



Facts & Figures of the ZF Group



Financial Overview 2021



EUR 38.3 billion
sales



157,549
employees



EUR 3.1 billion
Research &
Development



EUR 1.9 billion
adjusted EBIT

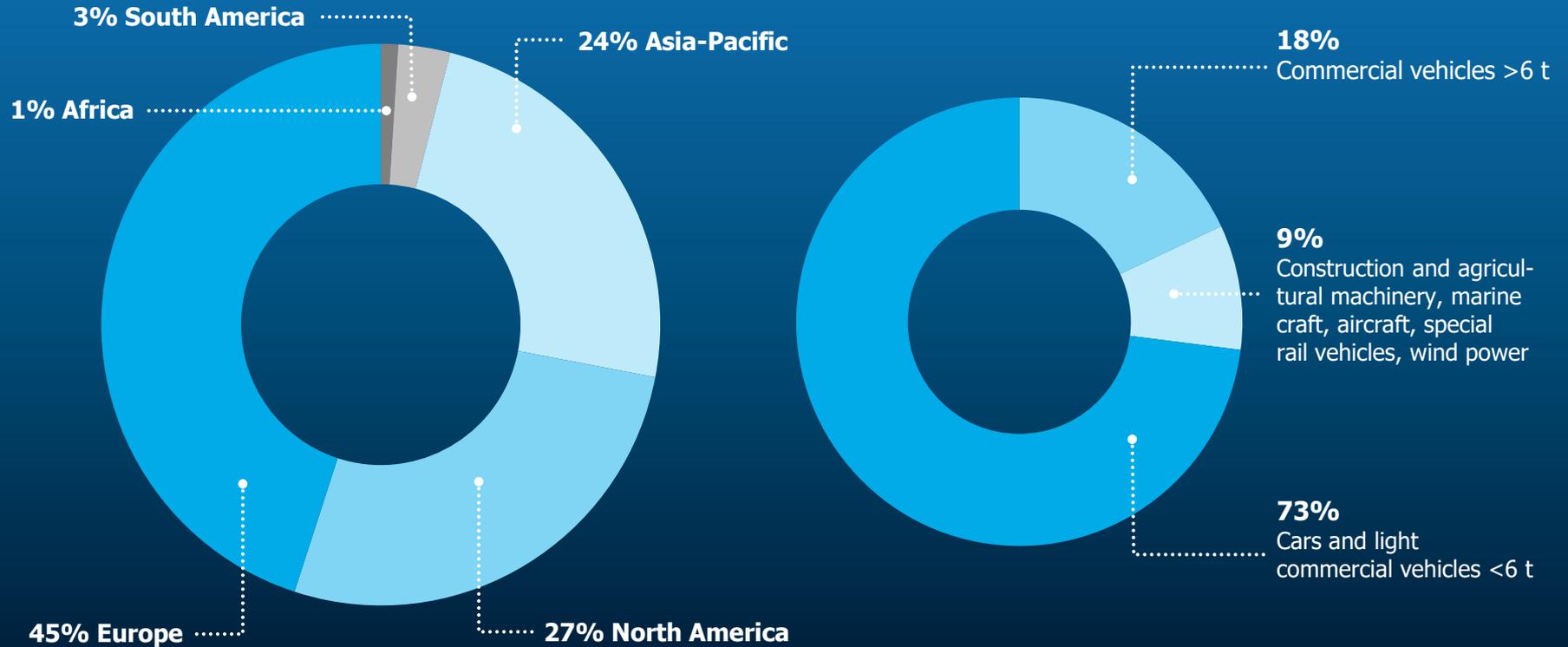


5.0%
adjusted
EBIT margin



EUR 1.6 billion
investments in
property, plant,
and equipment

Overall Sales €38.3 Billion in 2021



Group Sales increased significantly

Sales development 2017–2021 in EUR billion



Employees 2021 (end of the year)

Europe	92,393	of which in Germany	52,700
North America	34,027		
South America	5,365		
Asia-Pacific	25,168		
Africa	596		
Total	157,549	of which Research & Development	23,750



