



# MANAGEMENT SYSTEM CERTIFICATE

Certificate no.:  
10000407738-MS-C-RvA-DEU

Initial certification date:  
18 November 2013

Valid:  
01 January 2022 – 31 December 2024

This is to certify that the management system of

## ZF Friedrichshafen AG

Löwentaler Str. 20, D-88046 Friedrichshafen, Germany

and the sites as mentioned in the appendix accompanying this certificate

has been found to conform to the Occupational Health and Safety Management System standard:  
**ISO 45001:2018**

This certificate is valid for the following scope:

**Transmission, chassis and steering systems  
(Development, production, service and sales)**

Place and date:  
Barendrecht, 09 December 2021

For the issuing office:  
DNV - Business Assurance  
Zwolseweg 1, 2994 LB Barendrecht, Netherlands



Erie Koek  
Management Representative

Lack of fulfilment of conditions as set out in the Certification Agreement may render this Certificate invalid.

ACCREDITED UNIT: DNV GL Business Assurance B.V., Zwolseweg 1, 2994 LB, Barendrecht, Netherlands - TEL: +31(0)102922689. [www.dnvgl.com/assurance](http://www.dnvgl.com/assurance)

## Appendix to Certificate

### ZF Friedrichshafen AG

Locations included in the certification are as follows:

| <b>Western Europe</b> |                        |  |   |            |
|-----------------------|------------------------|--|---|------------|
| <b>Location</b>       | <b>ZF-Company</b>      | <b>Address</b>   | <b>Scope<sup>1</sup></b>  |            |
| <b>Great Britain</b>  |                        |  |   |            |
| Nottingham            | ZF Services UK Ltd.    | Abbeyfield Road<br>Lenton<br>UK-Nottingham NG7 2SX                                     | <ul style="list-style-type: none"> <li>Products and spare parts for transmission, axles, and steering technology sectors</li> </ul>       | S, Se      |
| Darlaston             | ZF Lemforder UK Ltd.   | Heath Road<br>UK-Darlaston, WS10 8BH   | <ul style="list-style-type: none"> <li>Automotive suspensions and steering components, systems, and associated products</li> </ul>        | P, S       |
| Solihull              | ZF Lemforder UK Ltd.   | Birmingham International<br>Park Starley Way, Bickenhill<br>UK-Solihull, West Midlands | <ul style="list-style-type: none"> <li>Automotive suspensions and steering components, systems, and associated products</li> </ul>        | P          |
| <b>Italy</b>          |                        |  |   |            |
| Arco                  | ZF Marine Arco S.p.A.  | Via S. Andrea, 16,<br>I-3862 Arco  | <ul style="list-style-type: none"> <li>Marine transmissions through the steps of machining, heat treatment, assembly, painting</li> </ul> | D, P       |
| Candiolo              | ZF Sachs Italia S.r.l. | Via Sestriere, 28/2 -<br>Candiolo<br>I-10060 Candiolo (Torino)                         | <ul style="list-style-type: none"> <li>Motorbikes shock absorbers</li> </ul>  | D, P,<br>S |
| Padova                | ZF Padova s.r.l.       | Via Penghe, 48<br>Caselle die Selvazzanon<br>I-35030 Padova                            | <ul style="list-style-type: none"> <li>Marine transmissions through the steps of machining, heat treatment, assembly, painting</li> </ul> | D, P       |

