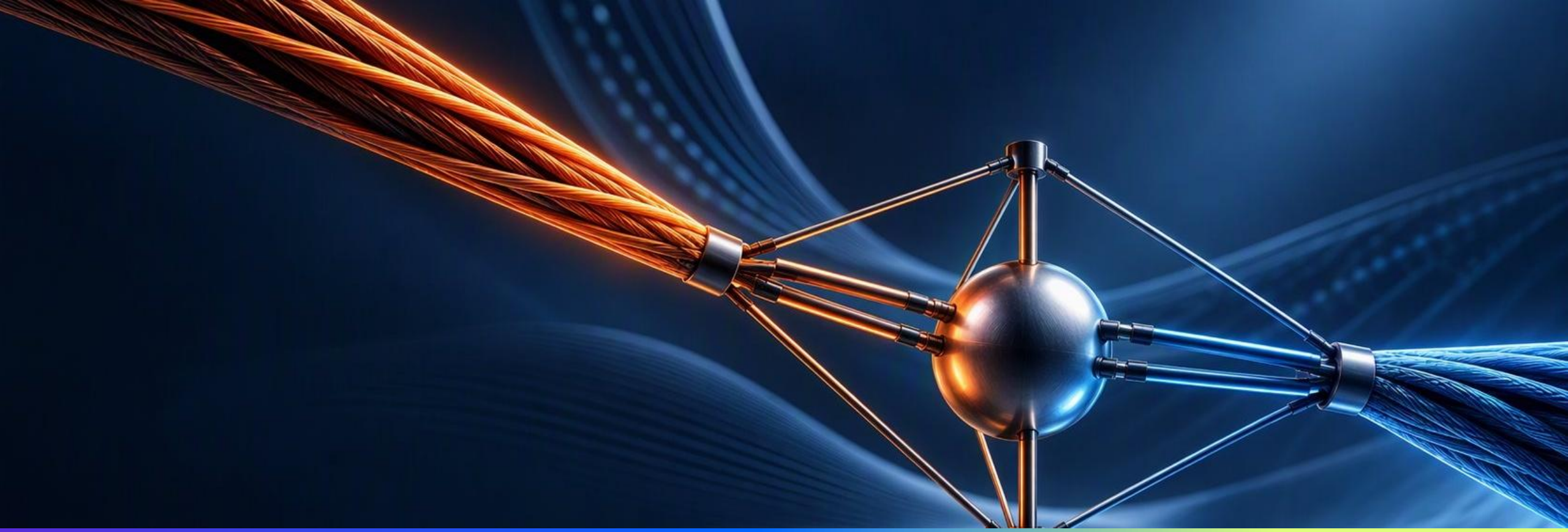


Tension by Design

Why the Age of AI Requires Technical Leaders with Real Impact, Not More Specialists

Dr. Heiko Schröder | Systems Workforce Summit 2026 | Delft, NL

TRUMPF

TRUMPF in Numbers

€4.3 billion
Sales (2025/26)

€479.6 million
EBIT (2025/26)

€4.5 billion
Order Intake (2025/26)

17,583 Employees
on June 30, 2026

11.3%
R&D Ratio (2025/26)



Machine Tools business division

Focus has shifted from individual machines to connected solutions

1 MACHINEs
optimized for their tasks.



2 Integrated SYSTEMs
Coordinated capabilities.
Seamless flow. Measurable performance.

Connected Equipment
People
Software
Services
Automation

3 ECOSYSTEMs
Wider visibility. Greater responsiveness.
New value across the value chain.

Partners
Logistics
Service
Supplier
Customer Demands

*"**Beyond machines**"*
*does not mean leaving machines behind. It means making the connections between machines – and beyond them – **work for the customer.***


TRUMPF
Three observations and three calls for action from our transformation journey

1 – Product Ownership and Architecture Need Productive Tension

Two different perspectives on customer solutions







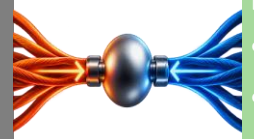
Architectural Integrity

Maximum Customer Value



Focus on

- Higher-level target architecture
- Interfaces and Re-Use
- the interaction of the products



