Financial Overview 2019

- €36.5 billion sales
- 147,797 employees
- €2.7 billion Research & Development
- €1.5 billion adjusted EBIT
- 4.1% adjusted EBIT margin
- €1.9 billion investments in property, plant, and equipment
Overall Sales €36.5 Billion in 2019

- 3% South America
- 1% Africa
- 21% Asia-Pacific
- 29% North America
- 46% Europe
- 12% Commercial vehicles >6 t
- 8% Construction and agricultural machinery, marine craft, aircraft, special rail vehicles, wind power
- 80% Cars and light commercial vehicles <6 t
ZF Achieved Positive Organically Growth

Sales development 2015–2019
in EUR million

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>29,154</td>
<td>35,166</td>
<td>36,444</td>
<td>36,929</td>
<td>36,518</td>
</tr>
</tbody>
</table>

Employees 2019 (end of the year)

<table>
<thead>
<tr>
<th>Region</th>
<th>Employees</th>
<th>of which in Germany</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>88,304</td>
<td>50,864</td>
<td>147,797</td>
</tr>
<tr>
<td>North America</td>
<td>34,785</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South America</td>
<td>5,322</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>18,759</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Africa</td>
<td>627</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>147,797</strong></td>
<td><strong>19,400</strong></td>
<td></td>
</tr>
</tbody>
</table>
Key Figures – Research and Development

Research and Development Expenditure
in € billion / share of sales in %

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditure (€ billion)</th>
<th>Share of Sales (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1.9</td>
<td>5.5%</td>
</tr>
<tr>
<td>2017</td>
<td>2.2</td>
<td>6.1%</td>
</tr>
<tr>
<td>2018</td>
<td>2.5</td>
<td>6.7%</td>
</tr>
<tr>
<td>2019</td>
<td>2.7</td>
<td>7.3%</td>
</tr>
</tbody>
</table>

Patent applications up significantly

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Patent Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1,720</td>
</tr>
<tr>
<td>2017</td>
<td>2,161</td>
</tr>
<tr>
<td>2018</td>
<td>2,206</td>
</tr>
<tr>
<td>2019</td>
<td>3,007</td>
</tr>
</tbody>
</table>
Key Figures – Locations

- **241** locations in **41** countries
- **161** production locations in **27** countries
- **16** main development locations in **9** countries
- **130** service locations

Over **650** service partners worldwide

**North America**
- Locations: 48
- Employees: 34,785

**Europe**
- Locations: 121
- Employees: 88,304

**South America**
- Locations: 10
- Employees: 5,322

**Asia-Pacific**
- Locations: 55
- Employees: 18,759

**Africa**
- Locations: 7
- Employees: 627

Worldwide Presence – Production, Development, Sales and Service
Board of Management

WOLF-HENNING SCHEIDER
CEO

DR. KONSTANTIN SAUER
CFO

SABINE JASKULA

MICHAEL HANKEL

WILHELM REHM

DR. MARTIN FISCHER

DR. HOLGER KLEIN

DIVISIONS

Car Powertrain Technology
E-Mobility

Commercial Vehicle Technology
Industrial Technology

Electronics and ADAS
Passive Safety Systems
Active Safety Systems

Car Chassis Technology
Aftermarket

FINANCIAL IT, M&A

FUNCTIONS

Human Resources and Legal Affairs
Director of Labor Relations

Corporate Production
Key Account Mgmt. Passenger Car Customers, Europe & North America

Materials Management

Corporate Quality

Key Account Mgmt. Passenger Car Customers, Asia-Pacific & India

CEO Functions
Corporate Research & Development
Corporate Sales

Finance, IT, M&A

Regional Management

North America Region
South America Region

Asia-Pacific Region
India Region

CEO Functions

Human Resources and Legal Affairs

Director of Labor Relations

Corporate Production

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Key Account Mgmt. Passenger Car Customers, Asia-Pacific & India
Corporate Structure of ZF Friedrichshafen AG
Shareholders: 93.8% Zeppelin Foundation and 6.2% DR. JÜRGEN AND IRMGARD ULDERUP FOUNDATION

### Board of Management of ZF Friedrichshafen AG

**Wolf-Henning Scheider** – Chief Executive Officer, Corporate Research & Development, Corporate Sales, CEO Functions

**Dr. Konstantin Sauer** – Finance, IT, M&A | **Sabine Jaskula** – Human Resources and Legal Affairs, Director of Labor Relations | **Michael Hankel** – Car Powertrain Technology, E-Mobility, Corporate Production, Key Account Management Passenger Car Customers, Europe & North America | **Wilhelm Rehm** – Commercial Vehicle Technology, Industrial Technology, Materials Management | **Dr. Martin Fischer** – Electronics and ADAS, Passive Safety Systems, Active Safety Systems, North and South America Regions, Corporate Quality | **Dr. Holger Klein** – Car Chassis Technology, Aftermarket, Asia-Pacific Region, India Region, Key Account Management Passenger Car Customers, Asia-Pacific & India

<table>
<thead>
<tr>
<th>Car Powertrain Technology Division</th>
<th>Car Chassis Technology Division</th>
<th>Commercial Vehicle Technology Division</th>
<th>Industrial Technology Division</th>
<th>E-Mobility Division</th>
<th>Aftermarket Division</th>
<th>Electronics and ADAS Division</th>
<th>Passive Safety Systems Division</th>
<th>Active Safety Systems Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stephan von Schuchmann</td>
<td>Dr. Peter Holdmann</td>
<td>Andreas Moser</td>
<td>Klaus Jaschke</td>
<td>Jörg Grotendorst</td>
<td>Helmut Ernst</td>
<td>Christophe Marnat</td>
<td>Rudolf Stark</td>
<td>Richard Wolfe</td>
</tr>
</tbody>
</table>

|-------------------------|----------------------------------|--------------------|---------------------|---------------------------|-----------------------------|-----------------------|--------------------------------|------------------------------------------|------------------|------------------------|------------------------|-------------------------------|-------------------------------|------------------|--------------------------|----------------------|------------------------|----------------------|-----------------|--------------------------|------------------|------------------|

### Corporate functions/regions

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