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| <b>Western Europe</b>  |                                   |   |  |             |
|------------------------|-----------------------------------|---|--|-------------|
| <b>Location</b>        | <b>ZF-Company</b>                 | <b>Address</b>  | <b>Scope<sup>1</sup></b>   |             |
| <b>Spain</b>           |                                   |   |  |             |
| Coslada                | ZF Services España, S.A.U.        | Avenida Fuentemar, 11<br>E-28823 Coslada (Madrid)               | <ul style="list-style-type: none"> <li>Products and Spare Parts for transmission, Axles and steering technology</li> </ul>                                     | S, Se       |
| Ermua                  | ZF Lemförder TVA, S.A.            | Zeharkalea, S/N<br>E-48260 Ermua (Vizcaya)                      | <ul style="list-style-type: none"> <li>Suspension ball joints, axial ball joints</li> <li>Suspension arms and tie rods</li> </ul>                              | D, P        |
| Lezama                 | ZF Sachs España, S.A. Unipersonal | Bo Aretxalde, 130,<br>E-48196 Lezama                            | <ul style="list-style-type: none"> <li>Suspension components for cars</li> <li>Shock absorbers</li> </ul>  | P, S        |
| Sant Cugat del Vallés  | ZF Services España, S.A.U.        | C/ Sant Esteve, 29<br>E-08173 Sant Cugat del Vallés (Barcelona) | <ul style="list-style-type: none"> <li>Administration and Customer Service</li> </ul>  | S, Se       |
| Vitoria                | ZF Services España, S.A.U.        | C/ Ollamendi, 5 CTV (Júndiz)<br>E-01015 Vitoria (Álava)         | <ul style="list-style-type: none"> <li>Spare Part Trading for motor vehicles</li> </ul>  | S, Se       |
| <b>Germany</b>         |                                   |   |  |             |
| Alfdorf                | ZF Automotive Germany GmbH        | Industriestraße 20<br>D-73553 Alfdorf                           | <ul style="list-style-type: none"> <li>Safety Belt and Airbag System</li> </ul>  | D, P, S     |
| Bad Neuenahr-Ahrweiler | ZF Friedrichshafen AG             | Max-Planck-Straße 17<br>D-53474 Bad Neuenahr-Ahrweiler          | <ul style="list-style-type: none"> <li>Suspension Component for cars</li> </ul>  | P           |
| Brandenburg            | ZF Getriebe Brandenburg GmbH      | Caasmanstraße 9<br>D-14770 Brandenburg                          | <ul style="list-style-type: none"> <li>Manual transmissions and dual clutch transmissions for cars</li> </ul>  | D, P, S, Se |
|                        |                                   | Geschwister-Scholl-Straße 2<br>D-14770 Brandenburg              |  |             |
| Diepholz               | ZF Friedrichshafen AG             | Siemenstraße 4 + 7<br>D-49356 Diepholz                          | <ul style="list-style-type: none"> <li>Components for transmission gearshifts for cars and commercial vehicles</li> <li>Chassis components for cars</li> </ul> | D, P, S     |
|                        |                                   | Dr.-Jürgen-Ulderup-Straße 11<br>D-49356 Diepholz                |  | P           |
| Damme                  | ZF Friedrichshafen AG             | Dr.-Jürgen-Ulderup-Platz 1<br>D-49401 Damme                     | <ul style="list-style-type: none"> <li>Chassis components for cars</li> </ul>  | P           |