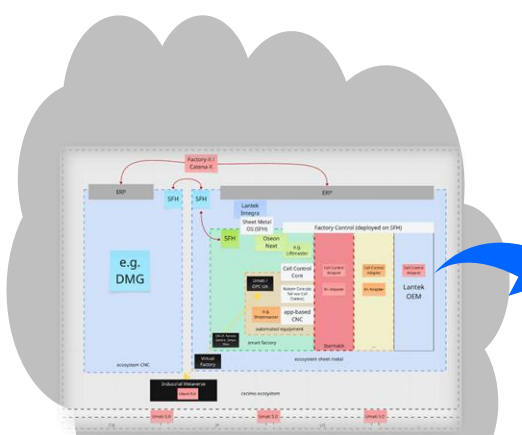
Focus on

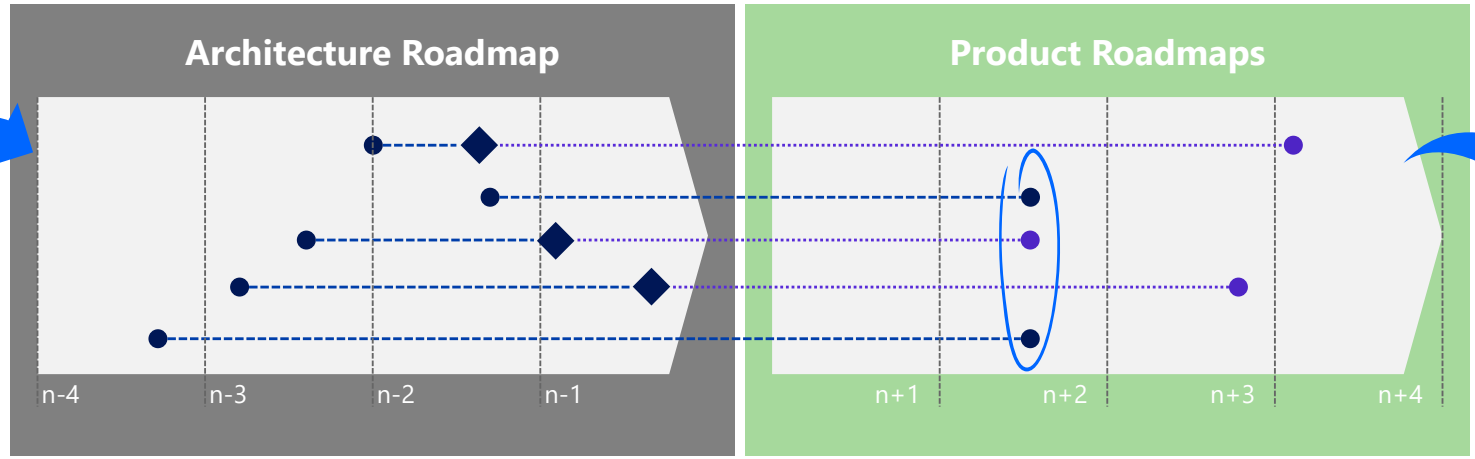
- Immediate customer benefits
- Fast delivery capability
- the individual product (portfolio)



1 – Product Ownership and Architecture Need Productive Tension

Roadmap alignment AND clear accountabilities for delivery as key enablers

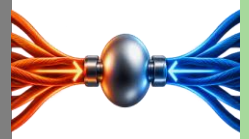








Focus on
- Higher-level target architecture
- Interfaces and Re-Use
- the interaction of the products



Focus on
- Immediate customer benefits
- Fast delivery capability
- the individual product (portfolio)



2 – Impactful Technical Leadership is an Organizational Capability

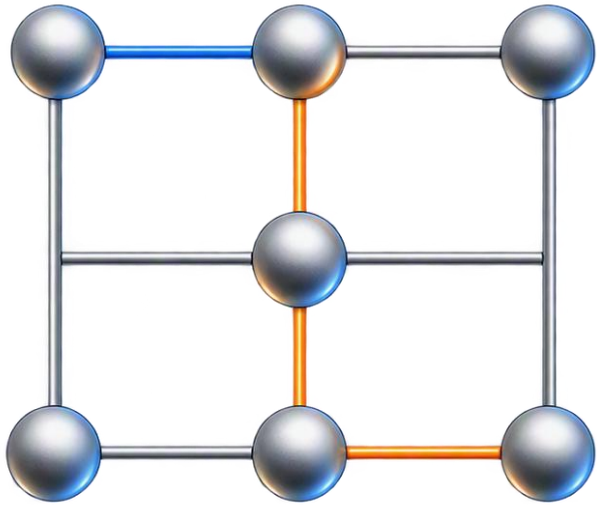
Moving from individual products to customer solutions …





