A threefold transformation towards data driven company

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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

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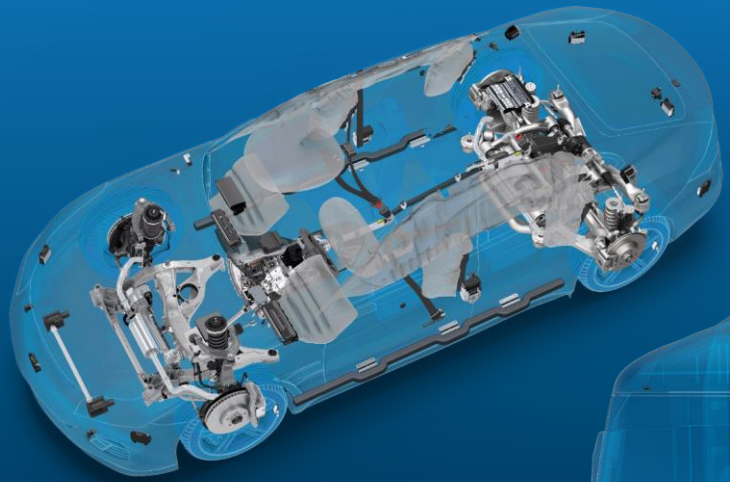
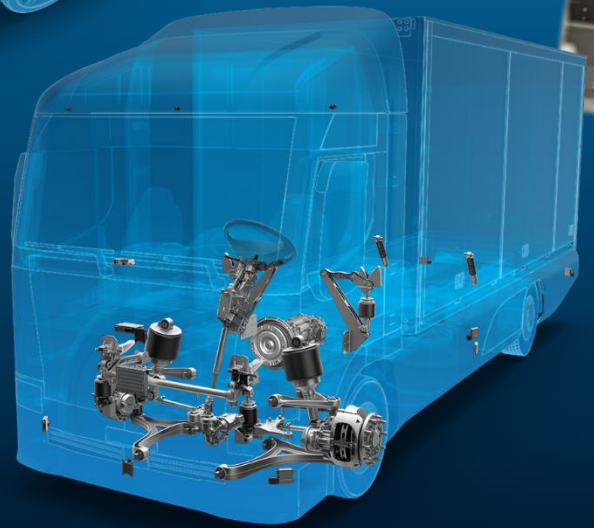
ZF system supplier of hardware components?





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ZF Shapes the Future in Four Technology Domains

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Our USP – Technology Transfer to all Segments