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| <b>Western Europe</b> |                       |   |  |                 |
|-----------------------|-----------------------|---|--|-----------------|
| <b>Location</b>       | <b>ZF-Company</b>     | <b>Address</b>  | <b>Scope<sup>1</sup></b>   | <b>Location</b> |
| <b>Germany</b>        |                       |   |  |                 |
| Kreuztal              | ZF Friedrichshafen AG | Langenauer Straße 18<br>D-57223 Kreuztal                    | <ul style="list-style-type: none"> <li>Chassis components for cars</li> </ul>  | P               |
| Friedrichshafen       | ZF Friedrichshafen AG | Löwentaler Str. 20<br>D-88046 Friedrichshafen               | <ul style="list-style-type: none"> <li>Central function for the management system</li> </ul>   |                 |
| Gotha                 | ZF Friedrichshafen AG | Passauer Straße 1<br>D-99867 Gotha                          | <ul style="list-style-type: none"> <li>Axle drive systems for automobile industry</li> </ul>   | P, S            |
| Koblenz               | ZF Active Safety GmbH | Carl-Spaeter-Str. 8<br>D-56070 Koblenz                      | <ul style="list-style-type: none"> <li>Brakes and brake components for passenger cars for the automotive industry</li> </ul>   | D, P, S         |
| Lemförde              | ZF Friedrichshafen AG | Alter Bahndamm 12<br>D-49448 Lemförde                       | <ul style="list-style-type: none"> <li>Axles and axle components</li> <li>Chassis components for cars and commercial vehicles</li> </ul>                                       | D               |
| Neuwied               | ZF Friedrichshafen AG | Rudolf-Diesel-Straße 7<br>D-56566 Neuwied                   | <ul style="list-style-type: none"> <li>Spare Part Trading and services for motor vehicles</li> </ul>   | S, Se           |
| Passau                | ZF Friedrichshafen AG | Donaustraße 25-71<br>D-94034 Passau                         | <ul style="list-style-type: none"> <li>Off-road driveline technology</li> <li>Axle systems</li> <li>Transmission systems for stacking systems</li> <li>Test systems</li> </ul> | D, P, S, Se     |
|                       |                       | Tittlinger Straße 28<br>D-94034 Passau                      |  |                 |
| Saarbrücken           | ZF Friedrichshafen AG | Untertürkheimer Str. 4 + 5 + 12 + 33<br>D-66117 Saarbrücken | <ul style="list-style-type: none"> <li>Automatic Transmission for cars</li> </ul>  | D, P, S, Se     |
|                       |                       | Großblittersdorfer Str. 247<br>D-66117 Saarbrücken          |  |                 |
|                       |                       | Südring 1<br>D-66117 Saarbrücken                            |  |                 |
|                       |                       | Metzner Str. 160<br>D-66117 Saarbrücken                     |  |                 |
|                       |                       | Am Heidenhübel 99<br>D-66539 Neunkirchen                    |  |                 |
|                       |                       | Hans-Großwendt Ring 19<br>D-66333 Völklingen                |  |                 |
| Thyrnau               | ZF Friedrichshafen AG | Graf-Zeppelin-Straße 1<br>D-94136 Thyrnau                   | <ul style="list-style-type: none"> <li>Axle systems for automobile industry</li> </ul>   | D, P, S         |

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|                      |                                     |   |  |             |
|----------------------|-------------------------------------|---|--|-------------|
| Wagenfeld            | ZF Friedrichshafen AG               | Dr.-Jürgen-Ulderup-Platz 1<br>49419 Wagenfeld             | <ul style="list-style-type: none"> <li>Chassis components for cars</li> </ul>  | P           |
| Witten               | ZF Industrieantriebe<br>Witten GmbH | Mannesmannstraße 29<br>D-58455 Witten                     | <ul style="list-style-type: none"> <li>Gearboxes and transmissions for wind turbines, industrial and mobile applications</li> </ul>      | D, P, S, Se |
| Wolfsbach (Bayreuth) | ZF Friedrichshafen AG               | Am Briefzentrum 2<br>D-95448 Wolfsbach                    | <ul style="list-style-type: none"> <li>Electronic components</li> </ul>  | P           |
| Stemwede - Dielingen | ZF Friedrichshafen AG               | Am Thie 20<br>D-32351 Stemwede-Dielingen                  | <ul style="list-style-type: none"> <li>Axles and axle components</li> <li>Chassis components for cars and commercial vehicles</li> </ul> | D, P, S     |
|                      |                                     | Dielinger Straße 60,<br>D-32351 Stemwede-Dielingen        |  |             |
|                      |                                     | Dr.-Jürgen-Ulderup-Straße 7<br>D-32351 Stemwede-Dielingen |  |             |
|                      |                                     | Dr.-Jürgen-Ulderup-Straße 3<br>D-32351 Stemwede-Dielingen |  |             |
|                      |                                     | Bachstraße 10<br>D-32351 Stemwede-Dielingen               |  |             |

