Bitte decken Sie die schraffierte Fläche mit einem Bild ab.

Please cover the shaded area with a picture.

(24,4 x 7,6 cm)

Investor Presentation June 2022
[Fact Book 2021]

Ticker: CON
ADR-Ticker: CTTAY
http://www.continental-ir.com
Agenda

Continental

Automotive

Tires

ContiTech

Contract Manufacturing

Corporate Governance

Sustainability

Financials

Back-up
Continental
We Are a Global Powerhouse

First to market with software-defined vehicle architecture and a leading player in autonomous mobility

Industry-benchmark operational efficiency in Tires

Global Leader in Technical Rubber and Plastic Products

~192,000 talented and dedicated employees
Changing Economic Environment
Positive Mid-term Growth Outlook, but Well Below Dec. 2018 Expectations

Light vehicle (LV) production (million units)

Light vehicle (LV) replacement tire sales (million units)

IHS LV production forecasts from: Dec. 2018 • Nov. 2020 • May 2022

Our Objectives
What Drives Our Strategy?

What do we want?

Emerge as a winner of the transformation.

Create value for all stakeholders.
Customers, suppliers, employees, partners, communities and shareholders.
Our Strategy
Emerge as a Winner of the Transformation

1. Strengthen operational performance
   - Right-size cost structure
   - Commitment to efficiency and quality

2. Differentiate our portfolio
   - Win in growth businesses
   - Manage value businesses for profitability and cash

3. Turn change into opportunity
   - Embrace sustainability
   - Focus on passion to win and transparency and ownership
Strengthen Operational Performance
Right-size Cost Structure Via Reductions and Shift to Best Cost

<table>
<thead>
<tr>
<th>Annual gross cost savings target</th>
<th>Continental’s contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total ~€850 mn by 2023</td>
<td></td>
</tr>
<tr>
<td>Tires and ContiTech ~30%</td>
<td></td>
</tr>
<tr>
<td>Automotive and Contract Manufacturing ~70%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Best-cost share in manufacturing</th>
<th>2019</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>~70%</td>
<td>~75%</td>
<td></td>
</tr>
</tbody>
</table>

| Best-cost share in R&D            | ~50% | ~60%     |

Continental’s contribution
## Strengthen Operational Performance
Multiple Activities Underway to Improve Productivity and Quality

<table>
<thead>
<tr>
<th>Targets</th>
<th>Selected examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational excellence</strong></td>
<td></td>
</tr>
<tr>
<td>Increase effectiveness, efficiency and flexibility</td>
<td>Energy efficiency, Automation/digitalization, TiresGym 100</td>
</tr>
<tr>
<td><strong>Quality excellence</strong></td>
<td></td>
</tr>
<tr>
<td>Reduce quality-related incidents and costs</td>
<td>Quality First program, Total Quality Management CoC¹, Continental Business System</td>
</tr>
<tr>
<td><strong>Standardization</strong></td>
<td></td>
</tr>
<tr>
<td>Leverage existing platforms, tools and processes</td>
<td>Cooperation Portal, Autosar, One Project Management</td>
</tr>
</tbody>
</table>

¹ CoC = Center of Competence.
Differentiate Our Portfolio

Differentiation of Our Portfolio Between Growth and Value

Growth
- Fast-growing markets
- Outperformance driven by technological innovation
- Focus: market position, growth and long-term profitability

<table>
<thead>
<tr>
<th>Automotive Technologies</th>
<th>Tires</th>
<th>ContiTech</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software and Systems Excellence</td>
<td>Fleet services, selective regions</td>
<td>Focus on five growth areas</td>
</tr>
<tr>
<td>Architecture and Networking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autonomous Mobility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Smart Mobility</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Value
- Stable, mature markets
- Profitable business
- Focus: profitability and cash conversion

<table>
<thead>
<tr>
<th>Safety</th>
<th>User Experience</th>
<th>EMEA business</th>
<th>Base business</th>
</tr>
</thead>
</table>

Investor Presentation, June 2022, © Continental AG
## Differentiate the Portfolio
Focused Management Approaches to Best Crystallize Value

<table>
<thead>
<tr>
<th></th>
<th>How we manage</th>
<th>Strategic optionality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Growth</td>
<td>Considerations</td>
</tr>
<tr>
<td>Growth</td>
<td>Value-accretive</td>
<td>Competitive funding for investment needs</td>
</tr>
<tr>
<td></td>
<td>outperformance</td>
<td>Ability to attract talents and potential</td>
</tr>
<tr>
<td></td>
<td></td>
<td>partners</td>
</tr>
<tr>
<td>Profitability</td>
<td>Long-term profitability</td>
<td>Innovation to expand market position</td>
</tr>
<tr>
<td>Investment</td>
<td>Innovation</td>
<td>Considerations</td>
</tr>
<tr>
<td></td>
<td>Cash</td>
<td>Continuous best owner review</td>
</tr>
<tr>
<td></td>
<td>conversion</td>
<td>Partnerships or divestitures</td>
</tr>
<tr>
<td>Value</td>
<td>Selective growth</td>
<td>Considerations</td>
</tr>
</tbody>
</table>
**Turn Change into Opportunity**
Embracing Sustainability in Everything We Do

