

Presse- und IR-Mitteilung

Schaeffler Capital Markets Day 2025 – Building the Leading Motion Technology Company

HERZOGENAURACH, 2025-09-16.

- Schaeffler's first Capital Markets Day following acquisition of Vitesco Technologies
- Schaeffler wants to become leading Motion Technology Company
- Full focus on execution with three priorities: delivering the order book, improving performance, and managing the portfolio
- Mid-Term Targets 2028 include doubling EBIT before special items and substantially improving free cash flow

Schaeffler will today host a **Capital Markets Day** for institutional investors and analysts in Frankfurt, Germany. Klaus Rosenfeld, CEO of Schaeffler AG, along with the four divisional CEOs, Thomas Stierle, Matthias Zink, Jens Schüler, and Sascha Zaps as well as Christophe Hannequin, CFO of Schaeffler AG, will present an update on the company's strategy, provide an assessment of the market situation, and discuss the outlook.

Klaus Rosenfeld said: "Following the acquisition of Vitesco, we are very well placed to realize our strategic vision of creating the leading Motion Technology Company. The integration of Vitesco has continued at pace and our broadened product offering underpins our ambition to become a top 3 global player across each of our divisions worldwide. Schaeffler's accelerated growth in E-Mobility and established market position in Powertrain & Chassis provide a stable platform for this. In addition, we have made significant progress in our Vehicle Lifetime Solutions business, and continual outperformance is gaining us additional market share. Finally, we continue to build on our best-in-class Bearings and Industrial Solutions business to expand our strong position across further markets, including renewables and aerospace. Our medium-term targets for 2028 envisage that we will double our EBIT before special items and substantially improve free cash flow. I am confident that we will achieve these targets. Meanwhile, Schaeffler also looks beyond the current planning horizon. By 2035, we want to generate approximately ten percent of our revenue from new, high-potential activities, including growth areas like humanoids, defense, and the promising eAviation sector."

Creating The Leading Motion Technology Company

The strategic merger with Vitesco has significantly extended the Schaeffler Group's product offering, especially in power electronics, electronic control units (ECUs),

and sensors. The new structure developed based on this platform, with four product-oriented divisions and eight product families is the basis for making Schaeffler the leading Motion Technology Company. Schaeffler's strategic ambition is to become a top 3 global player with all four divisions. Schaeffler will establish itself as a global leader in E-Mobility, maintain its leadership position in Powertrain & Chassis and expand its leading role in replacement parts and modern repair solutions. In addition, the strong market position built on best-in-class bearings and linear solutions will be expanded.

Consistent Focus on Execution

Schaeffler has a strong base on which to deliver its medium-term targets. Over the next three years, it will focus on three priorities: (1) processing and delivering the substantial order book in the E-Mobility and Powertrain & Chassis divisions, (2) executing its performance improvement programs, and (3) optimizing its current business portfolio. The order book in E-Mobility and Powertrain & Chassis is 74 billion euros. Savings of 815 million euros p.a. will be realized through synergies from the merger with Vitesco and structural measures as well as implementing the structural measures to right-size the Group's European footprint announced in November 2024. The Group's business portfolio will be optimized based on the guiding principle of "earn the right to grow".

For the **E-Mobility division** with its holistic product offering, Schaeffler expects significant top-line growth and breakeven by 2028. The company anticipates 8.25 to 9 billion euros in revenue and a breakeven EBIT margin before special items.

The **Powertrain & Chassis** division has a strong platform positioned to grow market share while active portfolio management will preserve the margin and cash flow. Specifically, Schaeffler expects 8 to 8.75 billion euros in revenue and an EBIT margin before special items of 10 to 12 percent.

For the **Vehicle Lifetime Solutions** division with its holistic aftermarket solutions at scale, Schaeffler is planning for considerable outperformance and a defensible EBIT margin. The company expects revenue of 3.75 to 4.25 billion euros and an EBIT margin before special items of 13.5 to 15.5 percent.