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Locations included in the certification are as follows:

| <b>Western Europe</b> |  |  |  |          |
|-----------------------|--|--|--|----------|
| <b>Location</b>       | <b>ZF-Company</b>                            | <b>Address</b>   | <b>Scope<sup>1</sup></b>   |          |
| <b>Austria</b>        |  |  |  |          |
| Lebring               | ZF Lemförder Achssysteme Ges.m.b.H. & Co. KG | Parkring 1<br>A- 8403 Lebring  | <ul style="list-style-type: none"> <li>▪ Axles and corner modules for cars</li> </ul>  | P        |
| <b>Belgium</b>        |  |  |  |          |
| Lommel                | ZF Windpower Antwerpen NV                    | Gerard Mercatorstraat 40,<br>B-3920 Lommel                                 | <ul style="list-style-type: none"> <li>▪ Wind gear units</li> </ul>  | D, P, Se |
| <b>France</b>         |  |  |  |          |
| Bouthéon              | ZF Bouthéon S. A. S                          | 4, Bld Pierre Desgranges<br>F-42166 Andrézieux-<br>Bouthéon Cedex          | <ul style="list-style-type: none"> <li>▪ Gearboxes</li> </ul>  | P        |
| Florange              | ZF Lemforder Metal France S.A.S              | ZI Haute Sainte-Agathe1,<br>Rue Pascal<br>F-57192 Florange                 | <ul style="list-style-type: none"> <li>▪ Chassis components for cars:<br/>Tie rods, stabilizer links</li> </ul>  | D, P, S  |
| <b>Turkey</b>         |  |  |  |          |
| Izmir                 | ZF Lemforder AKS Modulleri SAN. ve TIC. A.S. | Atatürk Organize Sanayi Bölgesi<br>10003 SK. NO:13<br>TR-35620 Cigli-Izmir | <ul style="list-style-type: none"> <li>▪ Ball joints, ball joint shafts</li> <li>▪ Axle torque rods, tie rods, drag links, wheel control arms</li> <li>▪ Steering and suspension systems for passenger cars and commercial vehicles</li> </ul> | D, P     |

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Locations included in the certification are as follows:

| <b>Eastern Europe</b> |                                      |  |  |         |
|-----------------------|--------------------------------------|--|--|---------|
| <b>Location</b>       | <b>ZF-Company</b>                    | <b>Address</b>   | <b>Scope<sup>1</sup></b>   |         |
| <b>Hungary</b>        |                                      |  |  |         |
| Eger                  | ZF Hungária Kft.                     | Kistályai út 2, 2/a<br>H-3300 Eger                                 | <ul style="list-style-type: none"> <li>▪ Transmissions, gearboxes and their parts</li> </ul>   | D, P    |
| <b>Slovakia</b>       |                                      |  |  |         |
| Levice                | ZF Slovakia a.s.                     | Ulica Zeppelina 1 + 3,<br>SK-934 01 Levice                         | <ul style="list-style-type: none"> <li>▪ Clutch systems for passenger cars and commercial vehicles</li> <li>▪ Torque converters for automotive industry</li> <li>▪ Clutch facings</li> </ul> | P, S    |
|                       |                                      | Ku Bratke 5<br>SK- 934 01 Levice                                   | <ul style="list-style-type: none"> <li>▪ Suspension components for cars</li> </ul>   | P, S    |
| Detva                 | ZF Slovakia a.s.                     | Detva Plant<br>Priemyselná ulica 2<br>SK- 962 12 Detva             | <ul style="list-style-type: none"> <li>▪ Chassis Components for Cars</li> </ul>  | P       |
| Komarno               | ZF Slovakia a.s.                     | Komarno Plant<br>Ul. Rolníckej školy 86/2877<br>SK- 945 01 Komarno | <ul style="list-style-type: none"> <li>▪ Clutch systems for passenger cars, commercial vehicles and torque converters for the automotive industry and Clutch facings</li> </ul>              | P, S    |
| Trnava                | ZF Slovakia a.s.                     | Strojarenska 2<br>SK- 917 01 Trnava                                | <ul style="list-style-type: none"> <li>▪ Clutch systems for passenger cars, commercial vehicles and torque converters for the automotive industry and Clutch facings</li> </ul>              | D, P, S |
| <b>Czech Republic</b> |                                      |  |  |         |
| Stankov               | ZF Stankov s.r.o.                    | Ohucov 25<br>CZ-34561 Stankov                                      | <ul style="list-style-type: none"> <li>▪ Axles for construction machinery</li> <li>▪ Drives and transmissions for lift trucks</li> </ul>   | P, S    |
| Zatec                 | ZF Chassis Systems<br>Žatec s. r. o. | Žatec Plant<br>Průmyslová zóna Triangle<br>CZ- 438 01 Staňkovice   | <ul style="list-style-type: none"> <li>▪ Axles and Axle Components</li> </ul>  | P       |
| <b>Serbia</b>         |                                      |  |  |         |
| Pančevo               | ZF Serbia d.o.o.                     | 7. Nova 7<br>SER- 26 000 Pančevo                                   | <ul style="list-style-type: none"> <li>▪ Electric drives, systems for Transmission gearshifts and electronic and electromechanical components.</li> </ul>                                    | D, P    |