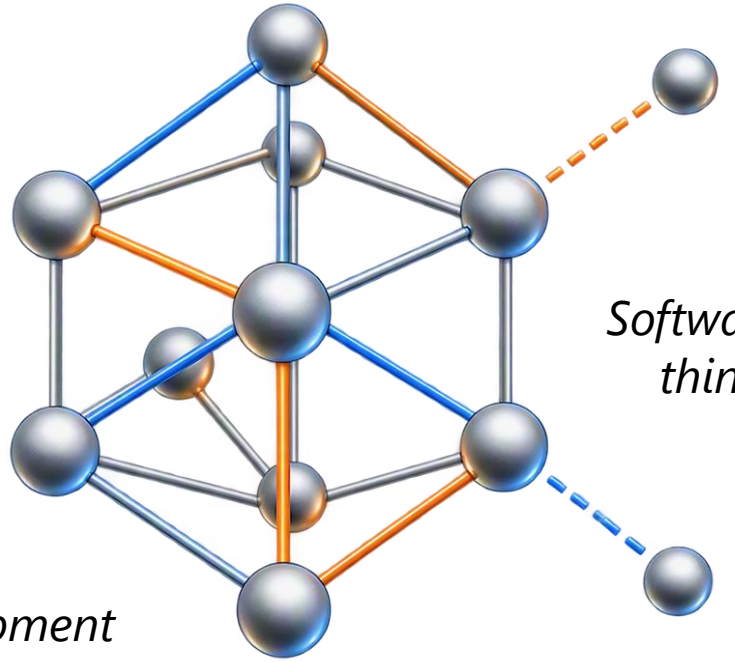
2 – Impactful Technical Leadership is an Organizational Capability

