



Facts & Figures of the ZF Group



Financial Overview 2019



€36.5 billion
sales



147,797
employees



€2.7 billion
Research &
Development



€1.5 billion
adjusted EBIT

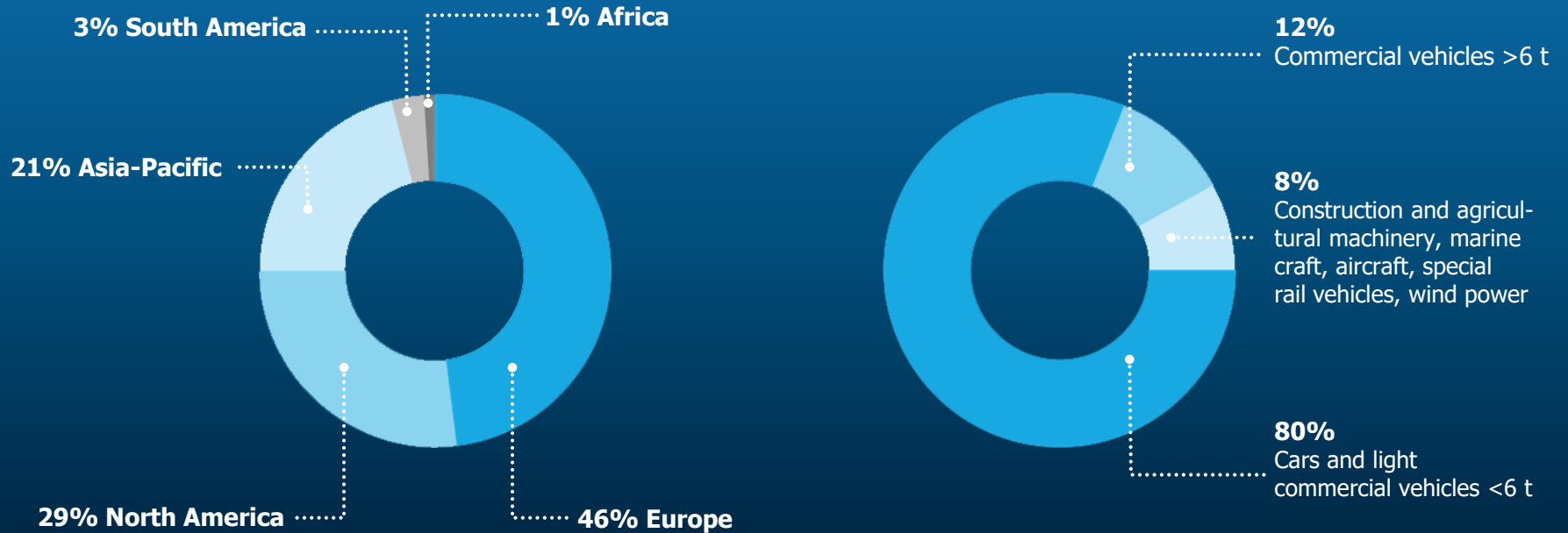


4.1%
adjusted
EBIT margin



€1.9 billion
investments in
property, plant,
and equipment

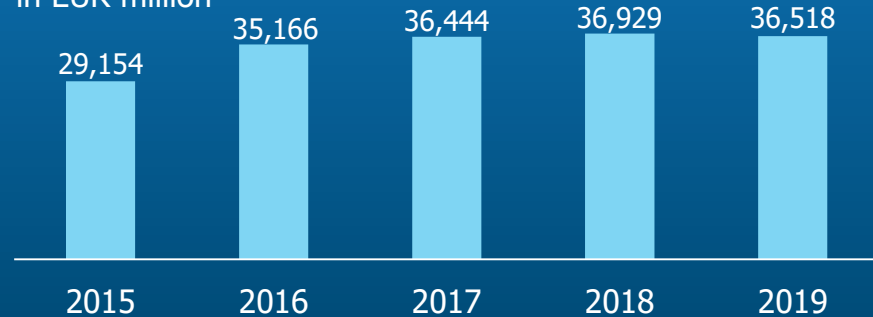
Overall Sales €36.5 Billion in 2019



ZF Achieved Positive Organically Growth

Sales development 2015–2019

in EUR million



Employees 2019 (end of the year)