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## Appendix to Certificate

Locations included in the certification are as follows:

| North America        |  |   |   |       |
|----------------------|--|---|---|-------|
| Location             | ZF-Company                                 | Address   | Scope <sup>1</sup>  |       |
| <b>United States</b> |  |   |   |       |
| Duncan               | ZF Chassis Systems<br>Duncan, LLC          | 191 Parkway West,<br>USA-Duncan, SC 29334               | <ul style="list-style-type: none"> <li>▪ Axles and axle drives for cars</li> <li>▪ Corner modules for cars</li> </ul>                                     | P     |
| Gainesville          | ZF Gainesville, LLC                        | 1261 Palmour Drive SW<br>USA-Gainesville, GA 30501      | <ul style="list-style-type: none"> <li>▪ Parking brakes</li> <li>▪ Transmissions</li> <li>▪ Axles and axle drives</li> <li>▪ Wind turbine</li> </ul>      | P     |
|                      |  | 1925 New Harvest Drive SW<br>USA-Gainesville, GA 30502  |   |       |
|                      |  | 5405 Rafe Banks Drive<br>USA-Flowery Beach, GA 30507    |   |       |
| Gray Court           | ZF Transmissions<br>Gray Court, LLC        | 2846 North Old Laurens Road<br>USA-Gray Court, SC 29645 | <ul style="list-style-type: none"> <li>▪ Automatic transmissions for cars</li> </ul>  | P     |
| Lapeer               | ZF Chassis<br>Components, LLC              | 3300 John Conley Drive,<br>USA-Lapeer, MI 48446         | <ul style="list-style-type: none"> <li>▪ Chassis components for cars</li> <li>▪ Control arms</li> <li>▪ Suspension parts and engine components</li> </ul> | P     |
| Marshall             | ZF Active Safety and<br>Electronics US LLC | 902 South Second St.<br>USA-Marshall, IL 62441          | <ul style="list-style-type: none"> <li>▪ Electronic safety systems and electronic convenience systems</li> </ul>  | P     |
| Newton               | ZF Chassis<br>Components, LLC              | 1570 East P Street Extension,<br>USA-Newton, NC 28658   | <ul style="list-style-type: none"> <li>▪ Suspension components for cars</li> </ul>  | P     |
| Tuscaloosa           | ZF Chassis Systems<br>Tuscaloosa, LLC      | 1200 Commerce Drive,<br>USA-Tuscaloosa, AL 35401        | <ul style="list-style-type: none"> <li>▪ Axles and axle drives for cars</li> <li>▪ Corner modules for cars</li> </ul>                                     | P     |
| Vernon Hills         | ZF Services, LLC                           | 777 Hickory Hill Drive,<br>USA-Vernon Hills, IL 60061   | <ul style="list-style-type: none"> <li>▪ Spare part trading for motor vehicles</li> </ul>   | S, Se |