PASSENGER CARS

COMMERCIAL VEHICLES / PUBLIC TRANSPORTATION

INDUSTRIAL APPLICATIONS

AFTERMARKET BUSINESS

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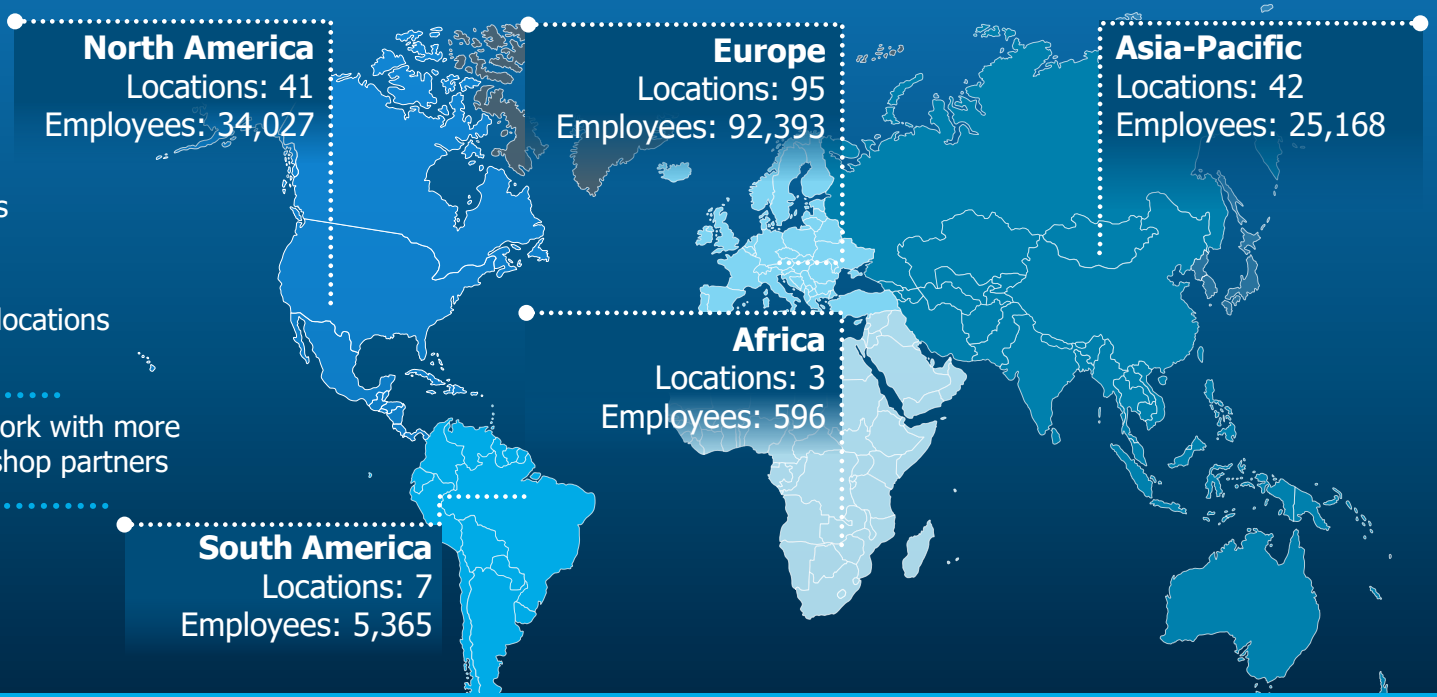
Key Figures – Locations

188 production locations in **31** countries

18 main development locations in **8** countries

Global service network with more than **15,000** workshop partners



Worldwide Presence – Production, Development, Sales and Service

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A threefold transformation towards data driven company

Market

E-Mobility

Software

Autonomous Driving

Company

Product Design

Production

Processes

Catena-X

Sustainability

Environment

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ZF – Next Generation Mobility

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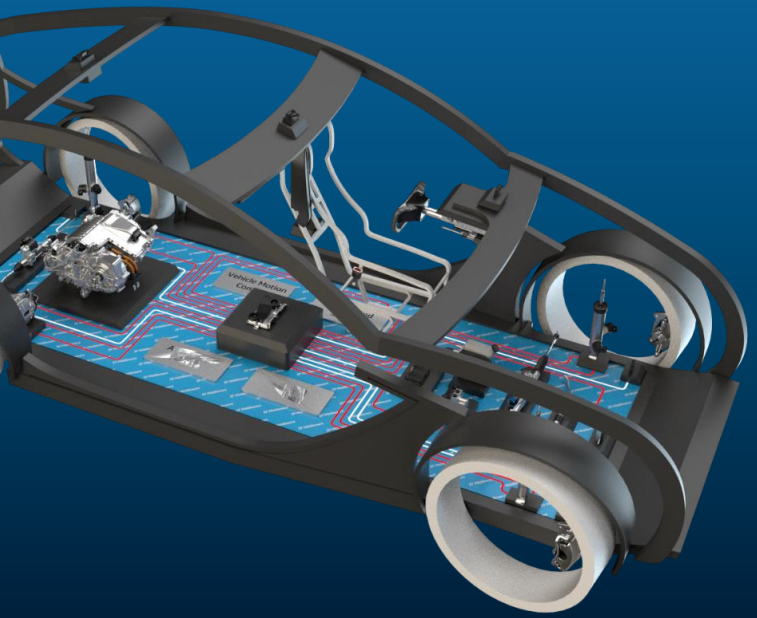
Vehicle of the future becomes a device on the internet



- Software-first approach
- No more fixed product cycles
- Continuous development
- Agile methods
- Global Software Center

