

TURNING
CHALLENGES
INTO
SOLUTIONS

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ZEPPELIN: A PROVIDER OF SOLUTIONS

MICHAEL HEIDEMANN

Vice Chairman of the Management Board

Sales, Marketing, Service
Construction Equipment EU and Rental Strategic Business Units

»» While developing solutions, our employees always stay focused on our customers' requirements and challenges. We leverage our solutions competence at construction sites, for extracting raw materials, for renting out equipment, for developing drive and energy systems, and for building plants to improve industrial processes. In all these ways, we add tangible value for our customers.

Our customers benefit from our wide range of services, lean processes, and low costs. As a systems supplier, we make a major contribution to improving our customers' competitiveness. What we want is for our business partners to be able to rely fully and completely on Zeppelin and keep trusting in our solutions competence for future projects as well. ««

JÜRGEN-PHILIPP KNEPPER

Member of the Management Board

Human Resources (Labor Director), Legal Affairs, Compliance
Power Systems Strategic Business Unit

»» The solutions Zeppelin provides are business services tailored to meet our customers' specific requirements. Our people work hard to make sure that this is the case. Providing solutions is one of our employees' key abilities and one that we hone by means of in-house vocational and further training programs.

Our employees are at the heart of our success as a service provider. Without them there would be no solutions, and without solutions there would be no innovations and no progress. Zeppelin's employees leave their footprint at our business partners and customers by working with passion and enthusiasm to master customers' challenges. They grow with and at Zeppelin by taking responsibility and a solution-oriented approach from day one. ««



PETER GERSTMANN

Chairman of the Management Board

Corporate Development, IT, Auditing, Corporate Communication
Plant Engineering and Construction Equipment CIS Strategic Business Units

»» When our company's founder, Ferdinand Graf von Zeppelin, was laboring to turn his idea for an airship into reality, his goal was to offer solutions to various target groups of his time. The first Zeppelin airships were deployed to monitor airspace and link together different continents by traversing large distances.

Zeppelin's present-day corporate culture, the essence of which is expressed in the principles we call the Grafensätze, has been greatly shaped by our history. For example, the principle "Grafen fail successfully" dates back to the "Miracle of Echterdingen" in 1908. And the refusal of Hugo Eckener, his successor at the head of the company, to cooperate with the National Socialist regime inspired the principle "Grafen make you think".

We always derive inspiration from our history, corporate culture, and strategy for creating durable solutions. For example, "stability" is an important element of our Group-wide GPS business strategy and the basis for integrated, solutions-oriented management of our enterprise. ««



CHRISTIAN DUMMLER

Member of the Management Board / Chief Financial Officer

Finance, Controlling, Real Estate Management

»» Our financial strategy centers on ensuring the Zeppelin Group's financial stability and ability to act at all times, thus enabling us to act in the interests of our customers and employees. To do so, Zeppelin uses a number of long-term financing instruments and is rated each year by Creditreform Rating AG.

Zeppelin's very good rating, in conjunction with professional communication with the financial markets, provides an excellent basis for close long-term collaboration with lenders and suppliers. For an enterprise with such a large sales volume as Zeppelin, sales financing naturally has special importance. In this area as well, we are committed to working with our financing partners as an innovative provider of solutions to benefit our customers. ««



MILESTONES

In order to succeed at something, you only have to want to and believe you can.

Ferdinand Graf von Zeppelin (1838–1917)

1898

In January, Ferdinand Graf von Zeppelin founds his "Gesellschaft zur Förderung der Luftschiffahrt" (Company for Promoting Airship Aviation). And on August 13, the Imperial Patent Office in Berlin grants him a patent for a "steerable airship" (dirigible).

1908

Graf Zeppelin founds the company of Luftschiffbau Zeppelin GmbH and the Zeppelin Foundation. This is made possible by the "Miracle of Echterdingen", in which the German public donates over six million German marks to support his airship project.

1898

1900

1908

1910

1920

1930

1940

1950

1954

1900

The founder of today's Zeppelin Group, Ferdinand Graf von Zeppelin, writes a new chapter in the history of aviation. On July 2, the prototype of his LZ 1 airship lifts off in Friedrichshafen while 12,000 people watch.

1950

Metallwerk Friedrichshafen GmbH is founded, providing a new orientation for the company's business activities as it moves away from airship construction to the production of containers and components. It will be renamed Zeppelin-Metallwerke GmbH in 1961.

1954

U.S. construction equipment manufacturer Caterpillar and Metallwerk Friedrichshafen GmbH conclude a sales and service contract for West Germany and West Berlin. Over the following decades, the two companies expand their partnership to include additional countries in Western and Eastern Europe.

IN THE COMPANY'S HISTORY

From A for Airship to Z for Zeppelin

2010

In order to focus more effectively on different markets and customer groups, the Zeppelin Group reorganizes its operations into five strategic business units.

2013

In all of its Caterpillar sales territories, Zeppelin also begins selling and servicing mining equipment from Caterpillar Global Mining LLC. As a result, the Group now offers the most extensive range of equipment and services for both underground and surface mining.

