

Companies Overview

- Founded: 1915
- Headquarters: Friedrichshafen, Baden-Württemberg, Germany
- CEO: Dr. Stefan Sommer
- Employees: 72,600 (as of 31.12.2013)
- Ownership: Zeppelin Foundation (93.8%), Ulderup Foundation (6.2%)

- Founded: 1904*
- Headquarters: Livonia, Michigan, USA
- President and CEO: John C. Plant
- Employees: 65,000 (as of 31.12.2013)
- Ownership: listed company (NYSE:TRW)

Product Portfolio (Share of Sales 2013)

- Car Powertrain Technology: automatic transmissions, manual transmissions etc. (31%)
- Car Chassis Technology: chassis systems, chassis components etc. (30%)
- Commercial Vehicle Technology: truck & van driveline technology, axle & transmission systems for busses & coaches etc. (18%)
- Industrial Technology: off-highway systems, test systems etc. (10%)
- ZF Services (8%)
- Electronic Systems: electronic controls, sensors etc. (3%)



- Chassis Systems: steering systems, foundation brakes, slip control, actuation, suspension, chassis aftermarket etc. (63%)
- Occupant Safety Systems: airbags, seat belts, steering wheels etc. (21%)
- Automotive Systems: body controls, engine valves, fasteners etc. (12%)
- Electronics: safety electronics, sensor technologies, driver assist systems, chassis electronics, RF electronics, powertrain electronics etc. (4%)

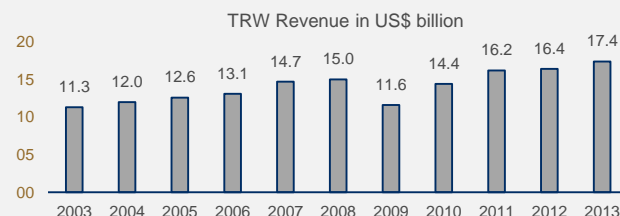
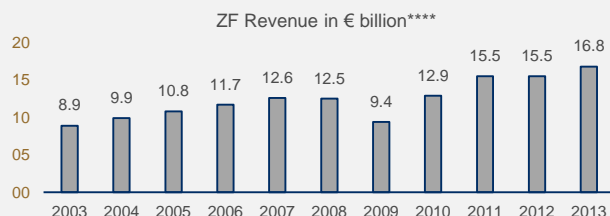


Key Financial Indicators**

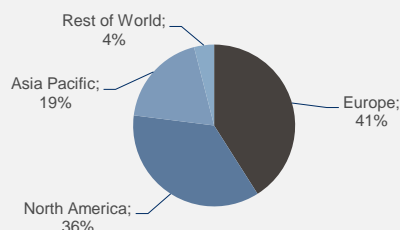
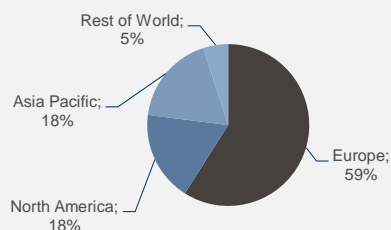
- Revenues 2013: € 16.8 billion (US\$ 23.2 billion)
- 10-year Average Sales Growth: around 8%
- EBIT 2013: € 0.8 billion (US\$ 1.1 billion)
- Net Profit 2013: € 462 million (US\$ 638 million)
- Equity Ratio: 34.8% (as of 31.12.2013)
- Free Cash Flow 2013: € 288 million (US\$ 397 million)
- R&D Expenses 2013: € 836 million (US\$ 1.15 billion)

- Revenues 2013: € 12.6 billion (US\$ 17.4 billion)
- 10-year Average Sales Growth: around 5%
- Operating Income 2013: € 0.9 billion (US\$ 1.2 billion)
- Net Earnings 2013: € 702 million (US\$ 970 million)
- Equity Ratio: 35.9% (as of 31.12.2013)
- Free Cash Flow 2013: € 283 million (US\$ 391 million)
- R&D Expenses 2013: € 656 million (US\$ 905 million)***

Revenue Trend (2003-2013)



Regional Footprint (Share of Sales 2013)



Balanced Portfolio of Customers

- Strong in the premium segment
- Strong relationships with US & European volume manufacturers

The Combined Company

of two successful automotive suppliers with pro forma revenues of more than € 30 billion (US\$ 41 billion) and 138,000 employees
 ... brings together a broad, complementary portfolio of acknowledged products including driveline, chassis, safety and electronic technologies
 ... is an R&D leader that benefits from global megatrends towards fuel efficiency, increased safety requirements and autonomous driving
 ... has a balanced regional and customer portfolio in both volume and premium segments
 ... ideally addresses two of the most significant countries US and China
 ... meets the increasing demand from OEMs for integrated offerings from their suppliers

* Refers to predecessor company "Winton Motors Company"
 *** Total company funded engineering expenses incl. R&D

** Underlying exchange rate as of 31.12.2013 (EUR/USD = 1.3810); TRW FY 2013 figures on a GAAP basis
 **** 2012/2013: without ZF Lenksysteme