… requires us to **think**, **lead**, and **engineer** differently



Systems Thinking and Competence

Virtualization and Simulation



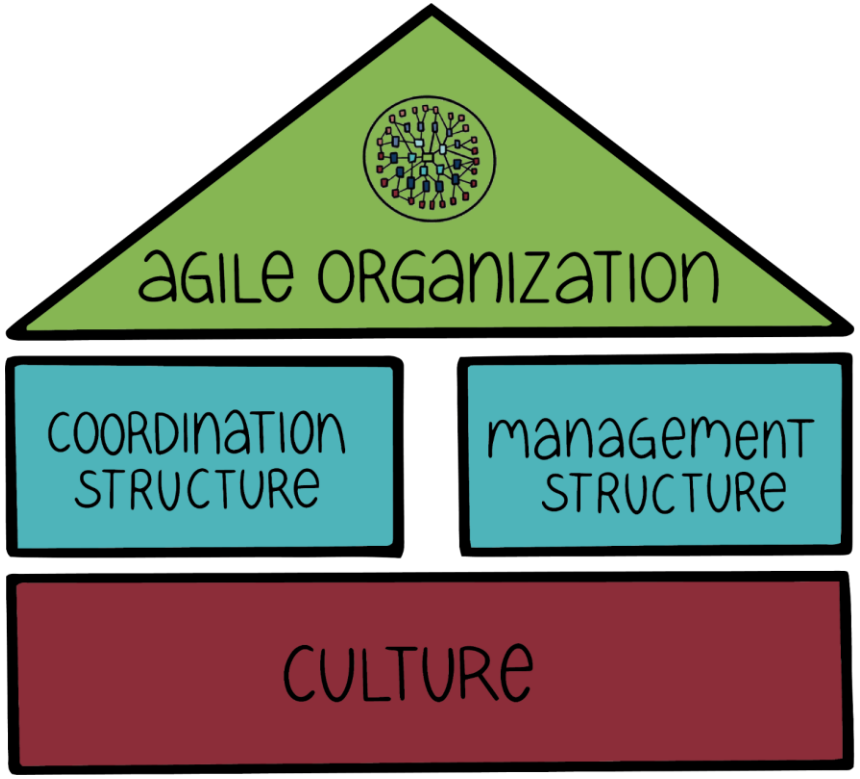
Software-first thinking

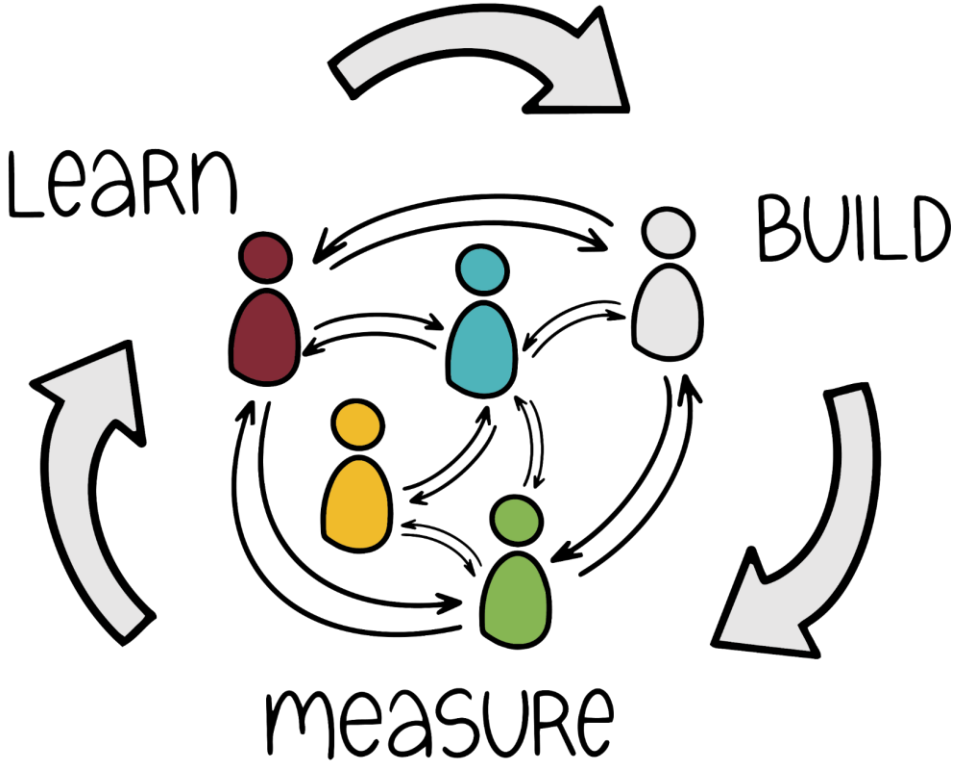
AI-assisted development

Ecosystems and Partnering

2 – Impactful Technical Leadership is an Organizational Capability

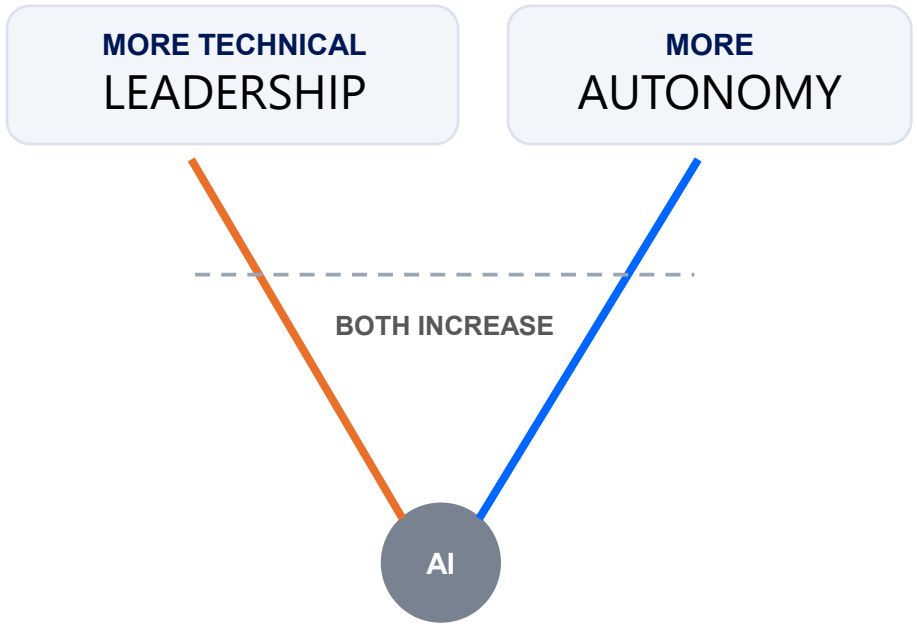
… requires us to **think**, **lead**, and **engineer** differently