<table>
<thead>
<tr>
<th>Targets¹</th>
<th>Activities</th>
<th>Accountability</th>
</tr>
</thead>
</table>
| Together with our value chain partners and latest by 2050, we strive for: | We actively unleash sustainable market potential in all business units | **Aligned with shareholders**
| 100% Carbon neutrality | Foster innovation and phase-in growth businesses | Long-term incentive program utilizes three key performance indicators: |
| 100% Emission-free mobility and industry | Transform or phase-out non-viable businesses |  
| 100% Closed resource | Advance sustainable business practices |  
| 100% Responsible value chain |  

² Total Shareholder Return.

**Aligned with shareholders**

- Share price
- Relative TSR

**Sustainability**
- Environment
- Engagement
- Health & Safety
- Diversity
Turn Change into Opportunity
“Passion to Win” and “Transparency and Ownership” Have Top Focus

Our Values

- Passion to win
  - 74% of employees do agree
- Freedom to act
  - 76% of employees do agree
- Trust
  - 80% of employees do agree
- For one another
  - 71% of employees do agree

Our Mindset

- Transparency and ownership
- Flexibility and agility
- Quality and impact

80% of employees do agree
71% of employees do agree
74% of employees do agree
76% of employees do agree
## Agenda

- Continental

**Automotive – Overview**

- Tires
- ContiTech
- Contract Manufacturing

- Corporate Governance
- Sustainability
- Financials
- Back-up
Transformation of the Automotive Industry
Six Dominating Trends Will Define the Future of Mobility

- Autonomous Mobility
- Smart Mobility
- Architecture and Networking
- User Experience
- Safety and Motion
- Software (SW) and Systems Excellence
Transformation of the Automotive Industry
Expanding Value Creation Opportunities in All Trends

Trends
- Autonomous Mobility
- Smart Mobility
- Architecture and Networking
- SW and Systems Excellence
- User Experience
- Safety and Motion

Old World: Defined by Hardware
- Assisted
- Concepts
- Distributed
- Emerging
- Analog
- Stand-alone

New World: Defined by Hardware and Software
- Autonomous
- Ecosystems
- Centralized
- Key differentiator
- Holistic
- Comprehensive

Evolution of Trends
- 2000
- 2020
- 2030

Value creation opportunities
Transformation into Group Sector Automotive
Realigning Our Activities into Action Fields to Better Serve Trends

We Drive the Future of Mobility.

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety and Motion

Software and Systems Excellence
Architecture and Networking
Transformation into Group Sector Automotive
Realignment Leverages Synergies Across Multiple Dimensions

**Project management**
Managing **highest complexity** across action fields and parties

**Horizontal integration**
- Combining **functions across domains**
- **Standardized** hardware and software platforms to realize **better economies of scale and scope**

**Vertical integration**
Capable of providing **fully functional system stacks**
- Cloud
- Functions/services/apps
- Middleware/OS
- Basic software
- Hardware

**Scalability across OEs and platforms**
- Most competitive **cost position**, fastest **time to market** and attractive **value proposition**
- Unique portfolio **breadth and depth**
Differentiate Our Automotive Portfolio

Action Fields to be Managed as “Growth” or “Value”

**Growth**
- Fast-growing markets
- Outperformance driven by technological innovation
- Focus: market position, growth and long-term profitability

**Value**
- Stable, mature markets
- Profitable business
- Focus: profitability and cash conversion

1 Mid-term organic sales growth above IHS LVP.
Automotive: Adjusted EBIT\(^1\) Margin Bridge

We Strive for an Adjusted EBIT\(^1\) Margin of ~ 6% to 8% in the Mid-term

-2.2%  

2020\(^2\)  

Growth

- Operational performance

Mid-term target

- Based on mid-term IHS light vehicle production forecast from November 2020
- Assumes expected outperformance of individual action fields

- Right-sized cost structure in terms of manufacturing and R&D
- Focus on operational excellence, quality excellence and standardization

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
2 IFRS 5 for Vitesco applied starting 2021. P&L figures have been adjusted for 2020.
Agenda

Continental

Automotive – Strategic Action Fields

Tires

ContiTech

Contract Manufacturing

Corporate Governance

Sustainability

Financials

Back-up
Strategic Action Field: Architecture and Networking
Leading the Way Toward Software-defined Vehicles
Leading the Way Toward Software-defined Vehicles
We Are Playing a Leading role in the Technology Transformation

