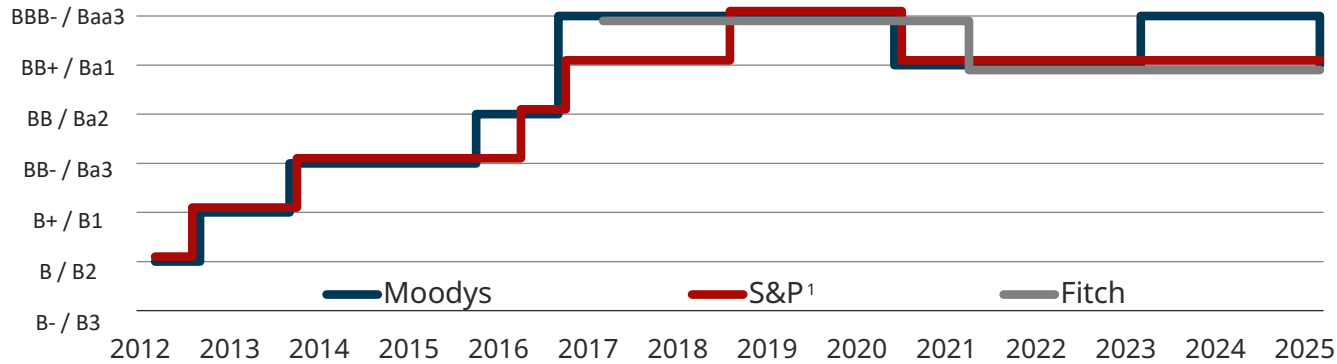
Leverage ratio – Regaining investment-grade metrics of 1.5x to 2.0x by 2028

Net financial debt and leverage ratio¹



¹ Leverage ratio: Net financial debt to LTM EBITDA before special items

Rating Development Schaeffler AG



¹ Rating based on combined Schaeffler Group and IHO Group metrics

Key aspects

- Leverage ratio improved to 2.1x by year end 2025
- On track to reach mid-term target corridor of 1.5x to 2.0x

Current Ratings Schaeffler Group

	FitchRatings	MOODY'S	STANDARD & POOR'S
Corporate Rating	BB+	Ba1	BB+ ¹
Outlook	stable	stable ²	negative ³
Bond Rating	BB+	Ba1	BB+

¹ Rating based on combined Schaeffler Group and IHO Group metrics

² Downgrade of rating to Ba1 Outlook stable March 11, 2025

³ Outlook changed to negative from stable as per February 7, 2025

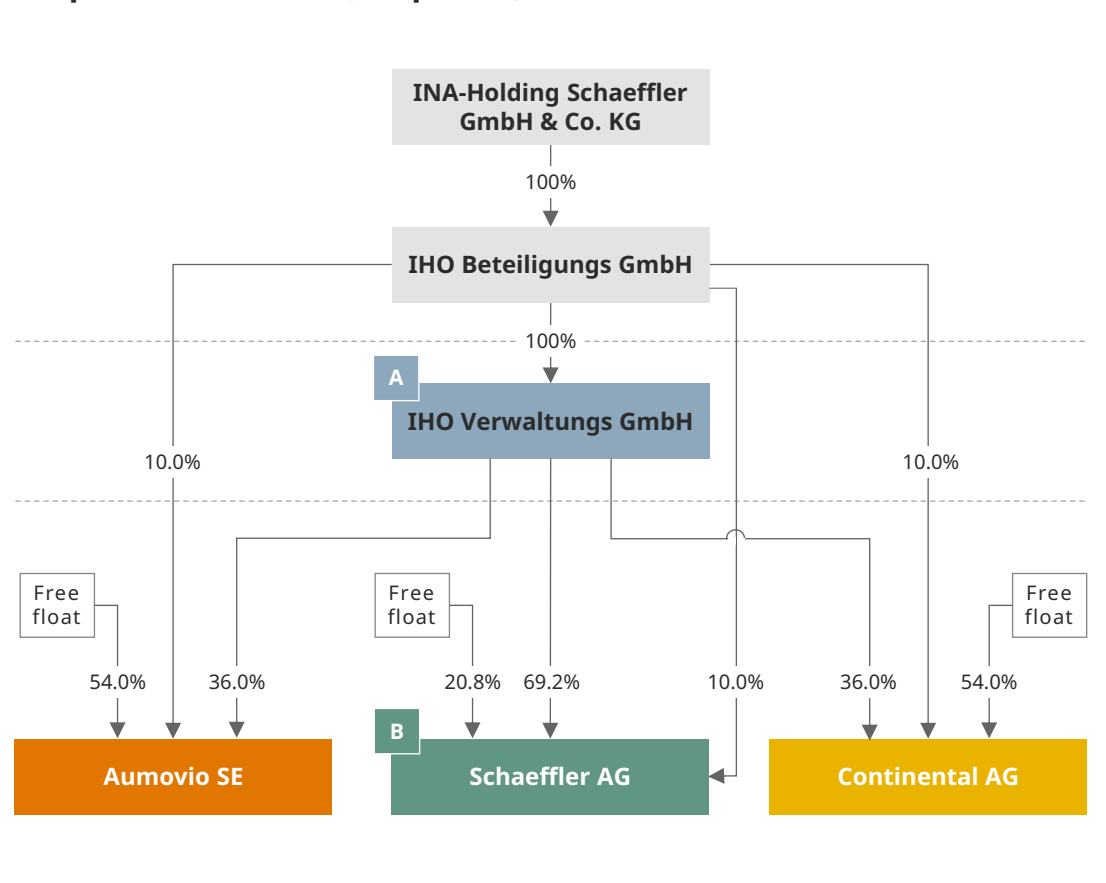
Schaeffler AG – Outstanding bond portfolio