2003

Zeppelin's market position as a diversified corporate group is strengthened further by the acquisition of the principal activities of Berlin-based MVS AG and the founding of MVS Zeppelin GmbH & Co. KG. This strengthens its business of renting out construction and construction site equipment and supplies. In 2006, all activities related to Caterpillar engines of the Cat and MaK brands are pooled in a separate company, Zeppelin Power Systems GmbH & Co. KG.

1995

Zeppelin-Metallwerke GmbH is renamed ZEPPELIN GmbH and assumes the role of a management holding company. Responsibility for the Group's manufacturing and trading operations now rests with newly established and existing subsidiaries in Germany and other countries.

2009

The acquisition of Reimelt Henschel GmbH propels the Plant Engineering business unit into the fast-growing food production market.

2013

Zeppelin evolves into a dynamic provider of retail, engineering and customer services with exceptional competence in solutions for construction machines, rentals, energy, and industrial plants.

1960

1970

1980

1990

1995

2000

2003

2009

2010

2013

OUR SLOGAN: “WE CREATE SOLUTIONS”

Zeppelin’s Solutions Competence in a Nutshell

WE

Assistants
Branch managers
Business managers
Commercial, technical, and IT trainees
Container and tank builders
Controllers
Customer consultants
Customer service specialists
Department heads for Group functions
Design engineers
Engineers
Field and in-house service technicians
Key account managers
Laboratory technicians
Lawyers
Managing directors
Mechanics for construction and agricultural equipment
Officers for Group functions
Project engineers
Project leaders
Project managers
Quality auditors
Rental station managers
Sales assistants
Sales directors
Sales managers
Service engineers
Silo assemblers
Students majoring in business and commerce, mechanical engineering,
management engineering, and electrical engineering
Systems mechanics
Systems planners
Tax experts
Technical drafters
Territory managers
Used equipment managers
Welders
Wholesale and foreign trade specialists
Workshop heads
(among others)

**We are a strong team of
around 7,700 employees
in five strategic business
units and a management
holding company.**



CREATE



Our five strategic business units offer customers custom-tailored solutions to meet their needs.

- Assembly work
- Comprehensive after-sales service
- Comprehensive service for mining equipment
- Comprehensive setup of construction sites
- Customer solutions for engines, systems, and equipment
- Customized advice and consultancy
- Dense network of branches
- Design and planning of systems for conveying bulk solids and liquids
- Drive and power solutions
- Engineering
- Fast responses
- Field service fleet
- First-class service
- Fleet and project solutions
- General overhauls, rebuilds, and repairs of used construction machines
- High quality
- In-house production of components
- Installation of turnkey cogeneration plants
- Oil laboratories in Munich, Prague, and Moscow
- Optimal financing
- Planning and implementation of traffic control measures
- Professional industrial management
- Quality management
- Rental of construction equipment, vehicles, and conveyor systems
- Repair of construction machines in our own workshops
- Requirements analysis
- Sales of Caterpillar engines of the Cat and MaK brands
- Sales of new and used construction machines
- Tailored rentals
- Training units for customers
- Turnkey modular structures
- Use of fleet management systems
- User-friendly ordering from catalogs and customer portals
- World's largest network of technology centers for bulk solids

SOLUTIONS

OVERVIEW OF THE ZEPPELIN GROUP

Facts and Figures

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Strategic Business Units



CONSTRUCTION EQUIPMENT EU

Sales and servicing of construction equipment

CONSTRUCTION EQUIPMENT CIS

Sales and servicing of construction and agricultural equipment

RENTAL

Rental solutions for construction and industry

POWER SYSTEMS

Drive, propulsion, traction, and energy systems

1

Group

Holding company:

ZEPPELIN GmbH

Shareholders:

Zeppelin Foundation / Luftschiffbau Zeppelin GmbH

Headquarters:

Garching near Munich

Sales in 2013:

Approx. 2.5 billion euros

Employees:

Approx. 7,700 (including trainees)

Locations:

190 in 27 countries

Ratings, Awards, and Certificates



PLANT ENGINEERING

Development and production of plants, components, and systems

2013

Creditreform Rating "A"

The Creditreform Rating AG once again gives a score of "A" to the Zeppelin Group while forecasting a stable outlook for the future. Lenders and investors regard Zeppelin as a safe investment and a company in good financial standing with a low risk of insolvency.

2013

Best Caterpillar Partner

Caterpillar singles out the Construction Equipment EU strategic business unit as its best sales and service partner in Europe.

2012

Four Stars from Caterpillar

The Component Rebuild Center (CRC) of the Construction Equipment CIS strategic business unit in Armenia receives four stars in connection with Caterpillar's environmental audit. This is the highest rating ever awarded to a distributor in a CIS country.

2012

ISO Certifications

All main units of the Zeppelin Group receive ISO certification. The quality management system of the Rental strategic business unit in Germany is also certified as complying with both DIN EN ISO 9001:2008 and the DIN OHSAS 18001 occupational safety standard.

2011 and 2012

Platinum Certificates

In both years, Germanischer Lloyd (GL) awards the Power Systems strategic business unit with a Platinum Certificate, its highest accolade, for Marine Service Cat and Marine Service MaK. This is GL's way of rewarding the business unit for its exceptional service for Caterpillar marine engines.

