



Facts & Figures of the ZF Group

March 2023

Financial Overview 2022



EUR 43.8 billion
sales



164,869
employees



EUR 3.4 billion
Research &
Development



EUR 2.0 billion
adjusted EBIT

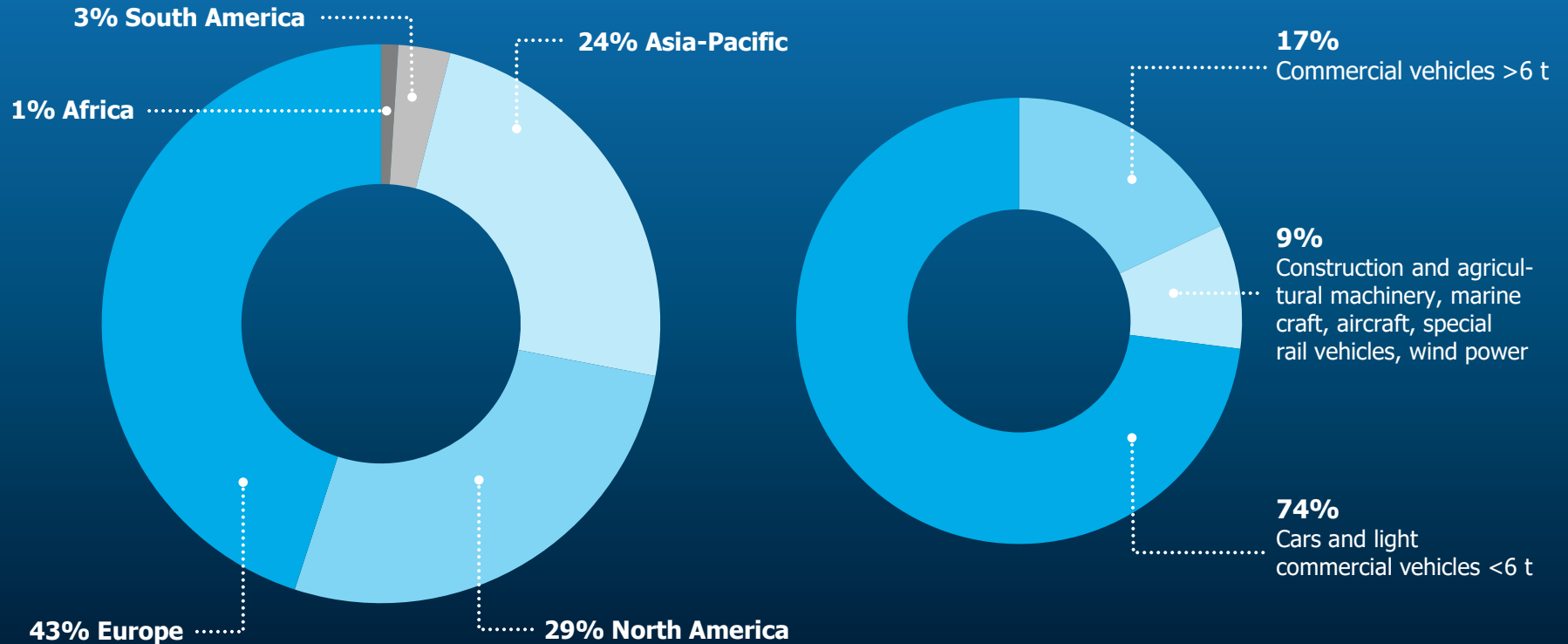


4.7%
adjusted
EBIT margin



EUR 1.9 billion
investments in
property, plant,
and equipment

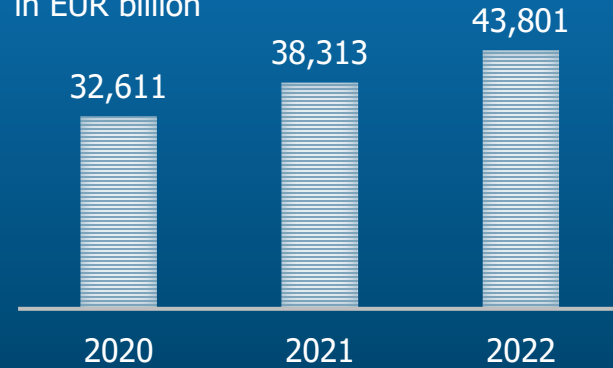
Overall Sales €43.8 Billion in 2022



Group Sales and number of employees increased

Sales development 2020–2022

in EUR billion



Employees 2022 (end of the year)

Europe	93,706	of which in Germany	53,265
North America	35,307		
South America	5,592		
Asia-Pacific	29,454		
Africa	810		
Total	164,869	of which Research & Development	26,140