Up2now

Patchwork architecture
› Up to ~100 ECUs, limited computing power
› Functionality isolated in ECUs
› Lots of wires
› Limited cloud-based functionality

User expectation: pleasure, safety and convenience

Going forward

Function-defined architecture
› Few HPCs and zones, significant computing power
› Functions defined by SW (HW abstraction)
› ~50% reduction of wires
› Always connected

User expectation: smart IoT device
Understanding The New Business Needs

We Are Capitalizing Directly on this Transformation

Value per vehicle\(^1\)

Vehicle purchased

System Integration

Electronics & Software

Vehicle end of life

Value per vehicle\(^1\)

Vehicle purchased

System Integration

Electronics & Software

Vehicle end of life

Complexity & functional growth

Cloud services

New features and functions

Software maintenance

1 Not to scale; for illustrative purposes only.
Our Strategy:

We are leveraging our competence and leadership in electronic control systems…

…to provide the backbone of the intelligent and connected vehicle
Understanding Our Customers
We Are Winning: Providing Solutions that Capture Value

Customer Challenges

Continental Solutions

Integration of complex systems

› **Capability** to provide fully pre-integrated and cyber-secured functional stacks

Lack of software expertise

› Superior capabilities component to system
› Established agile development and collaboration methods and tools

Managing new business models

› Enabling new recurring value streams
› Covering complete vehicle lifecycle
Our Portfolio – Valuable Building Blocks
We Leverage our Legacy to Deliver Solutions to Meet Tomorrow’s Needs

Architecture
Enabling any function in the vehicle

- Zone Control Units
- High Performance Computers
- Actuator Control Electronics
- Body Electronic Solution Family
- Process, Dev Ops and Tools
- Architecture, Integration and Services

Networking
Connecting the vehicle to the IoT and beyond

- OTA Updates & Security
- V2X Communication
- 4G/5G, Telematics & Antennae Solutions
- Digital Access Solutions
- Broadcast Antennae Solutions
- Access Solutions
Our Portfolio – Valuable Building Blocks
We Leverage our Legacy to Deliver Solutions to Meet Tomorrow’s Needs

Architecture
Enabling any function in the vehicle

Networking
Connecting the vehicle to the IoT and beyond

Building High Performance Computer E2E solutions from our core building blocks…

- Architecture, Integration and Services
- Process, Dev Ops and Tools
- SW and Services

Going forward

Zone Control Units
High Performance Computers

Up2now

- Body Electronic Solution Family
- Actuator Control Electronics

V2X Communication
- 4G/5G, Telematics & Antennae Solutions
- Digital Access Solutions
- Broadcast Antennae Solutions
- Access Solutions
Our Portfolio – Valuable Building Blocks

Deep-Dive: End-2-End Solutions for High Performance Computers (HPCs)
Leadership in High Performance Computers (HPCs)
Achievement: ~ €5.5 bn Cumulative Life Time Sales (LTS) Since 2018

First to market
For Volkswagen Group’s MEB platform

~ 600,000 ICAS1 HPC units delivered since 2019

Adding value across the lifecycle through:
› Software maintenance services
› Functional improvement services

HPC LTS
HPCs for single domains

~ €5.5 bn cumulative LTS since 2018

Future
Cross-domain dominated HPC solutions
~15 active acquisitions running with SOPs starting from 2024 onwards

› Continental as industry and innovation leader in cross-domain HPCs
› Capitalizing on emerging new business models and creating tangible value for our Customers

1 ICAS: “In-Car Application Server”
Strategic Action Field: Software and Systems Excellence
Our Strengths Overcome Software Challenges

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety and Motion
Software-defined Vehicles…
… Face Numerous Challenges

Explosion of complexity
› Customer expectations and regulatory requirements
› SW-defined differentiation

High degree of variants
› Regional requirements
› Numerous models per OEM
› Highly customizable models

Long product lifetimes
› Long-term maintenance period
› Always up-to-date, safe and secure

Vague standards
› Generic industry standards
› OEMs interpret standards individually

Safety
› Safety-critical mission
› Defects can be life-threatening

Safety - critical mission
Our Strengths Overcome Software Challenges
We Cover the Entire Spectrum of Customer Needs

60% Non-differentiating software
Customer needs: Economies of scale for most competitive cost position

40% Differentiating software
Customer needs: Economies of scope to provide best support/expertise

Continental offers best-in-class software and systems excellence based on:
- Competence
- Technology
- Workflow
- Collaboration
Our Strengths Overcome Software Challenges
Recognized Leader in Automotive Software Products and Services