ZF lives software

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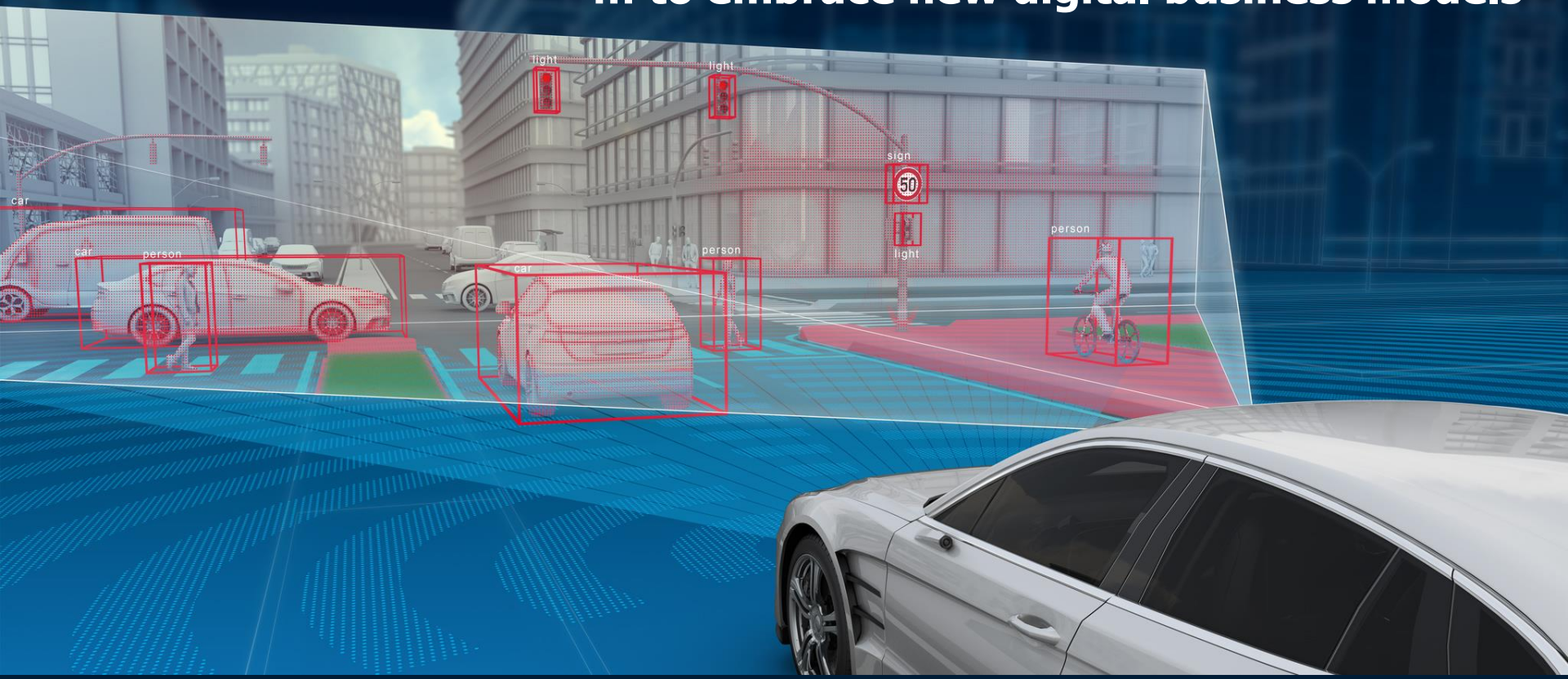
Technology combined with data and software…

… to embrace new digital business models



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Autonomous Transport Systems including the Ecosystem

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New use cases are based on ZF cloud and IoT services

ZF connects everything

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Software & Cloud for production & processes is our driving theme

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Platform as key enabler to achieve the vision of connected smart factories in ZF's heterogeneous manufacturing

Supplier
Supplier
Supplier
Supplier
OEM IoT Platform
Digital Manufacturing Platform (DMP)
OEM Industrial Cloud

