



Facts & Figures ZF Group

Date: 10/2018



Board of Management



WOLF-HENNING SCHEIDER



DR. KONSTANTIN SAUER



MICHAEL HANKEL



WILHELM REHM



DR. FRANZ KLEINER



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

REGIONS

Region North America
Region South America

Region Asia Pacific
Region India

FUNCTIONS

CEO
Corporate Research &
Development
Corporate Sales
Human Resources and
Legal (interim)

Finance, IT, M&A

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

Materials Management

Corporate Quality

Key Account Mgmt.
Passenger Cars
Customers Asia Pacific
& India

Key Figures

Locations

Worldwide Presence – Production, Development, Sales and Service

230 Locations in **40** countries

20 Main development locations
in **8** countries

120 Service locations

Over **650** service partners
worldwide



Countries in which ZF is active are shaded in darker color

Key Figures Overview ZF Group

ZF Group 2017

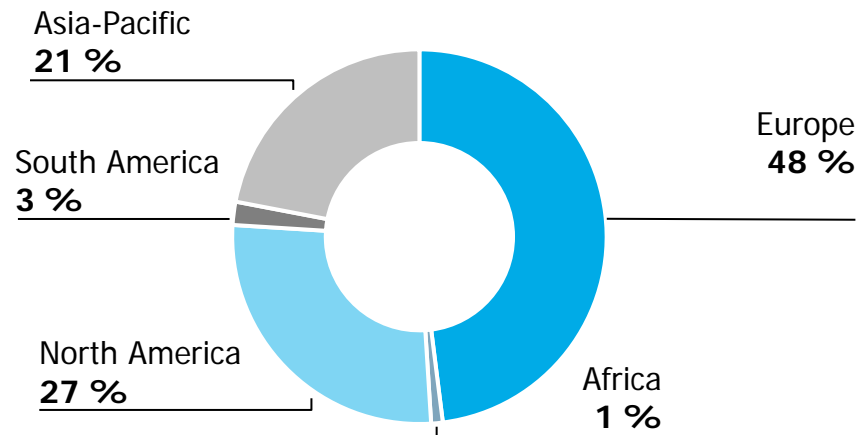
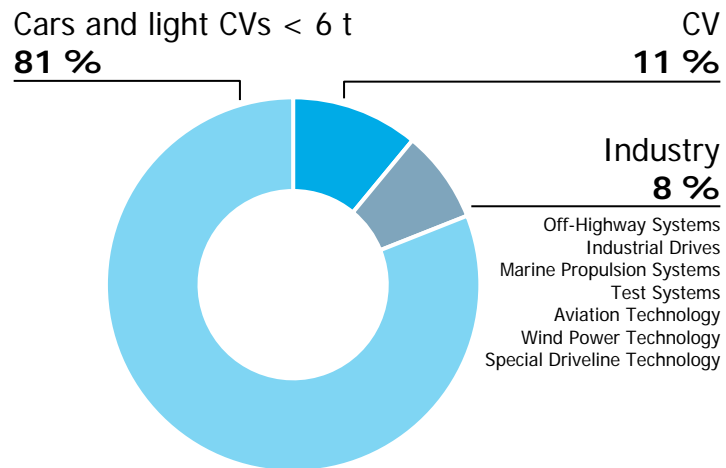
Sales	€ 36,444 million
Employees (end of the year)	146,148
Investments in property, plant and equipment	€ 1,350 million
Research and development (R&D)	€ 2,230 million



Key Figures

Sales by Branches and Regions

Sales distribution in 2017



ZF Group: € 36,444 million

Key Figures

Sales by Industries and Business Units

Sales 2017

Car Powertrain Technology	€ 8,725 million
Car Chassis Technology	€ 6,484 million
Commercial Vehicle Technology	€ 3,172 million
Industrial Technology	€ 2,530million
E-Mobility	€ 924 million
Active and Passive Safety Technology	€ 13,970million
ZF Aftermarket	€ 3,007 million
Corporate R&D, Corporate Headquarters and Service Companies	€ 468million
- Consolidation	€ -2,836 million
ZF Group	€ 36,444 million

Key Figures

Employees by Regions

Employees 2017 (end of the year)

Europe	86,227	thereof in Germany	51,152
North America	35,076		
South America	5,846		
Asia-Pacific	17,538		
Africa	1,461		
Total	146,148		
Thereof		Research and Development	16,250



Key Figures

Research and Development

A Brief Profile on 2017

Patent applications:

2,161

ZF is one of the top patent applicants in Germany

Main development locations:

20 in 8 countries

Expenses:

€ 2.2 billion

Employees:

16,250



Milestones

Company Development, ZF Group

- | | |
|------|--|
| 1915 | Foundation of Zahnradfabrik GmbH in Friedrichshafen by Luftschiffbau Zeppelin GmbH |
| 1919 | Market introduction of passenger car and commercial vehicle transmissions |
| 1984 | Majority shareholding gained in Lemförder Metallwaren AG, Chassis Technology |
| 2001 | Acquisition of Mannesmann Sachs AG, Powertrain and Suspension Components |
| 2011 | <ul style="list-style-type: none">• Merger of the major German ZF companies, all united under the designation of ZF Friedrichshafen AG• Acquisition of Hansen Transmissions Int. NV, Wind Turbine Gearboxes |
| 2015 | <ul style="list-style-type: none">• 100 years of ZF Friedrichshafen AG• Acquisition of TRW Automotive Holdings Corp.• Acquisition of large gearbox segment from Bosch Rexroth AG |
| 2016 | <ul style="list-style-type: none">• Founding of Zukunft Ventures GmbH, the venture capital company of the ZF Group• Official opening of the new company headquarters building in Friedrichshafen |
| 2017 | <ul style="list-style-type: none">• Cooperation with Nvidia• Cooperation with the Chinese IT Group Baidu• Participation in Astyx GmbH |