Core product areas

› HPC and automotive OS: solutions, tooling and cloud extensions

› Real-time computing and automotive network software solutions

› Cybersecurity and OTA\(^1\) updates

Top strengths and USPs

› Completely safe and secure automotive-grade middleware and OS stack, with proven mass-produced services

› Software and system competency, especially HMI services, Android solutions and connected services from a single source

› Track record in integration and validation services

› Maintenance for automotive-grade and safety-certified software

› Global workforce established in key regions and close to our customers

\(^1\) OTA: over-the-air (wireless delivery of new software, firmware or other data).
Scalable, Integrated and Cloud-ready Platforms Needed
We Deliver Software Stacks for Present and Future Architectures

Continental’s Technologies

Cloud
Open for 3rd party integration

Software functions
Enables customers to build key differentiating features

OEM and domain specific Middleware
Automotive hardened off-the-shelf software based on automotive pre-integrated and qualified open-source software

Operating system
Based on standards such as Linux, AUTOSAR, Hypervisor, and Security

HPC platform

Continental
Function-specific development

Tool framework

1 Differentiating and non-differentiating software from an OEM point of view.

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Elektrobit Offers Full Coverage
Products and Engineering Services to Enable Automotive OS Solutions

**Application layer:**
Vehicle functions such as safety, driving, braking, parking, lighting, locking, heating, charging, music and streaming

**Platform Services:**
Platform services to manage functionality across different ECUs and vehicles, e.g. mode management, power state, time sync, FW update, log, trace and data, node supervision

**Middleware:**
HW-independent software and middleware, e.g. Adaptive and Classic AUTOSAR, Android framework

**Core software:**
HW-dependent software, real-time and dynamic operating systems, hypervisor, firmware, etc.
Argus – State-of-the-art Cybersecurity

Highlights

- **65+ million vehicles** will be secured with Argus technology starting 2021 across **21 production projects, 20 manufacturers**
- **Reducing cyber security cost and complexity with reusable software and direct OEM engagement**
- **1000+ man years** invested to date in Argus technologies and research
- **70+ granted and pending automotive cyber security patents**

- **Seamless integration** across product portfolio
- **Partnerships** with leading industry players: NXP, Amazon, Microsoft, Marvell
- **~200 employees** with offices across the globe: Korea, Japan, Germany, France, US
- **Automotive grade – ASIL-B ready and developed in alignment with ASPICE Level 2 requirements**
Speed and Agility
We Manage the Complexity of Software Integration End-2-End

Solution to integrate an exponentially growing amount of software
Automatization and standardization
Reduction in development time and costs, increase in software quality

Continental software factory
› Continuous integration, testing and delivery
› On-site and cloud resources
› Embedded hardware

Real-time traceability
feature requests | bug reports | software

Continuous Cooperation Portal

Software delivery
KPI deported

External software factories
OEMs and partners

Investor Presentation, June 2022, © Continental AG
Software-defined Vehicles Offer New Revenue Streams
Trust-based Collaboration Models Required

Hardware and function coupling – Software treated like hardware

![Diagram showing traditional car and software-defined vehicle lifecycle](image)

Software-defined vehicle needs a software platform partner throughout vehicle lifecycle

![Diagram showing software-defined vehicle lifecycle](image)

1 SOP: Start of production, 2 EOP: End of production, 3 EOL: End of life
Collaborations Based on Trust
Our Strong Partnerships Within the Ecosystem

We unite the right partners for building software-defined cars.

Note: Any rights of trademark owners remain unaffected.
Strategic Action Field: Autonomous Mobility
On the Way to Autonomous Mobility
Continental’s Autonomous Mobility Business
Leveraging Strong AD\(^1\) Position to Capture Growth Opportunities

### Leading AD\(^1\) Player

**Revenue (€ bn)**

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.9</td>
<td>1.2</td>
<td>1.6</td>
<td>1.9</td>
<td>2.0</td>
<td>1.7</td>
<td>1.7</td>
</tr>
</tbody>
</table>

**Order Intake 2018 – 2021**

- €10.5 bn

### Full Stack Solution Provider

#### Compute & Software

- **Continental**
  - Safety
  - Cruising
  - Parking

- **Partners**
  - Functions
  - AD HPC\(^2\)
  - Integration

#### Sensors

- **Radar**
- **Camera**
- **AD HPC\(^2\)**
- **Software**
- **Vision**
- **Lidar**

### Growing Pipeline

- **2018 – 2021**
  - ~ €48 bn
  - €10.5 bn

- **2022E – 2024E**
  - ~ €70 bn

**Drivers**

- Content growth from L1/L2 to L2+/L3 and beyond
- From components to systems
- Services, system integration and functions

---

1 Assisted/automated Driving. 2 AD high-performance computer. 3 Based on expected lifetime sales of orders awarded during the time period.