Key Figures – Locations

North America

Locations: 35
Employees: 35,307

Europe

Locations: 82
Employees: 93,706

Asia-Pacific

Locations: 38
Employees: 29,454

Africa

Locations: 4
Employees: 810

South America

Locations: 9
Employees: 5,592

168 production locations
in 32 countries

19 main development locations
in 9 countries

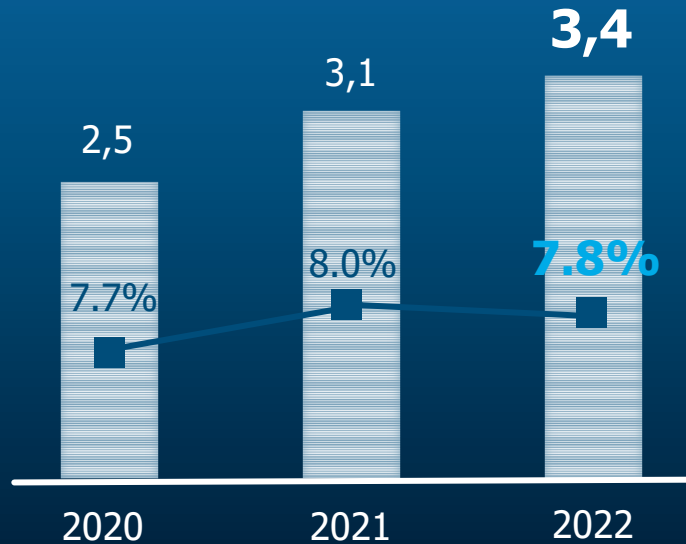
Global service network with more
than 15,000 workshop partners

Worldwide Presence – Production, Development, Sales and Service

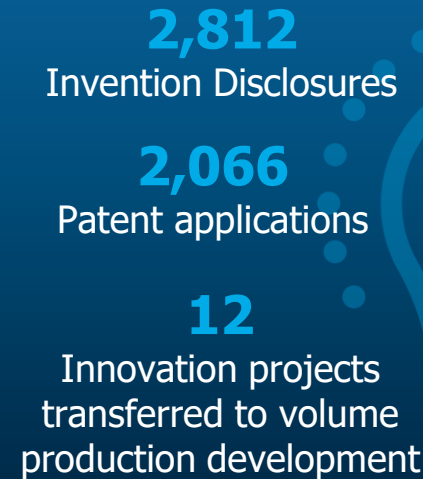
Key Figures – Research and Development

Research and Development Expenditure

in € billion / share of sales in %

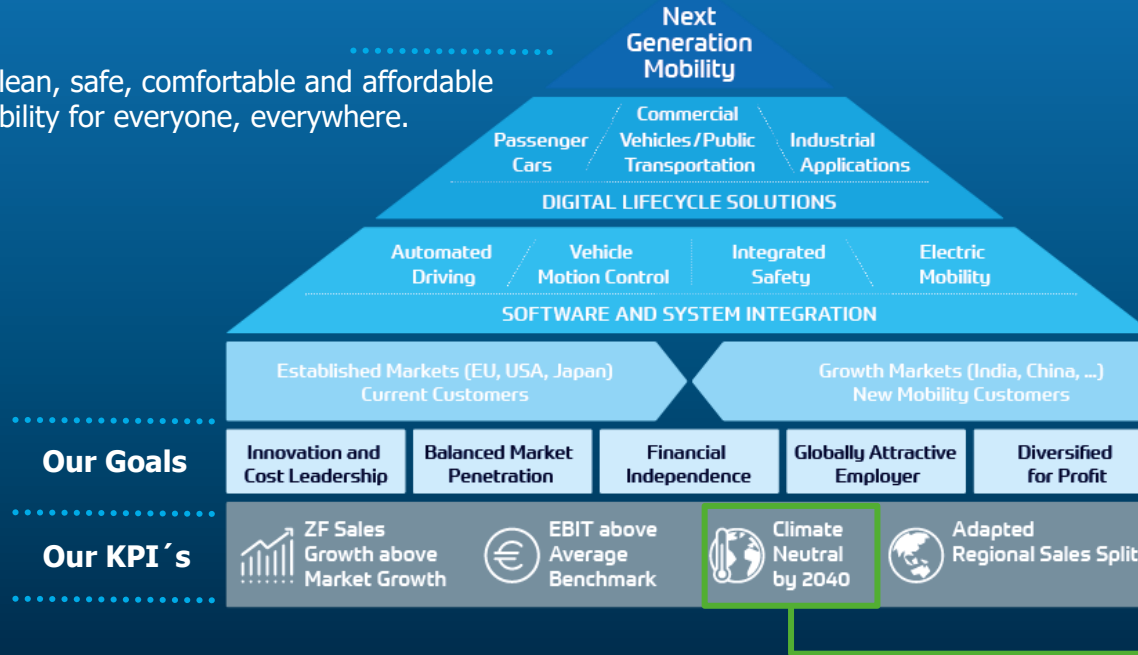


Output



Next Generation Mobility Strategy – Climate Neutrality

A clean, safe, comfortable and affordable mobility for everyone, everywhere.







Climate Neutrality:

- **Reduce CO₂ emissions by 80%** (compared to 2019) by using green energy until 2030 (Scope 1 and 2)
- **Reduce CO₂ emissions of upstream value chain & product use until 2040** (Scope 3)

ZF's ambitious climate strategy: Climate neutrality across all emission categories by 2040

Board of Management

						
	DR. HOLGER KLEIN	DR. MARTIN FISCHER	MICHAEL FRICK	SABINE JASKULA	DR. PETER LAIER	STEPHAN VON SCHUCKMANN
FUNCTIONS	CEO Corporate Sales Corporate Research & Development	Corporate Quality	Finance, IT, M&A	Human Resources, Sustainability, Legal & Compliance Director of Labor Relations	Corporate Production	Materials Management
REGIONS		North America Region South America Region			India Region	Asia-Pacific Region
DIVISIONS	Aftermarket System House Autonomous Mobility Systems	Electronics and ADAS Passive Safety Systems Active Safety Systems Car Chassis Technology			Commercial Vehicle Solutions Industrial Technology	Electrified Powertrain Technology