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| North America        |  |  |  |      |
|----------------------|--|--|--|------|
| Location             | ZF-Company   | Address  | Scope <sup>2</sup>   |      |
| <b>Mexico</b>        |  |  |  |      |
| Chihuahua<br>IRS     | TRW Occupant Restraints de Chihuahua S. de R.L. de C.V.    | Avenida Juan Escutia 3201 Parque Industrial El Saucito MX-31125 Chihuahua, Chihuahua   | <ul style="list-style-type: none"> <li>Inflatable restraint products for transportation industry</li> </ul>                        | P    |
| Chihuahua<br>SWS     | TRW Steering Wheel Systems de Chihuahua S. de R.L. de C.V. | Avenida Juan Escutia #3201 Parque Industrial El Saucito MX-31125 Chihuahua, Chihuahua  | <ul style="list-style-type: none"> <li>Steering wheels, air bags cover, and inflatable products for automotive industry</li> </ul> | P    |
| El Salto             | ZF Suspension Technology Guadalajara S.A. de C.V.          | Km. 3.5 Carretera – El Salto La Capilla, MEX-El Salto, C.P. 45680  | <ul style="list-style-type: none"> <li>Suspension components for cars and CV's:</li> <li>Shock absorbers</li> </ul>                | P    |
| Gomez<br>Palacio     | ZF Occupant Safety Systems de la Laguna S. de R.L. de C.V. | Gomez Palacio Plant (La Laguna) Circuito Del Ferrocarril 160 Parque Industrial Zona Conectividad MX-35024 Gómez Palacio Durango  | <ul style="list-style-type: none"> <li>Airbag modules and safety belts</li> </ul>  | P    |
| Juárez               | ZF Electronics de México S. de R.L. de C.V.                | Av. Valle de los Cedros Nr. 1650 Parque Industrial Intermex MEX-Juárez, CP 32690   | <ul style="list-style-type: none"> <li>Electronic components</li> </ul>  | P    |
| Ramos<br>Arizpe      | ZF Powertrain Modules Saltillo S.A. de C.V.                | Industria Metalurgica 1010-2, Parque Industrial Ramos Arizpe, MEX-Ramos Arizpe, C.P. 25900                                       | <ul style="list-style-type: none"> <li>Drive components for cars and CV's</li> <li>Torque converters</li> <li>Clutches</li> </ul>  | D, P |
| Santa Rosa<br>P1, P2 | FRENOS Y MECANISMOS, S. DE R.L. DE C.V.                    | La Griega No. 101, Parque Industrial Querétaro C.P. MX-76220 Santa Rosa Jáuregui, Querétaro                                      | <ul style="list-style-type: none"> <li>Brake for cars and commercial trucks</li> </ul>   | P    |
| Santa Rosa<br>P3     | FRENOS Y MECANISMOS, S. DE R.L. DE C.V.                    | Santa Rosa de Jáuregui Plant 3 Av. Industria de la Transformación No. 302, Parque Industrial Querétaro, C.P. MX-76620 Santa Rosa | <ul style="list-style-type: none"> <li>Brake for cars and commercial trucks</li> </ul>   | P    |

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DNV

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Place and date: Barendrecht, 09 December 2021

|        |   |   |                                  |      |
|--------|---|---|----------------------------------|------|
|        |   | Jaúregui, Querétaro   |                                  |      |
| Toluca | ZF Chassis Components Toluca S.A. de C.V. | Calle 7 Norte S/N,<br>Manzana J, Lotes 2 y 3,<br>Parque Industrial Toluca<br>2000<br>MEX-Toluca, C.P. 50200 | ▪ Suspension components for cars | D, P |



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Locations included in the certification are as follows:

| South America         |                    |  |   |         |
|-----------------------|--------------------|--|---|---------|
| Location              | ZF-Company         | Address  | Scope <sup>1</sup>  |         |
| <b>Argentina</b>      |                    |  |   |         |
| San Francisco         | ZF Argentina S.A.  | Av. de la Universidad, 51<br>RA-2400 San Francisco/CBA         | <ul style="list-style-type: none"> <li>▪ Suspension components for cars and CV's:</li> <li>▪ Shock absorbers</li> </ul> | D, P, S |
| <b>Brazil</b>         |                    |  |   |         |
| Araraquara            | ZF do Brasil Ltda. | Rua Sachs, 555<br>BR-14800-655<br>Araraquara/SP                | <ul style="list-style-type: none"> <li>▪ Clutch systems</li> </ul>  | P       |
| São Bernardo do Campo | ZF do Brasil Ltda. | Av. Piraporinha, 1000<br>BR-09891-901 São Bernardo do Campo/SP | <ul style="list-style-type: none"> <li>▪ Clutch systems and friction materials</li> </ul>                               | D, P, S |

