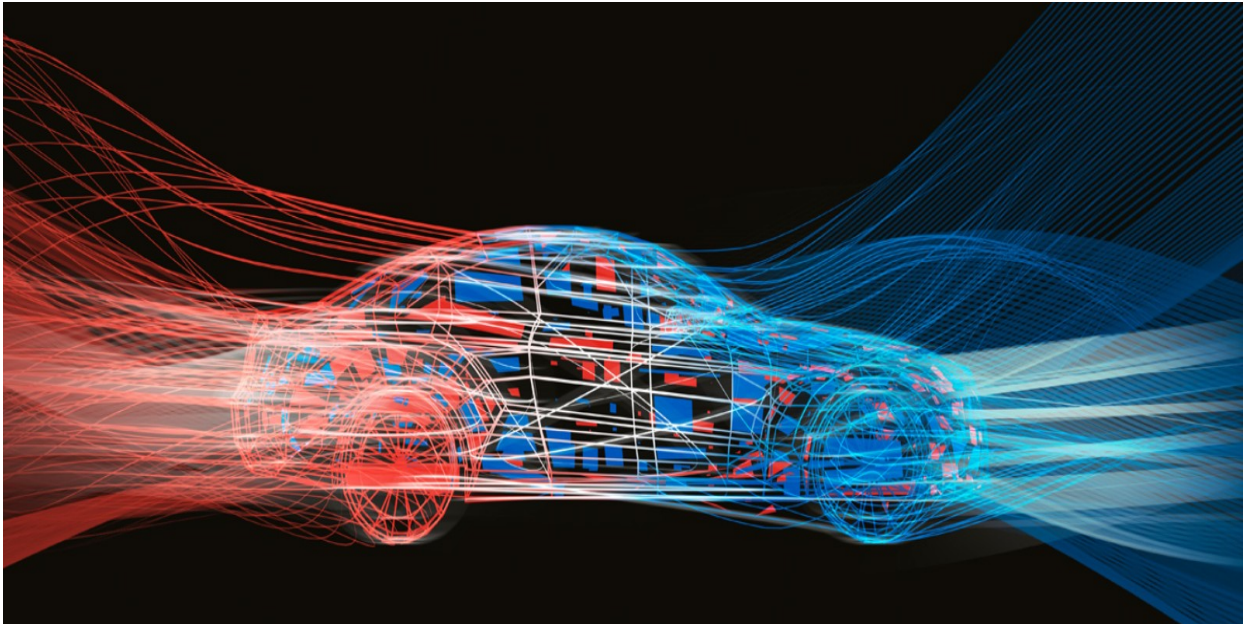




From a position of strength ZF and TRW unleash the Power of²

The integration of TRW into the ZF Group offers strong growth potential. We are ready to start a new era and to tackle the key challenges of the automotive industry.



A milestone and starting point to be remembered

With the integration of TRW into the ZF Group and the building of the new division ZF TRW "Active & Passive Safety Technology" two industry champions join their forces and leverage the Power of².

The combined company has a 100 year track record of customer benefit and value creation and a strong complementary product portfolio of leading technologies.

The portfolio combines the powertrain and chassis technologies including e-mobility solutions and electronics of ZF with the safety, steering, braking and autonomous driving technology of TRW.

It diversifies across industries, spanning from passenger cars to utility vehicles such as trucks, buses and tractors and includes in addition construction machines, marine, railway, wind power and industrial technology. Consequently, there are many opportunities to leverage the safety products of TRW that have so far been focused on applications for passenger cars.

Right answer to the mega trends

This very comprehensive portfolio is the right answer to the mega trends in an increasingly disruptive industry such as autonomous driving, safety and fuel efficiency.

The offering of ZF in the aftermarket is also growing substantially with the new TRW products. These will provide a strong foothold from which to expand the offering of ZF into more safety-critical areas, where TRW is a globally recognized brand with a strong market position.

Ensuring regional balance

Additionally, the enlarged portfolio ensures regional balance through strong market positions in Europe and North America that will help to offset the impact of volatile foreign exchange markets. Based on our joint approach we will also gain a leading position in Asian growth markets.

"With the integration we do not only combine two industry champions, but create unique opportunities to grow substantially beyond the sum of our parts."

Source: Dr. Stefan Sommer, CEO of ZF

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http://www.zf.com/corporate/en_de/magazine/magazin_artikel_viewpage_22089384.html?_ga=1.... 10/1/2015



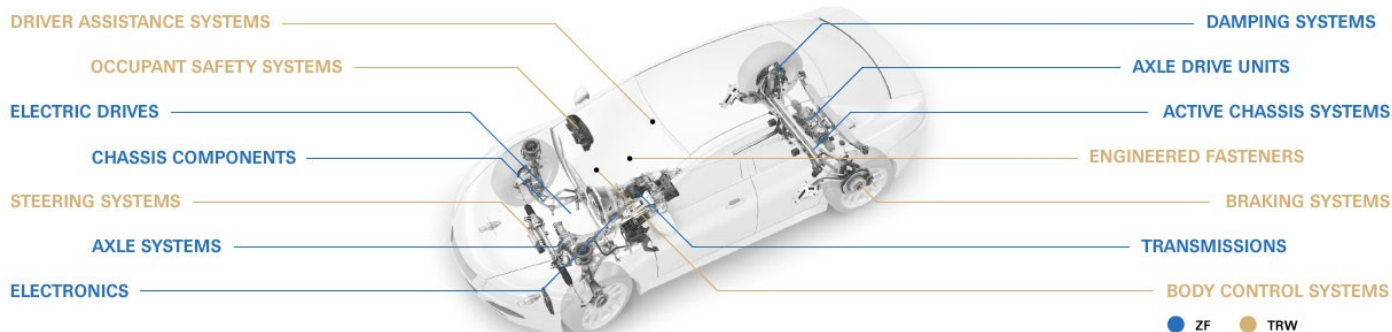
The integration structure covers all divisions and functions of each organization globally and focuses on 4 clusters

- We will expand our joint customer base and ensure a single, cohesive voice to the customer
- We will bring the full potential of our technology and R&D capabilities alive. With our expertise and flexibility we can offer full system integration, software-as-a-product and integrate 3rd party components.
- We will define lean processes to unfold the economies of scale and implement best practices around logistics, supply chain, cost engineering, supplier development and quality process.
- We facilitate efficient business operations, enable fast and fact based collaboration and focus on lean integration of central functions where they are aligned with value creation levers.

Against this background the integration of TRW into ZF will directly lead to sustainable business success, provide stable development in an ever changing industry and fully support our strategic goals defined in ZF 2025.

ZF and TRW: Much more than the sum of their parts

With the merger, two successful technology leaders are combining to form one of the world’s largest automotive suppliers, leveraging products and technologies across industries. The combined electronics expertise of both companies will play a key role in ZF’s future success.



The safety everyone deserves

The world of automotive safety is changing rapidly as active and passive safety systems converge and become the foundation for automated driving functions. ZF TRW is already providing many driver assist and semi-automated functions today.



<http://safety.trw.com>

Get safety news from ZF TRW's AutoSafety website



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