



Speech by

Philipp von Hirschheydt
CEO of AUMOVIO SE
at the Annual Shareholders' Meeting 2026
on May 13, 2026
in Frankfurt am Main

Check against delivery

Ladies and gentlemen, THIS is the brain of a car.
Small. Unassuming. A gray box.
Or so you might think.

But in fact it's a high-performance computer.
A small wonder.
These high-performance computers continually process signals –
from control units, cameras, and other sensors.

They detect deviations in real time.
They react.
They correct.

And they send precise control commands.
To the steering, drive, and brakes.
Hundreds of times per second.

At AUMOVIO, we produce more than two million of these automotive
brains every year.
But this computer is not just part of WHAT we do.
It also represents HOW we do it.

Dynamic.
Fast.
Precise.
Intelligent.
And integrated.

We combine cutting-edge software intelligence with proven
engineering expertise –
and turn it into something new.

Our ambition is clear:
scalable like a global industrial company, yet agile like a start-up.

Because a modern vehicle has long been more
than a means of getting from A to B.
It has evolved into a platform.
Features, software, and digital content interact with each other.

And that is precisely our approach:
to deliver greater added value “made by AUMOVIO” for each
vehicle.

This makes us stronger.
And more resilient.
In a volatile market, it's not just an option.
It's a necessity.

For growth.
For stable margins.
For increasing value.

This small gray box shows what modern system architectures are capable of.
And it represents our ambition:
to achieve top performance in all areas.

Ladies and gentlemen,
welcome to the Annual Shareholders' Meeting of AUMOVIO.
Our first Annual Shareholders' Meeting as an independent European company.

Here in Frankfurt.
At our company headquarters.

As you know,
until fall 2025 we were part of Continental AG.
The Automotive division.

On September 18, we went public.
With a market capitalization of €3.5 billion.

And from the very beginning,
it was clear that expectations were high.

The market was asking:
How will the new organization operate?
How will it perform as an independent company?

Today, I can tell you:
we are well positioned.

This can be seen in three areas:

- The market understands what makes us unique.
- Automotive manufacturers around the world trust our products.
- And we're creating competitive cost structures – the prerequisite for profitable growth.

The figures for 2025 make this very clear:

- Adjusted sales of €18.5 billion.
- Adjusted EBIT of €717 million.
- Adjusted EBIT margin of 3.9 percent.
- Normalized free cash flow of €650 million.
- And adjusted free cash flow of €159 million.

In short: solid results.

Despite lower sales, we significantly increased our profitability.
As promised with our key strategic principle:
Lead – Transform – Deliver.

And despite costs totaling €491 million,
mainly related to the spin-off and restructuring.

At the same time, we continue to strengthen our market position.

A strong indicator of this is order intake.
In 2025, orders totaled around €20.4 billion –
up around €1 billion on the previous year.

What matters most to us is that
these orders are broadly diversified.
And are concentrated in our growth markets.

Europe had the largest share, at 40 percent.
Followed by North America, at 24 percent.
While China accounted for 21 percent.

In China, we saw another important trend:
43 percent of orders came from international manufacturers,
and 57 percent from local Chinese OEMs.

Chinese brands are therefore becoming increasingly important for
us.
And we are continuing to assert our competitive position in the
Chinese market.

The remaining 15 percent came mainly from Japan and Korea,
further underscoring our strong global presence.

All business areas contributed to this success.
And delivered solid results – as you can see on this chart.

We achieved all our financial targets as planned.

Even more important, however,
is our market position.

In the markets we supply:

- 42 percent of our revenue comes from products where AUMOVIO is the market leader.
- For 83 percent of our portfolio, we rank among the top three suppliers.

We increased these shares even further in 2025.

Our business areas are also strongly positioned:

- Autonomous and Commercial Mobility is a leader in core components for driver assistance systems.
- Architecture and Network Solutions is the global number one for computing, networking, and connectivity – the brain and nervous system of the software-defined vehicle.
- Safety and Motion is a market leader in brakes, airbags, and sensors.
In airbags and sensors, our market share is around 20 percent each.
- And User Experience is a market leader for display solutions and head-up displays.

The market recognizes these strong positions.
And this shows: we're on the right track.

- We are much more agile.
- We make decisions through fast, efficient processes.
- We have two fewer management levels than before.
- We are continuously optimizing our network of locations with a clear focus on the future.

Always guided by the principle of
greater utilization,
greater efficiency,
and greater competitiveness.

Ladies and gentlemen, all this was a Herculean task.
Spanning around one and a half demanding years.

A task we could not have managed so successfully
without the support of our colleagues at Continental.

One we could not have managed so successfully
without the Schaeffler family's IHO Holding as our principal
shareholder,
who championed our journey to independence every step of the way.

We also could not have done it without the support of our
Supervisory Board,
who stood by our side with expertise and inspiration.

I'd therefore like to take this opportunity to say:
Thank you!
We do not take your support for granted.

Above all, I would like to thank our employees.

The transformation demanded a great deal.