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On The Way Towards Level 4 (L4)
Modular and Scalable Portfolio Needed

From assisted to autonomous driving and from surround-view to automated parking systems

**Legend:**
- Radar
- Camera
- LiDAR
- Function host
- ADCU
- Ultrasonic
- Smart camera

**COMPANION PERFORMANCE**
- L2+ w. SW scalable to L3
  - Premium
  - High
  - Hands-off cruising on highways
  - HW preparation for L3/L4 and silent testing
- L2 w. NCAP 2025 5 stars
  - Low
  - Semi-autonomous lane change
  - Automated parking
  - Surround-view

**CHAUSSER**
- L3/4 with redundant safety path
  - Premium
  - Mind-off cruising
  - Operational design domain extension

**ASSIST BASE**
- L2 w. NCAP 2025 5 stars
  - Low
  - Semi-autonomous lane change
  - Automated parking
  - Surround-view

**ASSIST ENTRY**
- Smart cam/Small ADCU
  - Low
  - Legal requirements and commodity ADAS

**Extended L2**
- High
  - Hands-off cruising <80kph
  - Premium parking
  - Premium surround-view

**L3**
- PILOT

**L4**
- ASSIST ENTRY
- smart cam/Small ADCU
- Low
- Legal requirements and commodity ADAS

**L2**
- ASSIST BASE
- L2 w. NCAP 2025 5 stars
- Low
- Semi-autonomous lane change
- Automated parking
- Surround-view

**L2+**
- COMPANION PREMIUM
- L2+ w. SW scalable to L3
- Premium
- High
- Hands-off cruising on highways
- HW preparation for L3/L4 and silent testing

**L3**
- PILOT

**L4**
- CHAUSSER
- L3/4 with redundant safety path
- Premium
- Mind-off cruising
- Operational design domain extension

**On The Way Towards Level 4 (L4)**
Modular and Scalable Portfolio Needed
## Continental’s Portfolio for Automated Driving
Level 2 Plus Solutions Addressing Significant Growth

<table>
<thead>
<tr>
<th>Continental technology</th>
<th>in series</th>
<th>“L2 Plus”</th>
<th>“L2 Performance”</th>
<th>“L2 Premium”</th>
<th>Highly Automated Driving (HAD) (SAE L3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partly Automated Driving (SAE L2)</td>
<td>in series</td>
<td>“L2 Plus”</td>
<td>“L2 Performance”</td>
<td>“L2 Premium”</td>
<td>Highly Automated Driving (HAD) (SAE L3)</td>
</tr>
</tbody>
</table>

### Software

<table>
<thead>
<tr>
<th>Feature</th>
<th>Continental technology</th>
<th>in series</th>
<th>“L2 Plus”</th>
<th>“L2 Performance”</th>
<th>“L2 Premium”</th>
<th>Highly Automated Driving (HAD) (SAE L3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD High Performance Computer</td>
<td>optional</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>Cruising Chauffeur</td>
<td></td>
</tr>
<tr>
<td>Traffic Jam Companion (hands-off ≤ 80 kph)</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>Cruising Chauffeur</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highway Companion (hands-off ≤ 130 kph)</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>Cruising Chauffeur</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“L2 in extended” “Operational Design Domain”</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>Cruising Chauffeur</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Sensors

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Radars</td>
<td>1 – 5</td>
<td>5 – 7</td>
<td>5 – 7</td>
<td>7</td>
<td>Cruising Chauffeur</td>
<td></td>
</tr>
<tr>
<td>Cameras</td>
<td>1 – 2</td>
<td>6</td>
<td>6</td>
<td>9</td>
<td>Cruising Chauffeur</td>
<td></td>
</tr>
<tr>
<td>Lidars</td>
<td>optional</td>
<td>6</td>
<td>6</td>
<td>9</td>
<td>Cruising Chauffeur</td>
<td></td>
</tr>
</tbody>
</table>

### Content per vehicle

- **> 200 EUR**
- **> 2x L2**
- **> 4x L2**
- **> 10x L2**

---

1 New Car Assessment Programme.
From Vision to Perception
Sensor Know-how Enables Vision Solutions & Functions

Image Processing
- Pixels

Radar Processing
- Point Cloud

Lidar Processing
- Point Cloud

Perception

Camera “Vision”
- Continental Vision Stack
- Continental Vision Stack Partner
- Integration 3rd party vision stack