2011

"Systematically Safe" Quality Mark

BGHW, the German accident prevention association for retail and merchandise distribution activities, awards this quality mark to the Construction Equipment EU and Rental strategic business units in Germany.

2007

Quality Management Service Certified

The quality management service of the Plant Engineering strategic business unit receives approval from the German Federal Aviation Office (LBA) to manufacture products, components, and equipment used in aviation.

WHEN IT COMES TO CATERPILLAR CONSTRUCTION MACHINES, WE'RE THE PROS

Our customers value both Caterpillar's extraordinarily powerful, reliable machines and Zeppelin's full range of services. Our service starts even before you purchase a machine. We go to your construction site, factory, quarry, or gravel pit and work with you to analyze just how we can best support your operations and boost your productivity with state-of-the-art construction machines.

We don't merely supply a product. Instead, we provide full, comprehensive service. This stretches from customized financing across precise analysis of the construction site or other place of use, all the way to fleet management systems. Our technical solutions include maintenance and repair of machines in our workshops or at the job site. We supply 98 percent of all parts within 24 hours.



Construction Equipment EU

Sales and Servicing of
Construction Equipment

For decades, Zeppelin's emergency service has been making sure that service technicians and spare parts are available year-round and 24/7. We also demonstrate our extensive capabilities in general overhauls of used construction machines, which are a cost-effective alternative to buying new machines.

Michael Heidemann

Head of the Construction Equipment EU Strategic Business Unit



CONSTRUCTION EQUIPMENT EU

Professionals for Caterpillar Construction Machines

The Construction Equipment EU business unit is a reliable partner to its customers, offering both top-quality products from Caterpillar and unique Zeppelin services. It is Europe's leading sales and service organization for construction equipment. Since 1954, Zeppelin has been successfully collaborating with U.S.-based Caterpillar, the world's largest manufacturer of construction machines and engines.

Customers benefit from a large product portfolio comprising more than 200 different types of Caterpillar machines, from wheel loaders

across dump trucks and tracked tractors to an innovative new hybrid excavator. A cost-effective, resource-conserving alternative to buying a new machine is to take advantage of the Caterpillar Certified Rebuild program to get a used construction machine overhauled. The many available financing options include leasing, operating leases, rental, all-inclusive financing, and flexibly configurable combinations thereof. These are supplemented by state-of-the-art fleet management systems and GPS-assisted drives to ensure that machines are optimally deployed at construction sites, in industry, or in quarries.



A dense network of branches with a central parts warehouse ensures fast responses and quick delivery. Technicians work in Zeppelin's own workshops and at customer sites to maintain, service, and repair machines. There are component repair centers for overhauling diesel engines, transmissions, and hydraulic pumps and cylinders. Another service that Zeppelin provides is oil diagnosis. The company's lab technicians analyze oil samples from a machine to identify developing technical problems. Preventive maintenance can then be performed in time to nip them in the bud.



Portfolio

- Earthmoving
- Excavation
- Gardening and landscaping
- Demolition
- Recycling
- Paving
- Agriculture
- Special equipment for surface and underground mining

Sales Territories

Austria, Czech Republic, Germany, Slovakia



The Construction Equipment EU business unit is Europe's leading sales and service organization for construction equipment.

WE'RE THE LEADING PROVIDER OF SYSTEMS SOLUTIONS IN SEVEN COUNTRIES

For years, we have been offering our customers in the CIS complete, comprehensive solutions for construction, agriculture, industry, and mining. Our offering includes not only sales of top-quality products, but also customized analysis of requirements, competent advice, cost-effective financing options, and fleet management systems to optimize work processes.

Customers can also rely on our professional Zeppelin services. We repair construction and agricultural equipment in our workshops or right at a construction site or mine, and we rush to supply ordered replacement parts. At our Component Rebuild Centers, we additionally enhance the quality of our services by offering repairs and overhauls of construction and mining equipment.



Construction Equipment CIS

Sales and Servicing of Construction
and Agricultural Equipment

Our solutions add real value and give a proven boost to your competitiveness.

Frank Janas

Head of the Construction Equipment CIS Strategic Business Unit



CONSTRUCTION EQUIPMENT CIS

The Leading Provider of System Solutions in Seven Countries

Zeppelin's Construction Equipment CIS business unit is successfully positioned in the markets of Eastern Europe and Central Asia. Like the Construction Equipment EU business unit, it is mainly engaged in sales and servicing of high-quality products from the technology leader, Caterpillar. Alongside products of the Cat brand, Zeppelin also supplies construction equipment from the Chinese manufacturer SEM, a Caterpillar subsidiary. A special focus is placed on large Cat equipment and systems for extracting raw materials in mines and quarries. This portfolio is rounded out by agricultural and forestry equipment from internationally leading manufacturers.

Thanks to its wide range of equipment and services, this business unit is optimally positioned in all of the market segments it serves.

In each segment, a sales team prepares appropriate service and financing offers to meet each customer's needs. The portfolio is supplemented by fleet management systems for improving work processes and increasing efficiency. Zeppelin is also demonstrating its proactive approach to service with Component Rebuild Centers that perform comprehensive technical overhauls of machine and engine components for mining applications. With





this broad portfolio, the business unit has firmly established itself as a major player with system solutions for sales and servicing of machines, equipment, and workplace safety products.