Key Figures – Locations

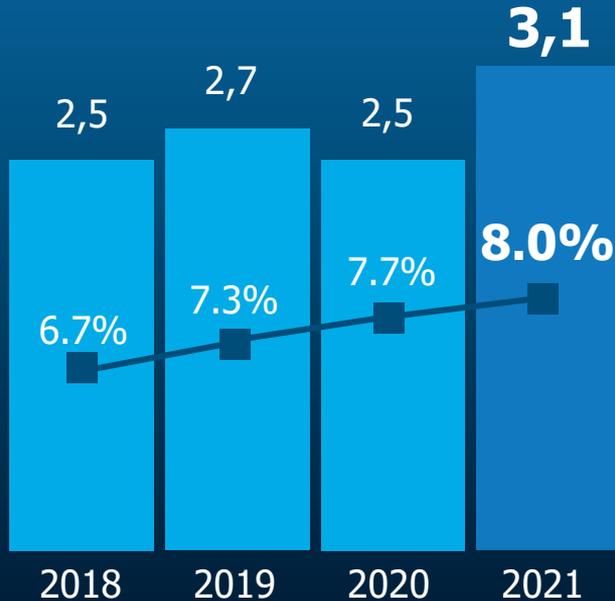


Worldwide Presence – Production, Development, Sales and Service

Key Figures – Research and Development

Research and Development Expenditure

in € billion / share of sales in %



Output

2,624
Invention Disclosures

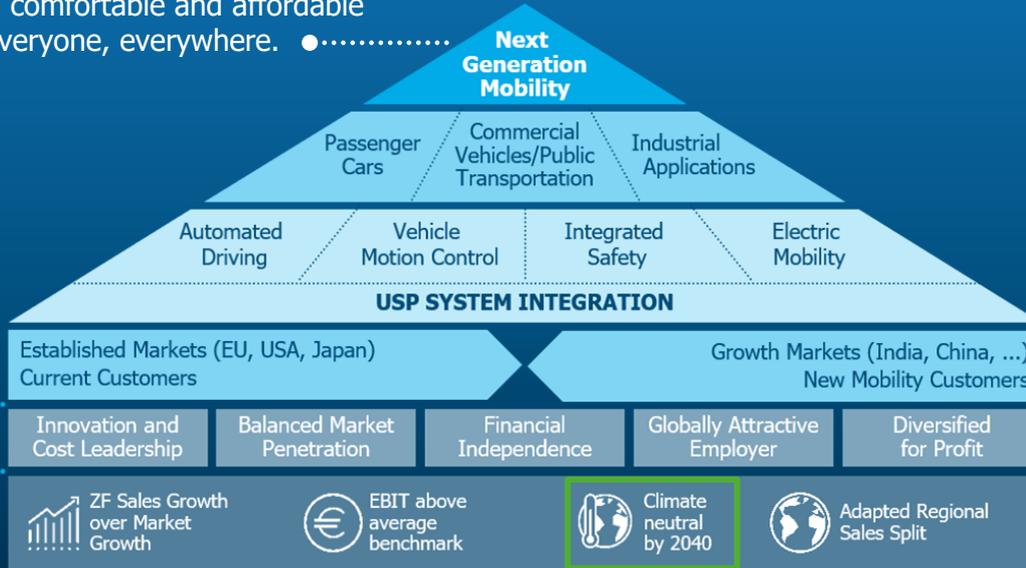
1,862
Patent applications

17
Innovation projects
transferred to volume
production development

Next Generation Mobility Strategy – Climate Neutrality

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

Our Mission and Strategy



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



WOLF-HENNING SCHEIDER



DR. KONSTANTIN SAUER



SABINE JASKULA



DR. MARTIN FISCHER



DR. HOLGER KLEIN



STEPHAN VON SCHUCKMANN



WILHELM REHM

DIVISIONS

Electronics and ADAS
Passive Safety Systems
Active Safety Systems

Car Chassis Technology
Aftermarket

Electrified Powertrain Technology

Commercial Vehicle Solutions
Industrial Technology

REGIONS

North America Region
South America Region

Asia-Pacific Region
India Region

FUNCTIONS

CEO
Corporate Research & Development
Corporate Sales

Finance, IT, M&A

Human Resources, Legal & Compliance
Director of Labor Relations

Corporate Quality

Corporate Production

Materials Management