Radar “Vision”
- Full Continental Radar Stack

Lidar “Vision”
- Full Continental Lidar Stack

Full Vision Solution
- Sensor Data Fusion & Comprehensive Environment Modelling

Success

Safety Functions
- SOP: 2019
- L2
- TOYOTA

Cruising Functions
- SOP: 2021
- L2

Parking Functions
- SOP: 2022
- L2

Vision Stack
- Integration 3rd party vision stack

Full Continental Radar Stack
- Continental Vision Stack

Full Continental Lidar Stack
- Continental Vision Stack Partner

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Software Stack and Hardware Platform Solutions
Modular & Scalable to Manage High Complexity

Full Stack Capability

<table>
<thead>
<tr>
<th>Driving and Parking Functions</th>
<th>Perception</th>
<th>Operating System and Middleware</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Software components from
- Continental
- Continental subsidiary
- Continental subsidiary
- 3rd party

High Performance Computer (AD HPC)

Partly Automated Driving (SAE L2) | “L2 Plus” Performance | Premium | Highly Automated Driving (SAE L3) | Fully Automated Driving (SAE L4) |

From combinable Surround View and Assisted Driving up to integrated Automated Driving and Parking HPCs

Ready for Over-the-air software updates

Success

SOP: 2022 L2+ SOP: 2022/23 L2 L2+
We Are Ready for the Challenges of the Future
AI and Simulation for the Next Era of AD Technologies

The Vital Importance of Data Quality & Efficient Data Management

Global Test Vehicle Fleet
Collecting around 100 terabytes of data each day – equivalent to 50,000 hours of movies

Neural Network Development

Industry Leading Supercomputer

Synthetic Data Generation

Validation & Simulation

AI Competence Center

Core development of AI technologies
Roll-out to product development teams
Exploiting Additional Business Areas
Markets of Interest

**Software as a Product**
- Software will be a key differentiator within automotive
- Defining business models for Software is crucial for ADAS

**Commercial Vehicles**
- First commercial autonomous fleet operations expected
- Strong market growth within the next 5 years by push of legislation

**Mobility Provider**
- Autonomous fleet operations expected within dedicated environments
- Experiences gained through those fleets will be crucial for a data driven development

**Relevance**
- Business model implemented: Example “3D View” functionality
- Strong customer base established

**Continental Status**
- Dedicated business within Continental
- Established business relationship through sensor competency

**Continental Future**
- Full stack supplier to create best in class software solutions actively including partners
- Full system and solution provider supporting commercial fleets
- Strong collaboration with fleet providers to test innovative technologies and improve software functions
Strategic Action Field: Smart Mobility
Becoming a Leader in Smart Mobility

Autonomous Mobility

Smart Mobility

User Experience

Safety and Motion

Software and Systems Excellence

Architecture and Networking
Becoming a Leader in Smart Mobility
Smart Mobility Requires Smart Solutions

Mobility today (partly smart):
Fragmented, mostly unconnected island solutions

Smart mobility:
Connects data and uses knowledge to provide insights and recommendations

Smart solutions
› Various customer groups
› Full stack
› Multiple business models

Use data for business

Service

Transmit data

Telematics (TCU)

Generate data

Sensor/actuator
Growing Need for Smart Mobility Solutions
Converging Requirements and Demands from CV and PV Worlds

Commercial vehicle fleet operators

› 100% of trucks connected
› **Digital logistics** value chain drives CV **fleet services**
› **Big data** – analysis of data across brands, vehicle types, sensors and markets

Private users and passenger vehicle fleet operators

› **New business models** such as sharing and hailing disrupt mobility
› Fleet vehicles managed as investment goods
› Demand for **total cost of ownership (TCO)** reducing services

Growth drivers

- Digital logistics value chain
- Regulations – safe, clean & fair
- New mobility business models
- Orchestrator solutions – cross-technology
Key Challenges of Smart Mobility
Our Capabilities and Solutions Provide Customer Value

Customer Challenges

- Scattered landscape of independent elements
- Difficult to interpret data from a multitude of sensors and actuators
- Necessity to use several solutions in parallel

Continental Solutions

- Modular full stack solutions and systems from sensor to service
- Longstanding experience working with and profound understanding of automotive sensors, actuators and computing
- Holistic end-to-end integrated systems providing superior insights in an easy-to-use solution
### Comprehensive Smart Mobility Solutions
Expanded Offerings to Cover Needs of Diverse Customer Groups

<table>
<thead>
<tr>
<th>Customer group</th>
<th>CV OEMs</th>
<th>PV OEMs</th>
<th>Logistics fleets</th>
<th>Mass transit</th>
<th>Vocational &amp; off-highway fleets</th>
<th>Breakdown service providers</th>
<th>Workshops &amp; other AM applications</th>
<th>Mobility fleets</th>
</tr>
</thead>
</table>