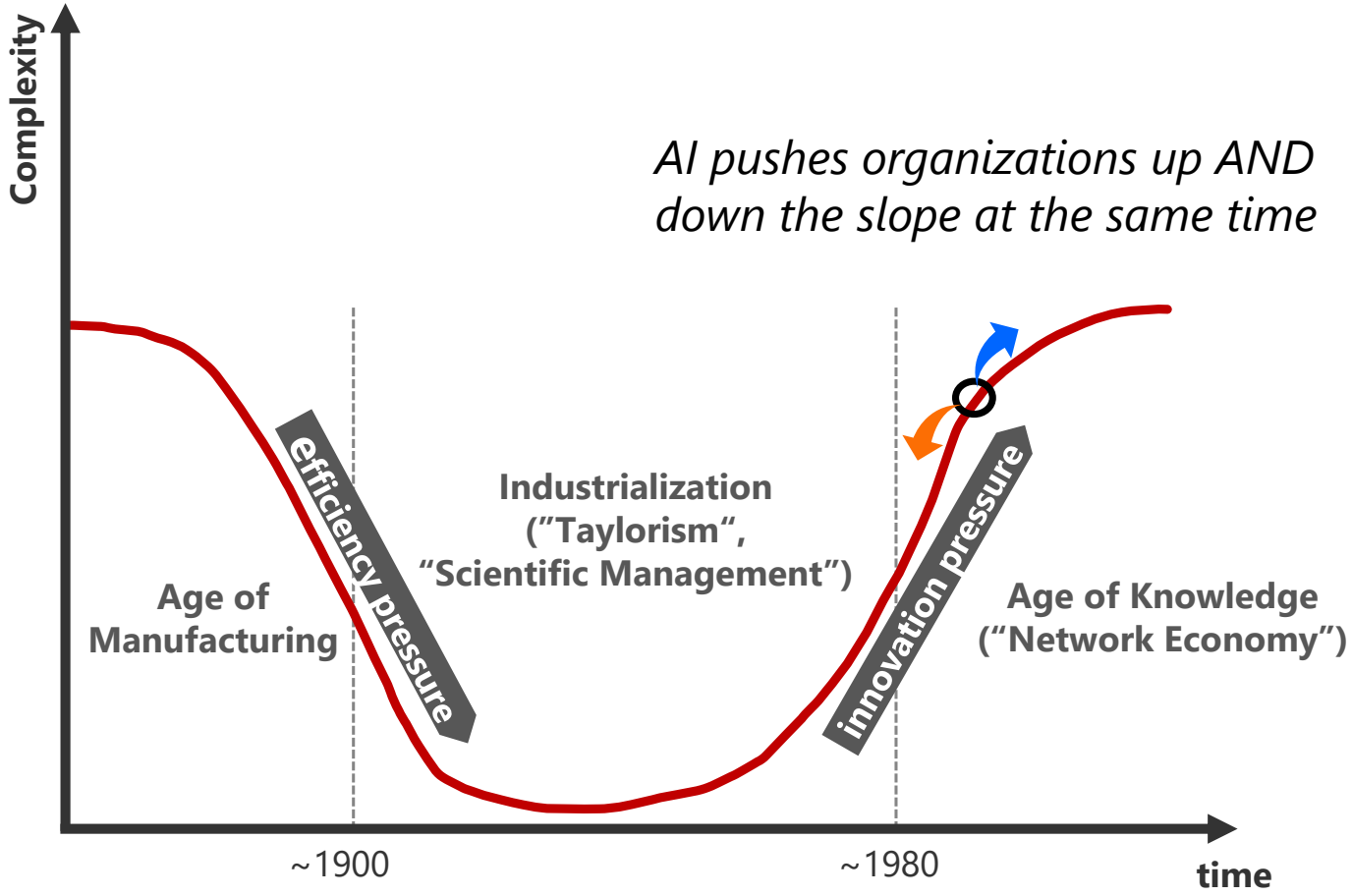


3 – AI needs courageous technical leadership to thrive …

… yet AI itself pushes organizations radically towards more autonomy



AI creates two simultaneous
organizational demands



Three calls for action

The Age of AI needs technical leaders with real impact.

01



Grow technical integrators

Build systems thinking, cross-disciplinary collaboration and business accountability early.

02



Turn product ownership into system ownership

Own architectural trade-offs and dependencies alongside customer value and long-term outcomes.

03



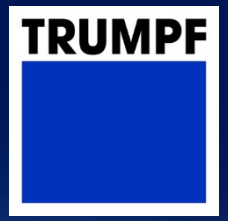
Empower organizational architects

Give technical leaders authority to make decisions and shape how teams work.

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Lighting up the future