Highly qualified service staff ensure swift responses, professional performance of maintenance and repairs, and excellent availability of spare parts. The Zeppelin team reliably, quickly, and competently helps customers in the building and road construction sector, agriculture, the oil & gas industry, and the mining sector to meet all of their challenges.

Portfolio

- Construction equipment
- Agricultural equipment
- Forestry machines
- Paving equipment
- Special equipment for surface and underground mining
- Large and special equipment for mines, quarries, and the oil & gas industry

Sales Territories

Armenia, Belarus, Russia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan



Thanks to its wide range of machines and services, the Construction Equipment CIS business unit is optimally positioned in all of the market segments it serves.

WE'RE SPECIALIZED IN RENTAL SOLUTIONS FOR CONSTRUCTION, INDUSTRY, THE MANUAL TRADES, AND EVENTS

As our customer, you benefit from individual advice and customized rental solutions from a one-stop shop. We begin our service by precisely analyzing your needs and identifying exactly which solution from our flexible portfolio is right for you. By tailoring our rental services to your requirements, we enable you to reduce your inventory risks by only purchasing equipment

when you know that it will be fully and therefore profitably deployed.

Because we always invest in the latest technologies, you can count on consistently receiving state-of-the-art equipment from Rental. As a result, you benefit from lower fuel consumption and reduced



Rental

Rental Solutions for
Construction and Industry

emissions. Our customized rental solutions let you carry out your projects even faster and more efficiently while reducing environmental burdens. Moreover, you can handle a greater volume of work without unnecessarily tying up capital.

Wolfgang Hahnenberg

Head of the Rental Strategic Business Unit



RENTAL

Rental Specialists for Construction, Industry, the Manual Trades, and Events

The Rental business unit excels with customized, cost-effective rental solutions for customers active in construction, industry, the manual trades, and organizing events. The rental portfolio includes construction machines and equipment of all sizes, space systems, site and traffic guidance systems, working and aerial platforms, forklifts, agricultural machines, vehicles, and trailers.

In addition, the Profi-Baushop integrated in each rental store offers customers a wide range of small equipment, tools, and clothing. Customers benefit from state-of-the-art, top-quality products, professional services, and the expertise of highly trained specialists. Rental also helps its customers to manage their fleets and implement complex temporary infrastructure and outsourcing solutions.



A new Industrial Services range focuses on professional industrial management for building and dismantling power plants, chemical and petrochemical facilities, and laying pipelines. The portfolio also includes welding equipment, mobile materials testing, industrial equipment, occupational safety training, temporary infrastructure, and solutions for accessing high places.



Portfolio

- Construction equipment
- Telehandlers
- Forklifts
- Gardening and landscaping equipment
- Aerial and working platforms
- Construction elevators and material lifts
- Generator sets
- Profi-Baushop
- Construction machines
- Space systems
- Site and traffic guidance systems
- Vehicles
- Industrial services

Sales Territories

Austria, Czech Republic, Germany, Russia, Slovakia

Customers of the Rental business unit benefit from state-of-the-art technology, professional services, and the expertise of highly trained specialists.

WE'RE A LEADING SYSTEMS PROVIDER SPECIALIZING IN DRIVE, PROPULSION, TRACTION, AND ENERGY SOLUTIONS

As complete one-stop provider, our specialty is customized, highly efficient system solutions and comprehensive services, all from a single source. In sales, engineering, and service, we attach great value to addressing your particular needs. We work with you from the initial idea and handle project planning, design implementation,

and startup of your systems. Afterward you benefit from our seamless 24-hour after-sales service, which covers all maintenance and repair work, fast shipment of parts and components to anywhere in the world, technical upgrades, and on-site training of your staff.



Power Systems

Drive, propulsion, traction,
and energy systems

We respond flexibly to your requirements and challenges while consistently upholding high quality standards. That is our commitment at Power Systems.