And yet, the AUMOVIO team mastered this challenge.
And delivered outstanding results!

Around 80,000 people worldwide give their best every single day.
On behalf of the entire Executive Board, I say:
Thank you!

This has been an outstanding achievement!
And I'm proud and grateful to be part of this team.

We're now building on this success and stepping up our efforts even further.
With a clear focus on more streamlined processes.

It's clear that
reducing bureaucracy is not just a political issue.
It's also an issue for complex organizations.

At AUMOVIO, we're tackling this challenge head-on.
By transforming the company into a high-performance organization.

Above all, through clear, simple, and effective processes.
In other words, just like our high-performance computers,
we solve complex tasks quickly and efficiently.
With a clear structure.
Straight to the point.
And reliably.

This is how we become the best we can be:
The Adaptive Powerhouse for Future Mobility.

Mobility that is safe.
Inspiring.
Connected.
And autonomous.

For people. And for businesses.

For example, we're producing a brand new generation of brakes –
our semi-dry brakes.
As vehicles become increasingly software-defined,
conventional brakes are gradually being replaced by “smart”
solutions.

In other words,
where “wet” hydraulics used to be the norm,
“dry” systems are now taking their place.

These are built around smart actuators connected to high-performance computers – integral components of the software-defined vehicle. They intelligently link brake control with drive control.

For automotive manufacturers, this opens up entirely new possibilities. Safety and comfort features can be added over the air.

Another example is our night-capable camera system. It enhances safety, especially in low-light conditions, by detecting people, animals, and objects even earlier – and even more reliably.

This is made possible by highly sensitive sensors and ultra-fast signal processing.

The system doesn't just detect traffic signs or analyze lane markings. It also converts this information directly into driving behavior. Particularly under challenging conditions, when it matters most.

Modern mobility is now even more impressive thanks to our new mirrorless head-up displays and augmented reality. A real technological breakthrough.

The projection area is larger. And a special 3D display renders elements such as traffic signs and obstacles more realistically.

By eliminating mirrors altogether, the system also requires less installation space.

Another key topic is connectivity. Not just between vehicles, but also with their surrounding infrastructure. At its core, this too relies on powerful software. Software that makes the vehicle capable of learning.

Cars today are no longer static products. They continue to evolve throughout their entire life cycle.

That means a vehicle purchased today will be able to do more tomorrow. It gains new functions. It is refined and improved. And it increasingly adapts to its driver's needs – much like a smartphone.

To make this possible, a stable external connection is essential.
That is precisely what we provide.

Our solutions form the vehicle's communication hub,
connecting it to mobile networks,
to satellites,
to other road users,
and to digital infrastructure.

You can think of it as a nervous system,
ensuring that information flows reliably
into and out of the vehicle.
This enables over-the-air updates, connected services,
and direct vehicle-to-vehicle communication.

With technologies like 5G and – soon – satellite-based
communication, we ensure vehicles remain permanently connected.

And ultimately drive autonomously.

For many organizations, this is still some way off.
For AUMOVIO, it's already reality.
And not just on test tracks.
But on American highways.

We are working with Aurora,
the leading provider of driverless truck technology.

In Texas, Aurora trucks are already transporting cargo
without drivers.

For now, there are only a few vehicles on the road.
But that's where we come in.
We're industrializing this technology
to automotive standards,
to the highest level of safety,
and at competitive costs.

We operate our own trucks in the USA.
And, with special authorization, also in Germany.

This allows us to obtain data from millions of recorded driving
situations.
Analyzing this data used to require weeks of manual searches for
relevant scenarios.

Today, with the help of artificial intelligence,
we can identify critical scenarios and rare exceptional cases quickly
and precisely,
which frees up capacity for the actual development work.

This is not lab technology.

It is production-ready.

A hardware package designed for high volumes that makes Level 4 autonomous truck driving economically scalable.

After all, ladies and gentlemen, industrializing revolutionary technology is our core business.

In 2025 alone, we produced around 38.5 million cameras, radar units, and ultrasonic sensors.

And to date, AUMOVIO has put more than 315 million sensors and control units for assisted and automated driving on roads worldwide.

A brief look back puts this into perspective:

In 1999, a long-range radar was used for the first time in the Mercedes S-Class.

By 2021, around 100 million radar systems had been produced – over a span of more than two decades.

By 2025 – just four years later – this number had already doubled to 200 million.

As you can see, the dynamics of our market are impressive.

And our portfolio is perfectly positioned to seize this momentum. As our success in 2025 clearly demonstrated.

It further strengthened our already robust balance sheet.

- We have no debt.
- We entered independence with €1.5 billion in cash funds available – unique in our industry.

But we didn't stop there:

- For fiscal 2025, we generated positive adjusted free cash flow, despite the inherent one-time IPO costs and restructuring expenses.

This is a strong foundation for our future success.

As is the trust of our shareholders.

Your trust, ladies and gentlemen.

This trust inspires us to continue on our path with conviction and determination.

Step by step.

Including when it comes to capital allocation.