Bond	2026	2027	2028a	2028b	2029a	2029b	2030	2031	2032	2033
Issuer	Schaeffler AG									
Current Ratings	BB+ (S&P), BB+ (Fitch), Ba1 (Moody's)									
ISIN	DE000A3823R3	DE000A2YB7B5	DE000A4DFLP8	DE000A3H2TA0	DE000A460JA7	DE000A3823S1	DE000A383HC1	DE000A4DFLQ6	DE000A460PC0	DE000A460JB5
Principal Amount	€500 mn	€650 mn	€550 mn	€750 mn	€500 mn	€600 mn	€850 mn	€600 mn	€750 mn	€500 mn
Coupon	4.500%	2.875%	4.250%	3.375%	4.125%	4.750%	4.500%	5.375%	4.500%	5.000%
Issue Date	January 15, 2024	March 26, 2019	April 1, 2025	October 12, 2020	May 13, 2026	January 15, 2024	March 28, 2024	April 1, 2025	November 12, 2025	May 13, 2026
Maturity	August 14, 2026	March 26, 2027	April 1, 2028	October 12, 2028	May 13, 2029	August 14, 2029	March 28, 2030	April 1, 2031	May 12, 2032	May 13, 2033
Interest Payment	Annually (August 14)	Annually (March 26)	Annually (April 1)	Annually (October 12)	Annually (May 13)	Annually (August 14)	Annually (March 28)	Annually (April 1)	Annually (May 12)	Annually (May 13)

Source: <https://www.schaeffler.com/en/investor-relations/credit-relations/schaeffler-group-bonds/>

Overview corporate and financing structure

Corporate structure (simplified) as of March 31, 2026



Financing structure as of March 31, 2026

A IHO Verwaltungs GmbH						
Debt instrument		Nominal USD mn	Nominal EUR¹ mn	Interest	Maturity	
					Rating Fitch/Moody's/S&P	
Loans	RCF (EUR 1,000 mn)	-	100	E+3.75%	Feb-28	Not rated
Bonds	8.75% SSNs 2028 (EUR)	-	800	8.750%	May-28	BB/Ba2/BB-
	6.375% SSNs 2029 (USD)	400	348	6.375%	May-29	BB/Ba2/BB-
	6.75% SSNs 2029 (EUR)	-	800	6.750%	Nov-29	BB/Ba2/BB-
	7.75% SSNs 2030 (USD)	500	435	7.750%	Nov-30	BB/Ba2/BB-
	7.00% SSNs 2031 (EUR)	-	520	7.000%	Nov-31	BB/Ba2/BB-
	8.00% SSNs 2032 (USD)	450	391	8.000%	Nov-32	BB/Ba2/BB-
	Total	IHO Verwaltungs GmbH		3,394	Ø 7.43%^{2,3}	
B Schaeffler AG						
Debt instrument⁴		Nominal EUR mn		Interest	Maturity	Rating Fitch/Moody's/S&P
Loans	RCF (EUR 3,000 mn)	-		E+0.900%	Oct-30	Not rated
	Loans (Term Loan, EIB & KfW) (EUR)		1,475	Ø 4.004%	Aug/ Nov-27 Oct-28 Apr/ Dec 29 Apr 30 Oct 31	Not rated
	SSD (EUR)		208	Ø 3.086% ⁵	Mar-27/ May-28 Mar-29	Not rated
CP	Commercial Paper (EUR)	-		-	-	Not rated
Bonds	4.500% SNs 2026 (EUR)		500	4.500%	Aug-26	BB+/Ba1/BB+
	2.875% SNs 2027 (EUR)		650	2.875%	Mar-27	BB+/Ba1/BB+
	4.250% SNs 2028 (EUR)		550	4.250%	Apr-28	BB+/Ba1/BB+
	3.375% SNs 2028 (EUR)		750	3.375%	Oct-28	BB+/Ba1/BB+
	4.750% SNs 2029 (EUR)		600	4.750%	Aug-29	BB+/Ba1/BB+
	4.500% SNs 2030 (EUR)		850	4.500%	Mar-30	BB+/Ba1/BB+
	5.375% SNs 2031 (EUR)		600	5.375%	Apr-31	BB+/Ba1/BB+
	4.500% SNs 2032 (EUR)		750	4.500%	May-32	BB+/Ba1/BB+
Total	Schaeffler AG		6,933	Ø 4.30%³		

¹ EUR/USD = 1.1498 | ² After cross currency swaps | ³ Incl. commitment and utilization fees | ⁴ Table displays Schaeffler AG related instruments only. For the overall indebtedness of the Schaeffler Group, reference is made to the respective financial statements of the Schaeffler Group | ⁵ Including interest rate hedges for former Vitesco SSDs

Outlook – Financial calendar

Financial calendar 2026

Aug 5

H1 2026 Earnings Release

Nov 3

Q3 2026 Earnings Release



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[Investor Relations](#)

For further information contact:
IR@schaeffler.com



Our Executive Board – A strong management team

BOARD OF MANAGING DIRECTORS



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Chief Executive Officer (CEO)



Dr. Astrid Fontaine
Chief Human Resources Officer (CHRO)



Christophe Hannequin
Chief Financial Officer (CFO)



Dr. Jochen Schröder
Chief Operating Officer (COO)



Jens Schüler
CEO Vehicle Lifetime Solutions



Thomas Stierle
CEO E-Mobility



Uwe Wagner
Chief Technology Officer (CTO)



Sascha Zaps
CEO Bearings & Industrial Solutions



Matthias Zink
CEO Powertrain & Chassis

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Regional CEO Europe



Dr. Yilin Zhang
Regional CEO Greater China



Watch our ['Meet the Board' video series](#) for insights on Digitalization.

SCHAEFFLER