Volker Possögel

Head of the Power Systems Strategic Business Unit

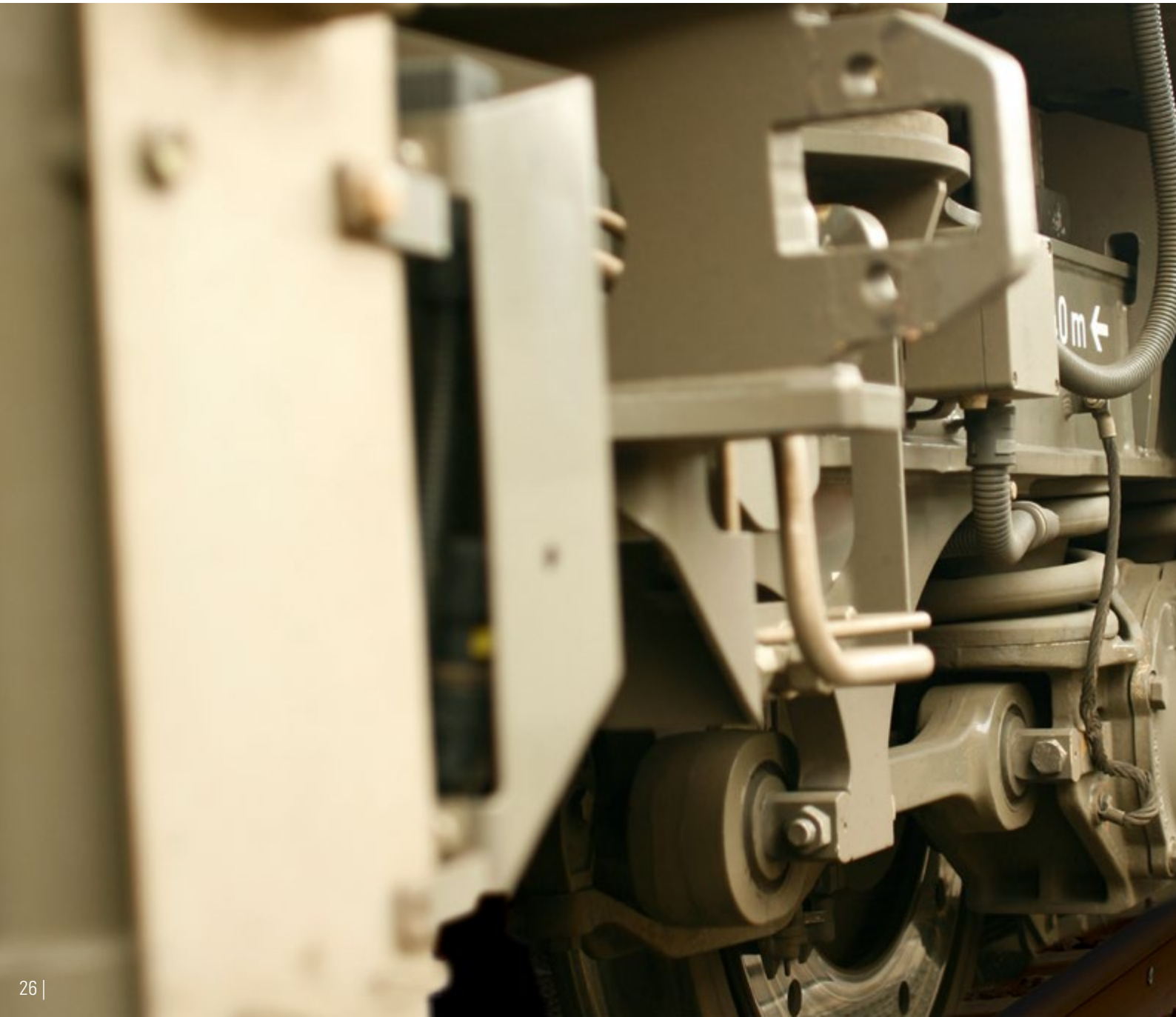


POWER SYSTEMS

A Leading Systems Provider of Drive, Propulsion, Traction, and Energy Solutions

Zeppelin has been partnering with Caterpillar in Germany and many other countries in Europe and the CIS for 60 years. The Power Systems business unit is part of a strong alliance, offering sales, engineering, and servicing of Caterpillar's Cat and MaK brand engines. It is a leading provider of drive, propulsion, traction, and energy systems for industrial and marine applications, rail vehicles, the oil & gas industry, and heat and power generation.

Besides gas and diesel-engine powered generator sets, Power Systems offers powerful drive and energy solutions. These are used in industry and agriculture, in rail applications, on seagoing and inland waterway ships, and for petroleum and natural gas production. Acting as a general contractor, Power Systems also provides turnkey energy-efficient cogeneration plants for its customers.



If required by the customer, the business unit's experienced staff implement all of the project processes from A to Z while using transparent calculation methods to monitor costs. Zeppelin provides everything from project planning across startup to comprehensive after-sales service.



Portfolio

- Industrial engines
- Marine engines
- Generator sets
- Engines for rail vehicles
- Gas engines
- Solutions for the oil & gas industry

Sales Territories

Armenia, Austria, Belarus, Bulgaria, Cyprus, Czech Republic, Germany, Hungary, Kazakhstan, Poland, Romania, Russia, Slovakia, Switzerland, Tajikistan, Turkmenistan, Ukraine, Uzbekistan



The Power Systems business unit is a leading systems provider of drive, propulsion, traction, and energy solutions.

WE'RE THE EXPERTS ON CONVEYING PREMIUM BULK MATERIALS AND LIQUIDS

We are the world's leading engineering company specialized in systems for conveying premium bulk materials. We consistently demonstrate our expertise in a vast range of industries. From basic engineering across in-house production of components to final assembly and comprehensive after-sales service, we provide all plant manufacturing services from one source. Thanks

to our consistent customer focus, we implement every plant to meet your particular requirements.

We accomplish this with the aid of an extensive international network, which includes strong strategic partnerships, and by developing innovative processes and technologies ourselves to



Plant Engineering

Development and Production of Plants,
Components, and Systems

meet your requirements. The manufacturing expertise we have acquired during more than 60 years and our network for bulk material conveying systems, the world's largest, are what enable us to provide ideal solutions to any challenge. At the end of the day, what we ensure is your success.