Production Control Tower

Maintenance Intelligence

Digital Shopfloor Management

Data Transparency & Analytics

Machine Learning & AI

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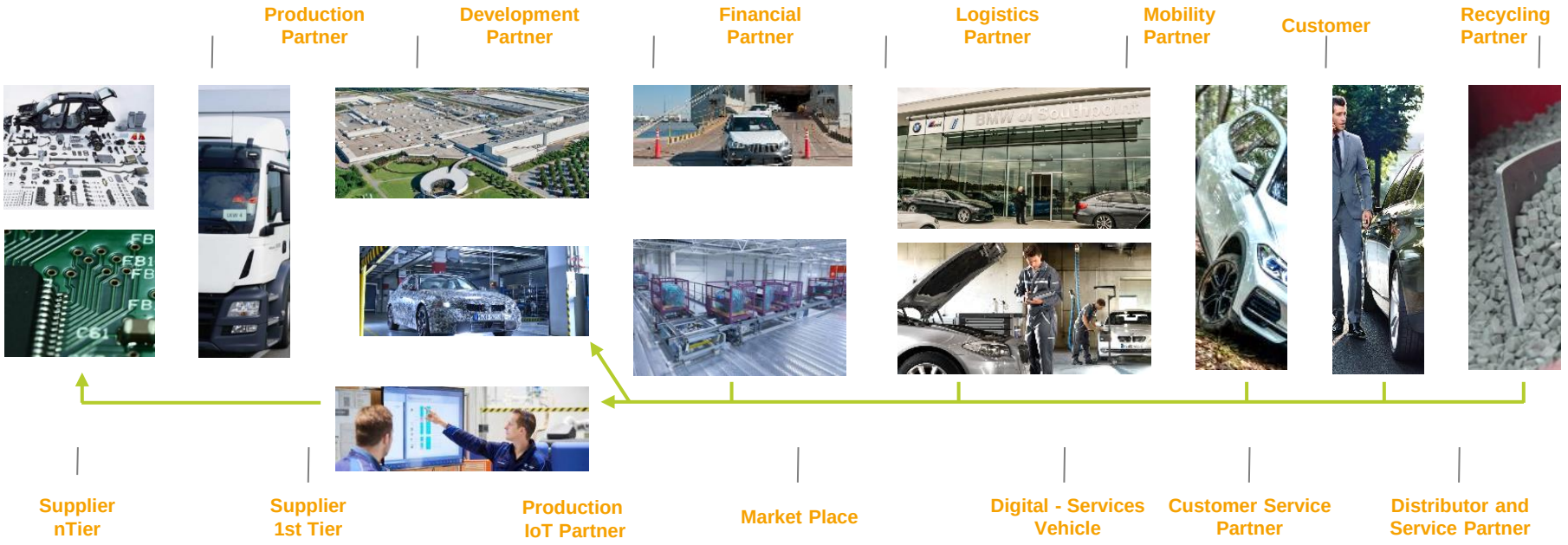
Data Driven Value Chain in the automotive industry



Industry Platform

Providing the most user-friendly environment for **building, operating and collaboratively using end-to-end data chains** along the entire (automotive) value chain