#### Fleet type

<table>
<thead>
<tr>
<th></th>
<th>Commercial vehicle fleets</th>
<th>Passenger vehicle fleets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet type</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Continental solution</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eHorizon</td>
<td>![In the market]</td>
<td>![In development]</td>
</tr>
<tr>
<td>Remote vehicle data</td>
<td>![In the market]</td>
<td>![In development]</td>
</tr>
<tr>
<td>Key as a service</td>
<td>![In the market]</td>
<td>![In development]</td>
</tr>
<tr>
<td>Fleet management</td>
<td>![In the market]</td>
<td>![In development]</td>
</tr>
<tr>
<td>Digital tachograph</td>
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</tr>
<tr>
<td>Key as a service</td>
<td>![In the market]</td>
<td>![In development]</td>
</tr>
</tbody>
</table>

*In the market  ❌ In development*
Continental Established in Full Stack
Modular Architecture for More Service Opportunities

**Established service**
Existing back-end infrastructure and running services (fleet management system, tire information system, ContiTech (e.g. conveyor services))

**Solid market position for TCU¹**
OBD²-II Dongle in production
Solid position in 3G, 4G, 5G telematics
Established in digital tachographs

**Large portfolio of sensors/actuators**
Bluetooth low energy, tire sensor, door-access-controls, on-board weighing, NOx sensor

---

<table>
<thead>
<tr>
<th>Vertical stand-alone architecture</th>
<th>Horizontal coherent and modular building blocks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>Service</td>
</tr>
<tr>
<td>TCUs¹</td>
<td>TCUs¹</td>
</tr>
<tr>
<td>Sensors/actuators</td>
<td>Sensors/actuators</td>
</tr>
</tbody>
</table>

¹ TCUs: telematic control units.
² OBD: on-board diagnostics.

**Past**

**Future and Continental’s offering**
Strategic Action Field: User Experience
Joy of Use, Ease of Use and Safe Driving
User Experience
Buying Decisions Are Influenced by UX More Than Ever

EXPERIENCE
EASE OF USE

CREATE
UNIQUENESS

Consumer: need for emotion
› Ease and joy of use lead to customer satisfaction
› Willingness to pay

OEM: need for differentiation
› Traditional differentiators are losing significance
› High-value interior as key brand identifier
User Experience
UX Matters: Holistic User Experience Portfolio

Visual
› Display solutions
› Head-up displays
› Cabin sensing

Software and system
› UX assets

System integration
› Cockpit HPC

Audial
› Sound solutions

Tactile
› ShyTech
› Haptics

More than one in three cars are equipped with our UX parts!

1 HPC: high-performance computer.
## User Experience

### What Makes Us Successful: Leading in All Four Core Competencies

<table>
<thead>
<tr>
<th>TODAY</th>
<th>DESIGN</th>
<th>TECHNOLOGY</th>
<th>INTEGRATION</th>
<th>PRODUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Flat 2D displays</td>
<td>Separate devices</td>
<td>Stand-alone functions</td>
<td>Specific product set-up per customer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOMORROW</th>
<th>DESIGN</th>
<th>TECHNOLOGY</th>
<th>INTEGRATION</th>
<th>PRODUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large curved displays</td>
<td>Latest CE technology qualified for automotive use</td>
<td>Integration of camera and haptic functions into display solutions</td>
<td>Standardized production of various display shapes in mega factories with high complexity</td>
<td></td>
</tr>
</tbody>
</table>
**User Experience**

Our Designs Enable OEMs to Differentiate

**IN LAUNCH**

- **L-shape display + cockpit HPC**
- **C-shape display + cockpit HPC**
- **V-shape display**

**UPCOMING LAUNCHES**

- Business win with German OEM
  - **SOP 2023**
  - **C-shape OLED display**
- Business win with Asian OEM
  - **SOP 2023**
  - **V-shape display**

**NEW ACQUISITIONS UNDERWAY**

- ShyTech display

> €5.5 bn in lifetime sales

for display solutions with SOP ≥ 2022

---

1 Pictures featured on this page belong to their respective owners.
2 High-performance computer.

---

Investor Presentation, June 2022, © Continental AG
User Experience: ShyTech Display
Reduced to the Maximum

User experience highlights:
› ShyTech displays combine a subtle design with new functions
› Functions appear when relevant for the driver (magic effect)
› High-value interior with living room feel inside the vehicle

Technology highlights:
› Semi-transparent surface with natural texture and haptics achieved by gravure print technology
› High-brightness backlight (for perfect contrast and high image quality w/o postcard effect)
User Experience: Switchable Privacy
100% Entertainment, 0% Distraction

User experience highlights:
› Switchable privacy displays allow co-drivers to enjoy full range of entertainment, including watching videos during driving
› No driver distraction, as less than 1% of light emitted is visible to the driver