Peter Gerstmann

Head of the Plant Engineering Strategic Business Unit



PLANT ENGINEERING

Experts on Conveying Premium Bulk Materials and Liquids

The Plant Engineering business unit is specialized in developing and manufacturing components and systems for conveying high-quality bulk materials and liquids. They are used worldwide by customers in the chemical, plastics, rubber, tire, food, and beverage industries. Zeppelin supports its customers in everything from project planning, engineering, and production across on-site assembly, provision of turnkey systems to quality management and after-sales services.

The services of the Plant Engineering business unit are unmatched in the markets it serves. Customers benefit not only from the innovative processes and technologies that our engineers develop specially for them, but also from purpose-built technology centers in Friedrichshafen, Kassel, and Rödermark in Germany. Each of these centers lets customers work with experts to test new recipes and combinations of raw materials or ingredients using



state-of-the-art testing plants for metering and dosing, conveying, weighing, screening, and blending.

Global technology leadership is something that the entire Zeppelin Group strives for. Our ultimate goal is to offer maximum benefits to our customers.



Portfolio

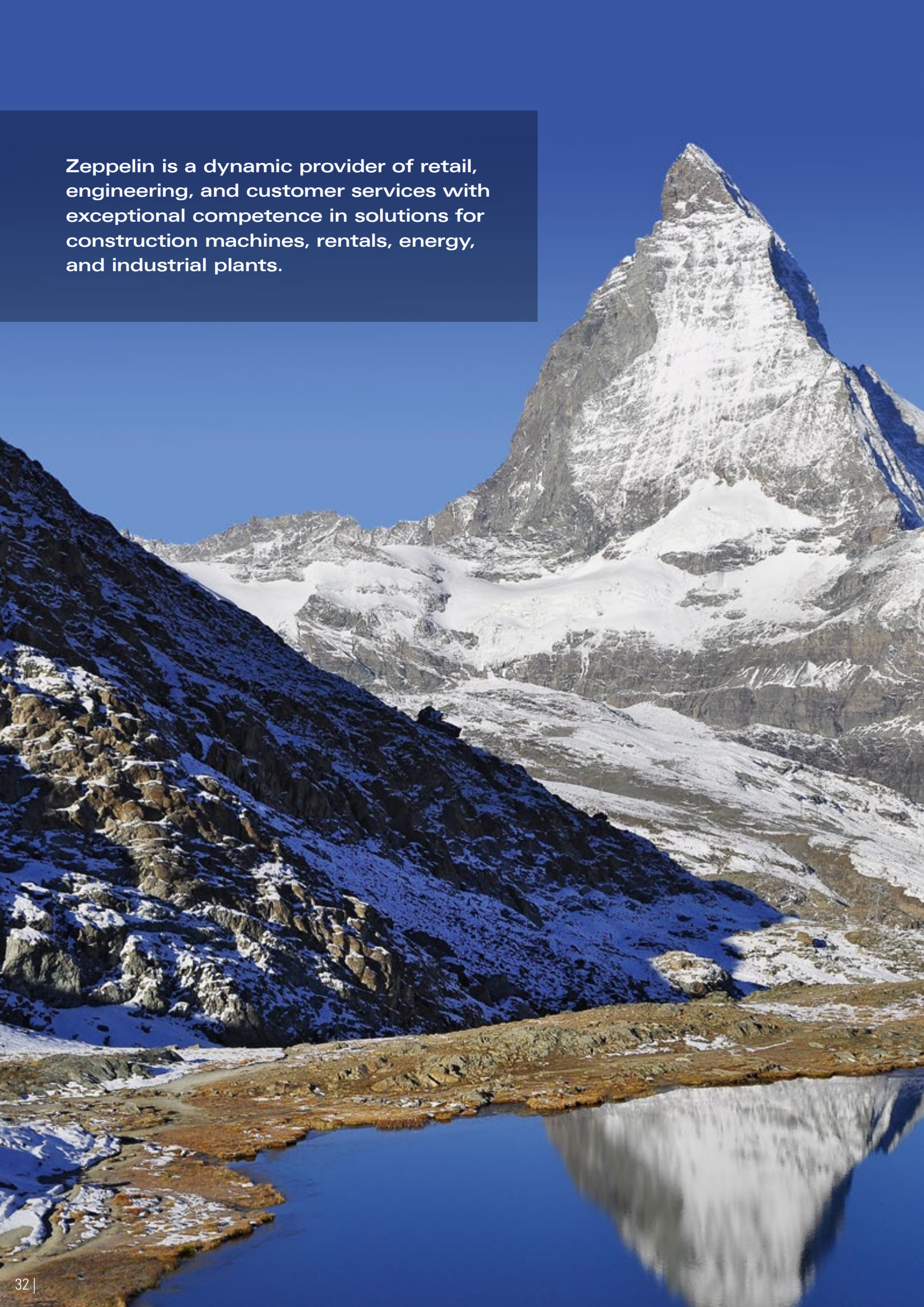
- Silos and mixers, components
- Liquids processing (beverage industry)
- Reimelt food technology (food industry)
- Quality service (aerospace industry, automobile manufacturers, suppliers)
- Polymer plants (plastics producers, forwarders)
- Plastics processing and rubber plants (plastics processors, rubber industry)
- Henschel mixing technology (mixers, extruders, compounders)
- After-sales service

Locations

Australia, Belgium, Brazil, China, Czech Republic, France, Germany, India, Italy, Russia, Saudi Arabia, Singapore, South Korea, United Kingdom, USA

The Plant Engineering business unit is specialized in developing and manufacturing components and systems for conveying high-quality bulk materials and liquids.