The **Bearings & Industrial Solutions** division with its global leading portfolio of mission critical products plans its transformation with considerable profitability and cash flow improvement. The company anticipates 6.75 to 7.25 billion euros in revenue and an EBIT margin before special items of 9 to 11 percent.

Christophe Hannequin, CFO of Schaeffler AG, said: “I am confident that we have the right roadmap to deliver on our strategic ambition, and I am committed to enabling our teams and ensuring we stay on track to deliver on our targets. Disciplined performance management, active portfolio management, and a reasonable reinvestment rate will be instrumental in doubling our profitability and growing our free cash flow significantly, while delivering growth. At the same time, we will continue to reduce leverage, supported by an evenly distributed maturity profile, and deliver consistent returns to shareholders.”

Sustainability and Digitalization

To make the Schaeffler Group fit for the future, the company is making significant investments in sustainability, digitalization and artificial intelligence. Sustainability is Schaeffler’s license to operate: The Executive Board has defined five action fields and 20 strategic KPIs and is currently updating the combined company’s climate targets to stay aligned with the Paris Agreement and SBTi validation. Digitalization and AI also power transformation inside the company, particularly with regard to products and processes. With a harmonized enterprise data model, Schaeffler is laying the foundation for utilizing and successfully deploying AI throughout the Group, supported by the group-wide rollout of SAP S/4HANA. Additionally, an expanded smart product footprint is achieved through the integration of advanced features and the development of new product- and software-based services.

Strategic Ambition 2035

As part of the strategy of becoming the leading Motion Technology Company, Schaeffler is committed to generating ten percent of its future revenue from new and innovative business activities by 2035, including the highly promising humanoids, defense, and eAviation sectors.

“By leveraging our proven technological expertise in the area of motion technology, we aim to, over time, exploit new growth opportunities and enhance the Schaeffler Group’s business portfolio with a focus on the future. This approach underscores our commitment to drive innovation and actively shape our future,” said Klaus Rosenfeld.

Webcast and Presentation Material

The event will be live-streamed from 13:00 CEST and the material made available on the Group’s website at that time. Joining instructions for the webcast and the presentation can be found at the following link: [Capital Markets Day | Schaeffler Group](#)

Forward-looking statements and projections

Certain statements in this press release are forward-looking statements. By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions that could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. These risks, uncertainties and assumptions could adversely affect the outcome and financial consequences of the plans and events described herein. No one undertakes any obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. You should not place any undue reliance on forward-looking statements which speak only as of the date of this press release. Statements contained in this press release regarding past trends or events should not be taken as representation that such trends or events will continue in the future. The cautionary statements set out above should be considered in connection with any subsequent written or oral forward-looking statements that Schaeffler, or persons acting on its behalf, may issue.

Schaeffler Group – We pioneer motion: The Schaeffler Group has been driving forward groundbreaking inventions and developments in the field of motion technology for 80 years. With innovative technologies, products, and services for electric mobility, CO₂-efficient drives, chassis solutions and renewable energies, the company is a reliable partner for making motion more efficient, intelligent, and sustainable – over the entire life cycle. Schaeffler describes its comprehensive range of products and services by means of eight product families: From bearing solutions and all types of linear guidance systems through to repair and monitoring services. Schaeffler is with around 110,000 employees and more than 250 locations in 55 countries, one of the world's largest family-owned companies and one of Germany's most innovative companies.

CONTACT:**Dr. Axel Lüdeke**

Head of Group Communications & Public Affairs Schaeffler Group

Tel.: +49 9132 82-8901

E-Mail: axel.luedeke@schaeffler.com

Matthias Herms

Head of Communications Finance, CSR & Sustainability

Tel.: +49 9132 82-37314

E-Mail: matthias.herms@schaeffler.com

Heiko Eber

Head of Investor Relations

Tel.: +49 9132 82-88125

E-Mail: heiko.eber@schaeffler.com