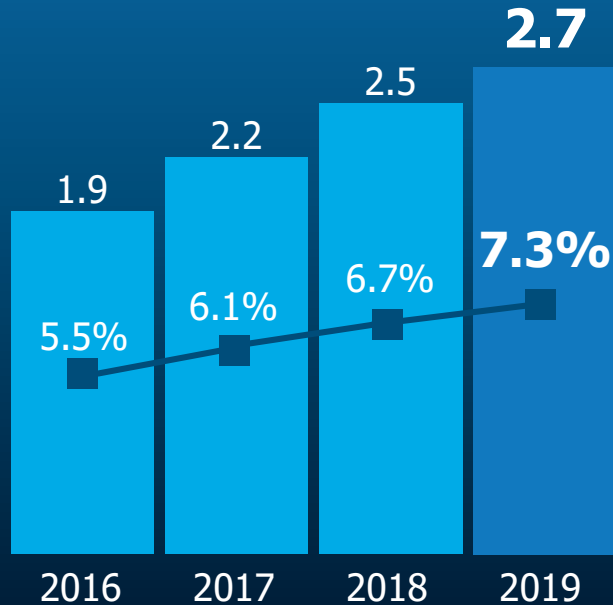
Europe	88,304	of which in Germany	50,864
North America	34,785		
South America	5,322		
Asia-Pacific	18,759		
Africa	627		
Total	147,797	of which Research & Development	19,400



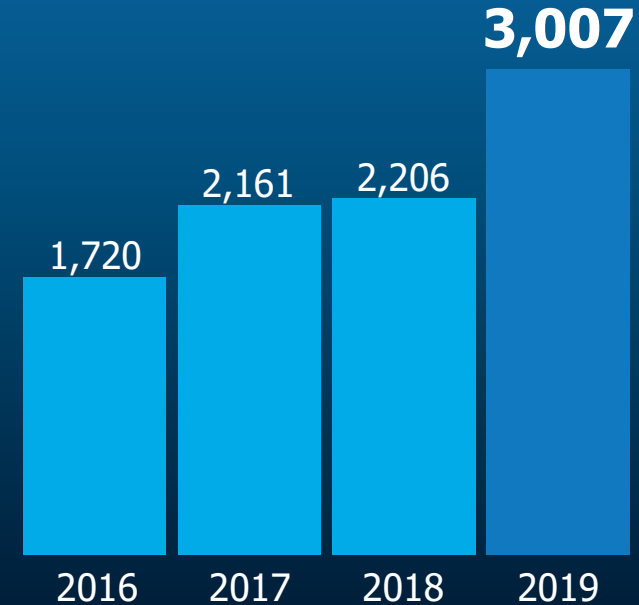
Key Figures – Research and Development

Research and Development Expenditure

in € billion / share of sales in %



Patent applications up significantly



Key Figures – Locations



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

REGIONS

North America Region
South America Region

Asia-Pacific Region
India Region

FUNCTIONS

CEO Functions
Corporate Research &
Development
Corporate Sales

Finance, IT, M&A

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

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

Car Powertrain Technology Division	Car Chassis Technology Division	Commercial Vehicle Technology Division	Industrial Technology Division	E-Mobility Division	Aftermarket Division	Electronics and ADAS Division	Passive Safety Systems Division	Active Safety Systems Division
Stephan von Schuckmann	Dr. Peter Holdmann	Andreas Moser	Klaus Jaschke	Jörg Grotendorst	Helmut Ernst	Christophe Marnat	Rudolf Stark	Richard Wolfe
Automatic Transmissions Dual Clutch & Manual Transmissions Powertrain Modules	Chassis Components Chassis Systems & Modules Mechatronic Chassis Actuators Suspension Technology	Truck & Van Driveline Technology Axle & Transmission Systems for Buses & Coaches CV Chassis Technology CV Powertrain Modules CV Steering Systems	Off-Highway & Test Systems Marine & Special Driveline Technology Aviation Technology Wind Power Technology & Industrial Drives	Electronic Systems Electric Traction Drive Axle Drives Electronic Interfaces	Independent Aftermarket Original Equipment Supplier/Specific Original Equipment Manufacturing Friction Materials Group	Advanced Driver Assistance Systems Passive Safety Electronics	Inflators Inflatable Restraint Systems Seat Belt Systems Steering Wheel Systems	Foundation Brakes Brake Controls Steering Systems

Corporate functions/regions