| South Africa |                             |   |   |   |
|--------------|-----------------------------|---|---|---|
| Location     | ZF-Company                  | Address   | Scope <sup>1</sup>  |   |
| Rosslyn      | ZF Lemförder SA (Pty.) Ltd. | 120 Doreen Avenue,<br>Extension 1,<br>SA-0200 Rosslyn | <ul style="list-style-type: none"> <li>▪ Axles</li> </ul> | P |

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| <b>Asia Pacific</b> |                                       |  |   |             |
|---------------------|---------------------------------------|--|---|-------------|
| <b>Location</b>     | <b>ZF-Company</b>                     | <b>Address</b>   | <b>Scope<sup>1</sup></b>  |             |
| <b>Korea</b>        |                                       |  |   |             |
| Changwon            | ZF Sachs Korea Co. Ltd.               | #173 Seongsanpaechong-ro, Seongsan-gu, Changwon-si, Gyeongsangnam-do 51534   | <ul style="list-style-type: none"> <li>Shock absorbers and strut modules</li> </ul>   | D, P        |
| <b>Taiwan</b>       |                                       |  |   |             |
| Kaohsiung City      | ZF Faster Propulsion System Co., Ltd. | 17, Dayou 1 <sup>st</sup> street, Dafa Industrial District, Daliao District, Kaohsiung City, Taiwan, R.O.C.              | <ul style="list-style-type: none"> <li>Propeller</li> <li>Shaft for propeller</li> </ul>  | D, P        |
| <b>India</b>        |                                       |  |   |             |
| Coimbatore          | ZF Wind Power Coimbatore Private Ltd. | Plot No. 3, Hi Techn Engineering and Service Sector SEZ, Karumathampatty and Kittampalayam Village IND-641659 Tamil Nadu | <ul style="list-style-type: none"> <li>Gear boxes, transmissions &amp; axles</li> <li>Wind turbines</li> </ul>                  | D, P, S, Se |
| Maharashtra Pune    | ZF India Private Limited              | Plot B 38, MIDC Chakan Phase II, Village- Vasuli, Tal.- Khed, Dist.- Pune – 410501 IND – Maharashtra. Pune 410501        | <ul style="list-style-type: none"> <li>Transmissions, chassis components, clutches, services</li> </ul>                         | P, S, Se    |
| <b>Malaysia</b>     |                                       |  |   |             |
| Padang              | ZF Chassis Systems Sdn. Bhd.          | Lot 1453, Kawasan Perindustrian Padang Meha, Mukim Padang Meha, 09400 Padang Serai, Kedah Darul Aman, Malaysia           | <ul style="list-style-type: none"> <li>Assembled chassis systems</li> </ul>   | P           |
| <b>Thailand</b>     |                                       |  |   |             |
| Rayong              | ZF Lemforder (Thailand) Co., Ltd.     | 300/84 Moo.1 Eastern Seaboard Industrial Estate Tambon Ta-sit Pluakdaeng TH-21140 Rayong                                 | <ul style="list-style-type: none"> <li>Assembly of modules and systems for wheel location and suspension</li> </ul>             | P           |
|                     | ZF Chassis System (Rayong) Co.,Ltd.   | 7/201 Moo 6, Amata City Industrial Estate, Map Yang Phon, Pluakdaeng TH-21140 Rayong                                     | <ul style="list-style-type: none"> <li>Modules and systems for powertrain and suspension as well as associated parts</li> </ul> | P           |

<sup>1</sup> D = Development, P = Production, S = Sales, Se = Service