A dividend would be possible, for instance.
But we've decided to hold off for now.
Our focus is currently on flexibility.

In the second half of the year,
we'll present our capital allocation strategy
defining our dividend policy,
possible forms of capital return,
and our investment criteria.

Because one thing is certain:
AUMOVIO is just getting started.
As an independent company, we need full financial flexibility.
We've restructured from the ground up.
To help us navigate the challenges of a competitive landscape.

We deliberately accepted
significant one-time costs,
particularly related to the spin-off
and the ongoing implementation of our transformation measures.

These exceptional costs impacted our net income, which stood at
minus €167 million before taxes,
compared with €6 million the year before.

However, this is not a sign of operational weakness.
Rather, it reflects the efforts required to position AUMOVIO for
long-term success: strategically, organizationally, and financially.

So you can see, ladies and gentlemen,
we are pursuing our path with great discipline.
In line with our aim to: Lead, Transform, Deliver.

And we are pursuing this path with confidence.

Despite crises.
Despite conflicts.
Despite uncertain markets.

Why?

Because our business model is robust.
In two ways.

First, in terms of our global footprint.
We currently operate 52 production locations
and 47 development centers worldwide.
And we're intensifying our efforts in Asia – our biggest growth
market.

Our guiding principle is simple:
producing in the market for the market.

At the same time, we're streamlining our network
and optimizing the number of plants for maximum efficiency.
Only in this way can we succeed in the long term.

Our goal is to
remain close to customers,
penetrate markets,
and operate lean.

We started this process early.
And we're already taking the next step.

The Supervisory Board has approved our plan to close two
additional plants
– one in Asia and one in Europe.
We'll also be selling two more European plants to investors.
This will improve our cost structure
while offering new prospects for employees.

We know this is difficult.
But it is necessary.
For greater speed,
greater efficiency,
and greater competitiveness.

This is how we think and act today.
And in the future.
It's also why we continue to review further measures.

The second pillar of our resilience strategy are our technological
growth drivers.

Yes, the global automotive industry is experiencing slow growth
in terms of unit volumes.

But the share of electronics and software in vehicles
is growing exponentially –
and along with it, our share per vehicle.

In other words,
the value of our products per vehicle is increasing.

At the same time, our costs are falling.
We aim to keep improving in the years ahead,
especially in research and development,
in fixed and variable costs,
and in ongoing portfolio and pricing optimization.

Efficiency in manufacturing and supply chain management also remain our top priorities.

We are getting more and more support from artificial intelligence – through our new internal AI platform, for example.

This is available company-wide and helps employees work more efficiently – simplifying complex tasks and speeding up access to relevant information.

Employees can analyze documents, create content, carry out research, and automate routine tasks. This allows teams to save time, complete complex work faster, and boost productivity.

Even software experts are impressed by the progress being made. Microsoft, for example, presented us with the Intelligent Manufacturing Award in the “Innovate!” category.

This fits well with the fact that internally, we remain fully focused on innovation.

Take our “Pioneering Initiatives,” for example, where our employees independently develop concrete plans for disruptive technologies that AUMOVIO can then put to work for its customers worldwide.

The ideas presented here range from advanced lighting systems to new projection options, from interior monitoring to potential uses for humanoid robots.

Always with the goal of making our offering even more attractive and extending our technological lead even further.

In other words: as fast and straightforward as possible.

This shows what high performance means to us. We’re creating an environment that enables each individual to perform at their best.

Through reliable processes.

Through data-driven decisions.

Through clear responsibilities and improved cost structures.

And through a consistent focus on innovative products and technologies that create added value for customers and secure strong market positions.

Going forward, we will no longer focus exclusively on vehicle manufacturers, but also on other markets where our expertise can add value.

Digital systems that rapidly and reliably process complex external signals and convert them into control signals for all kinds of devices also have wide-ranging applications for other industrial and additional customers.

That's why we're proposing today under agenda item 10 to amend our Articles of Association and broaden the company's object.

In this way, too, our goal is to continue making progress across all areas.

We've set clear targets for 2026:

- Adjusted sales of between €17.0 billion and €18.5 billion.
- An adjusted EBIT margin of between 3.5 and 5 percent.
- Normalized free cash flow of between €500 million and €800 million.

These targets are realistic – as the first quarter of this year has already shown.

With a meaningful increase in adjusted EBIT, the EBIT margin, and both normalized and adjusted free cash flow.

Adjusted consolidated sales came to €4.4 billion, down 7.8 percent on the figure for the same period in the previous year. But as demonstrated by our earnings performance, our optimized product mix is delivering results and the implemented efficiency programs are reliably lowering our costs.

AUMOVIO did not just get off to a good start. We delivered. And we're pushing forward.

Precise.
Fast.
Reliable.

Just like a high-performance system.
That is AUMOVIO.

Lead. Transform. Deliver.
That is our ambition.

That is how we measure ourselves. And that is how we operate.

Leading with our products.
Performance-driven in our culture.
And laser-focused on creating value.

For you, our shareholders.
And for the mobility of tomorrow.
Thank you!