Catena-X Automotive Network

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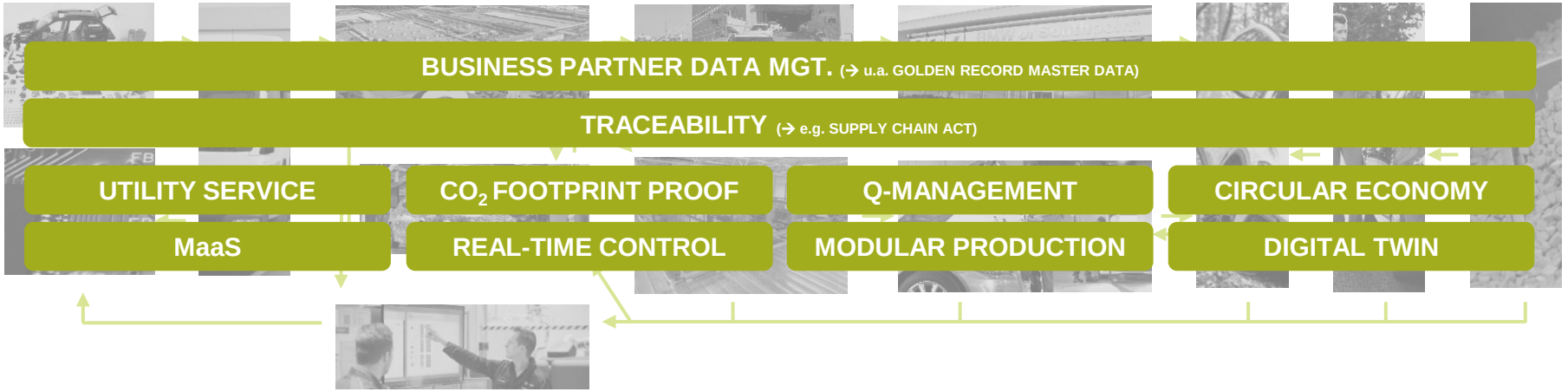
Catena-X starts with ten use cases and focuses on eliminating barriers for partners, especially SMEs



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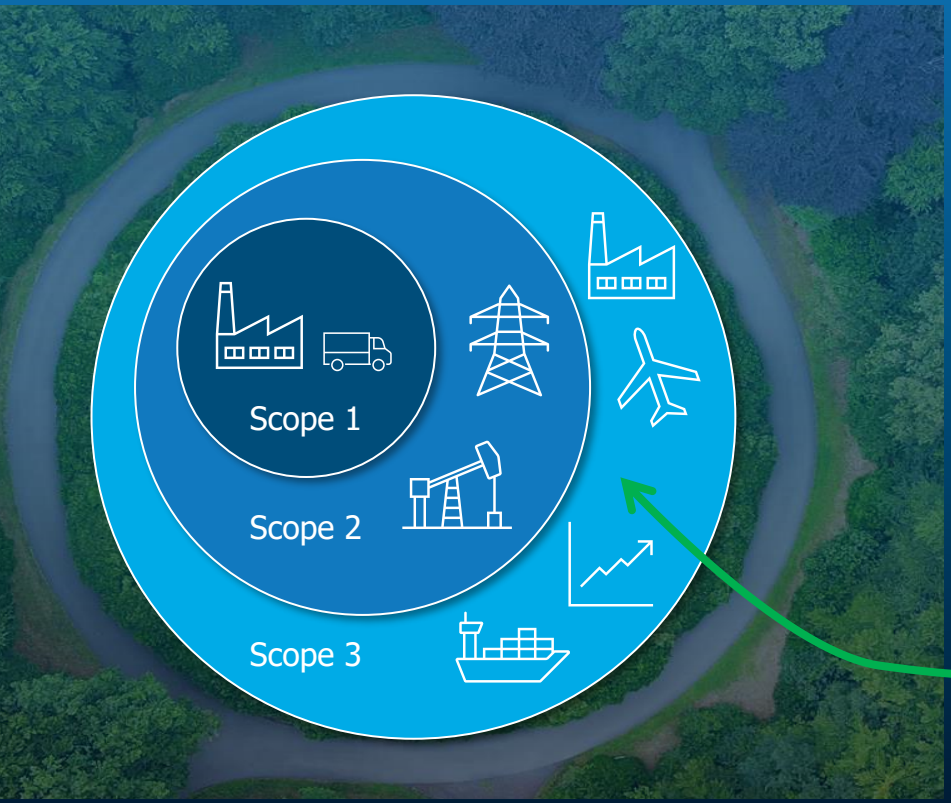
Leverage cloud ecosystems

Acting for climate and nature: global collaboration across all businesses required



Main impact on sustainability and zero CO_2 emission efforts is within scope 3

Scope 3 is outside of a single organization's control

Ecosystems in the Cloud are key to tackle sustainability

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Every business challenge will have a cloud solution

Technology

Organization

Culture

We build our Data Driven Company powered by the ZF Cloud

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Q&A

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