Zeppelin is a dynamic provider of retail, engineering, and customer services with exceptional competence in solutions for construction machines, rentals, energy, and industrial plants.



GOALS OF THE ZEPPELIN GROUP

Corporate Plans and Vision



Our vision defines the Zeppelin Group's business goals for the next decade. Zeppelin is positioning itself to play a key role as a dynamic provider with exceptional solutions competence.

Corporate Philosophy

Zeppelin's corporate philosophy isn't limited to selling and renting out individual machines, equipment, and plants. It also adds crucial value by making offers that are flexibly tailored to the needs of each individual customer. The Zeppelin Group draws on a wide range of high-quality products for this. As a result, customers receive solutions that precisely and fully meet their needs.



What's more, the markets that Zeppelin serves change and fluctuate in response to economic cycles and other factors. The construction and equipment business is especially affected by economic ups and downs and political events. By concentrating on five strategic business units, Zeppelin optimally balances out these effects and serves as a reliable partner offering excellent products and customized services.

Maximum Solutions Competence

For Zeppelin's staff, solutions competence means being familiar with customers' needs and expectations and offering them custom-tailored answers while drawing on a diverse portfolio of products and services. The passion for solutions shared by the whole team is the motor driving new ideas and innovations. This service is provided throughout the Group by its five strategic business units, but it is far more than the sum of its parts.



More and more, the focus is on extensively interlinking the individual business units and leveraging synergies, skills, and competencies. Zeppelin is already successfully employing this approach with its Industrial Services unit, which offers industrial customers services pooled from the Rental and Plant Engineering business units.

Challenges give rise to solutions. The slogan "We Create Solutions" aptly sums up this approach in the form of a promise to customers.

CORPORATE CULTURE AND THE “GRAFENSÄTZE”

Bridging Past and Present

The Zeppelin Group’s corporate culture has been lastingly shaped by its long history and tradition and its identity as a **foundation-owned company**. The Zeppelin Foundation, established in 1908, is the shareholder of the Zeppelin Group, both directly and, via Luftschiffbau Zeppelin GmbH, indirectly. This close partnership is responsible for Zeppelin’s deep commitment to combining business with an exemplary role in society.

The Zeppelin **corporate culture** is also inspired by the values that the company’s founder, Ferdinand Graf von Zeppelin, actively lived. His actions in the early 20th century were driven by his visionary might, his pioneering spirit, and his commitment to excellence. One other thing was important: without a crucial spark of persistence and tenacity, Graf Zeppelin could never have made his dream of flying come true.

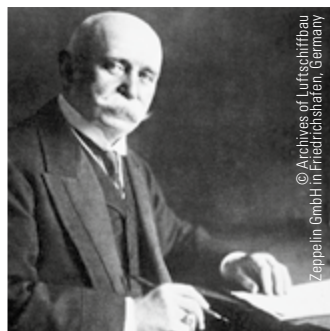
The more recently formulated 10 **Grafensätze** are inspired by the Zeppelin Group’s unique history as well as by the strengths and abilities of its founder and his successors. They succeeded in spanning the gap between the company’s past and present. As a central pillar of Zeppelin’s corporate culture, they provide the basis for the daily actions of its management and employees.

“Grafen stay on course” is one such **bridge-building principle**. It expresses the Graf’s goal orientation and persistence while linking these values with the present. Because Zeppelin employees stay focused on solutions and results, they demonstrate initiative and the ability to develop enthusiasm for what they do. This combination of tradition and modernity is key for successfully dealing with customers, suppliers, business partners, and the public.

Grafen

Gra

Grafen



© Archives of Luftschiffbau Zeppelin GmbH in Friedrichshafen, Germany



Grafen tip their hats.

Grafen overcome boundaries.

Grafen move your heart.

Grafen tip their hats. Grafen make you think.

Grafen get others on board.

fail successfully. Grafen stay on course.

Grafen stay on course.

Grafen attract Grafen.

Grafen receive support.

Grafen leave their footprint. Grafen tip their hats.

fen make you think.

Grafen overcome boundaries.

Grafen move your heart.

Grafen fail successfully. Grafen receive support.

get others on board.

Grafen receive support.



GP



S

THE GPS STRATEGY

Navigating into a Successful Future

Zeppelin is well on its way to being a dynamic provider of retail, engineering, and customer services with exceptional competence in solutions for construction machines, rentals, energy and industrial plants. This success is based on a three-pillar corporate strategy expressed by the acronym **GPS** (Growth, Performance, Stability).

Growth refers to the fact that all of Zeppelin's strategic business units consistently focus on achieving and expanding a strong market position. They strive to expand the company's portfolio through organic growth and targeted acquisitions that strengthen Zeppelin's position as a provider of solutions. The Zeppelin Group leads the market with its portfolio, because in order to optimally serve its customers it offers only high-quality products and excellent services.

