

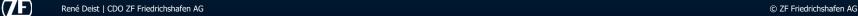
Every problem has a Cloud solution

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ZF Shapes the Future in Four Technology Domains

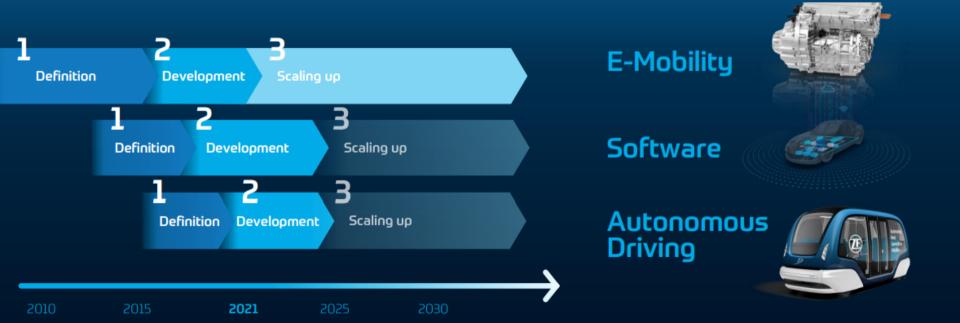






Three-fold Transformation for ZF at Top Speed





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Data – the gear wheel of our future

Huge digitalization challenge for ZF

 Data is important for our future success and needs to be scaled for internal efficiency & external data monetization





Every problem has a Cloud solution

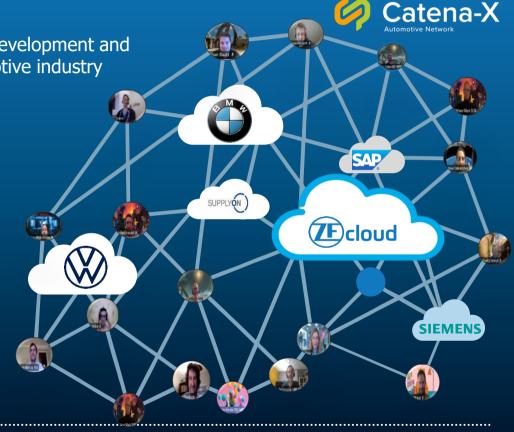
- ZF cloud is a powerful platform to boost our efficiency: e.g. digitized supply chain, accelerated process automation
- It's a leap forward partnering for success by introducing ecosystems in production and product development
- A clear Cloud Strategy to integrate all business applications in one industrial integration layer



Catena-X: New way of working in agile collaboration across different enterprises

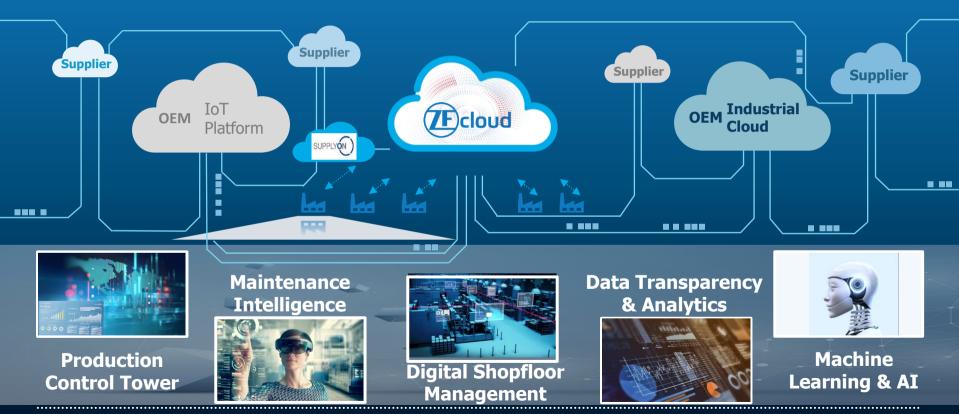
Catena-X is a game changer for collaborative development and implementation of best practices in the automotive industry

- A consortium of 28 Companies is investing 250 MEUR (2021-2024) in a decentralized platform for E2E data chains
- Already 4 months after launch app. 850 employees co-create software for 10 use cases in one collaboration platform
- SAFe Methodology Scaled Agile Framework
- ZF involved in 7 Use Cases





Purpose of and Integration in the Catena-X Network





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We never had more opportunities

- Technological opportunities are amazing
- Computing power enables AI
- Network bandwidth enables collaboration