Performance has much to do with the outstanding achievements of Zeppelin's own employees. Optimally trained and qualified specialists and managers add decisive value for customers by providing tailored advice. With a consistent customer focus, they boost results by looking hard at costs, improving structures, making processes leaner, and tapping synergies.

Stability is the third pillar of the GPS strategy. As a foundation-owned company, Zeppelin puts great stock in future-oriented management that looks ahead and proactively drives growth initiatives. The factors enabling their success are a sound business model with a portfolio of top-quality products and services, strong strategic partnerships, consistent financial clout, long-term financing, and comprehensive risk management. With its good long-term financial standing, Zeppelin is considered by lenders, suppliers, and customers to be a safe and reliable partner.

A STRONG EMPLOYER

Growing with Zeppelin

Zeppelin is always searching for new, talented individuals who would enjoy mastering challenges as part of a team. Zeppelin's success has always been driven by the outstanding achievements of its own employees, who grow with the company while following in the footsteps of its founder, Graf Zeppelin, with the same pioneering spirit and vision.

Zeppelin endeavors to get young people with aptitude interested in the company at an early stage. Secondary school graduates can get off to an excellent start toward a career by training in a commercial, technical, or IT profession. Dual study programs (also known as cooperative education) give university students a chance to apply their theoretical knowledge in actual working situations. Opportunities of this kind are available in the fields of business/commerce, mechanical engineering, management engineering, and electrical engineering.

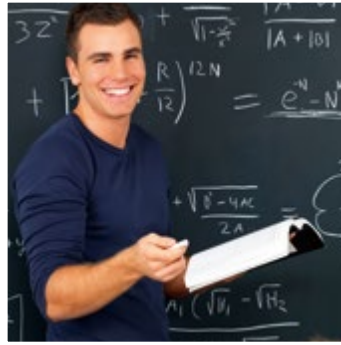
Also after employees complete their training, Zeppelin continuously fosters their further development and advancement. Staff benefit from the Group's internationality and diverse career opportunities. Regular feedback talks and appropriate courses and advanced training help both specialists and managers to develop their own potentials. Supervisors cultivate a collegial relationship with all members of their teams, aided by a specially developed guide for managers.

Zeppelin is an enterprise that gets its staff "on board" and stresses collaboration in a spirit of partnership. At the same time, it pays special attention to ensuring the compatibility of work and family, striving to give everyone equal opportunities by enabling flexible working hours and supporting childcare. Self-reliant work is encouraged on the basis of appreciation and trust. Zeppelin's employer promise—"Growing with Zeppelin"—aptly summarizes all of this.









CORPORATE SOCIAL RESPONSIBILITY

Living Responsibly

For Zeppelin as a foundation-owned company, business and community involvement are inseparable. The Group supports initiatives whose goals are aligned with the values lived by Graf Zeppelin. They include educational, scientific, cultural, athletic, and charity projects.

In the realm of education and science, the company backs the Zeppelin Youth Foundation JUST!, which rewards outstanding work by students in science, technology, economics, and social and cultural studies. The Group also provides funding for the Zeppelin University (ZU), which was established in Friedrichshafen in 2003. It is now attended by more than 1,000 young people studying toward bachelor's and master's degrees.

The values of fair play and sportsmanship are firmly anchored in Zeppelin's corporate culture. Among other things, for years the company has been sponsoring the men's team of the VfB Friedrichshafen volleyball club, which has won the German championship several times. Zeppelin is also making a difference by supporting regional art projects and international cultural initiatives, including exhibitions and festivals for classical music, opera, and the theater.

The Zeppelin Group transfers part of its profits to the Zeppelin Foundation, which uses the money exclusively to support charitable and community initiatives. In addition, Zeppelin supports efforts to help children and adolescents, for example by funding the treatment of children with cancer and relevant studies and organizing typing drives for prospective blood stem cell donors. The company also demonstrates solidarity by making gifts of money, materials, etc. to children's homes and charities in Germany and elsewhere.

ABOUT THIS PUBLICATION



ZEPPELIN GmbH

Headquarters

Graf-Zeppelin-Platz 1
85748 Garching near Munich
Germany
Phone +49 89 320 00 - 0
Fax +49 89 320 00 - 482

Company Seat

Graf-Zeppelin-Platz 1
88045 Friedrichshafen
Germany
Phone +49 7541 202 - 02
Fax +49 7541 202 - 210

Corporate Communication

E-mail: presse@zeppelin.com

More information on Zeppelin is available on the Internet at:
www.zeppelin.com

Design and Layout

Söllner Communications AG, Munich

ZEPPELIN GmbH

Headquarters

Graf-Zeppelin-Platz 1

85748 Garching near Munich

Germany

Phone +49 89 320 00 - 0

Fax +49 89 320 00 - 482

Company Seat

Graf-Zeppelin-Platz 1

88045 Friedrichshafen

Germany

Phone +49 7541 202 - 02

Fax +49 7541 202 - 210

zeppelin@zeppelin.com

www.zeppelin.com