Technology highlights:
› Dual backlight systems allow user to switch between public and privacy mode
› Compact packaging, narrow border and highest picture quality in terms of contrast, luminance, image homogeneity and energy efficiency
User Experience
We Integrate Innovative Features, Increasing Our Value

Purchased parts
- Front glass
- Display panel

Own hardware value creation and refinement by Continental
- Electronic PCBs
- Backlight LED PCB
- Die-cast housings
- Camera + infrared (IR) illumination

Integration expertise:
- Infrared camera integrated behind cover lens

Integration
- Next-level interaction design:
  - Haptic feedback
  - Touch, proximity and gesture detection
  - Pre-shaped designs with finger guidance

High-quality surfaces:
- Daylight readability
- Optical bonding for crystal clear image
- Narrow border design

Technology (r)evolution:
- New backlight technology
- Natural 3D experience

Software IP:
- Camera eyeball tracking
- 3D display content
- UX software

1 PCB: printed circuit board
User Experience
Deep Knowledge of Manufacturing Complex Products Is Our Core

PRODUCTION CAPABILITY
With our extensive know-how and experience, we master the production of complex solutions.

The result
Trendsetting C-shape, L-shape, V-shape and pillar-to-pillar displays

EQUIPMENT STANDARDIZATION
We increase the interoperability of our production equipment and drive digitalization in our plants.

The result
Standard lines for highly customized products

MEGA PLANTS
With our mega plant approach, we gain higher efficiency and utilize our available experience and know-how.

The result
Premium-quality products with reduced investment
Strategic Action Field: Safety and Motion

Safety Is Not Negotiable

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety and Motion

Software and Systems Excellence

Architecture and Networking
Our Vision Zero
Safe Mobility Is Our Passion – Saving Lives Our Devotion

Normal Driving
Hydraulic Brake System
“Safe Stop and Stand Still”

Hazardous Situations
Electronic Brake System
“Stabilize and Emergency Brake”

Crash
Restraint System
“Mitigate the Impact”

All our solutions are based on:
Sense  Plan  Act
Sensors Are the Base for Safety and Automation

Strong Position Today. Extending Portfolio for Tomorrow’s Opportunities

Automotive trends drive increase of vehicle functions

Sensors are essential for functions

Need for more and new sensors

Today

Strong position leveraging our engineering and manufacturing expertise.

>300 mn sensors\(^1\) delivered in 2019

Tomorrow

Assert position through portfolio refinement and extension.

3% outperformance\(^2\) 2020 – mid-term

Wheel Speed Sensors
High resolution, AD\(^3\) ready

Battery Sensors
Electrical vehicles

Tire Information System
Tire & road condition

>15 SOPs

---

1 Excluding airbag satellite sensors. | 2 Mid-term organic sales growth above IHS LVP. | 3 AD: automated driving.

Investor Presentation, June 2022, © Continental AG
All Future Cars Need a Brake System
Friction Brakes with Electronic Brake System Stay the Dominating Solution

Normal Braking | Emergency Braking | Stabilization | Standstill Management | Fail Operational
---|---|---|---|---
Friction Brake & EBS | ✔ | ✔ | ✔ | ✔
Recuperation only | ✔ | ❌ | ❌ | ❌ | ❌
All Future Cars Need a Brake System
Top Market Position by Translation of Trends into Tangible Products

Market 2025

1. EV = electrical vehicle (BEV, HEV, 48V).
2. ICE = internal combustion engine.
3. EPB = electric parking brake.

The New Generation of Drum Brakes
- Low brake dust emissions
- Corrosion resistant
- Integrated electric parking brake
- Patented design

Ø EPB³ content per car

- Today: 100%
- Mid-term: ~125%

1st to Market with VW ID.3

+7 additional awards

EV³ = 35%
- Trend: recuperation

ICE² = 65%
- Trend: non-exhaust emissions

Two Trends
One solution: EPB Si

<table>
<thead>
<tr>
<th>Ø EPB³ content per car</th>
<th>Today</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
<td>~125%</td>
</tr>
</tbody>
</table>

- Low brake dust emissions
- Corrosion resistant
- Integrated electric parking brake
- Patented design

1 EV = electrical vehicle (BEV, HEV, 48V).
2 ICE = internal combustion engine.
3 EPB = electric parking brake.
All Future Cars Need a Brake System
Integration Increases Content per Car

**Conventional** = different components

**One Box** = integration into one unit

- Superior performance
- Full recuperation
- HAD\(^1\) ready
- Better packaging

---

**Typical content per car**

Trends:
- CO\(_2\) efficiency
- Recuperation
- Automated driving

- 100% Conventional
- 180% One Box
- 290% One Box redundant
- Dry Brake System\(^2\)

---

**One Box Installation Rates\(^4\)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>6%</td>
</tr>
<tr>
<td>2022</td>
<td>~11%</td>
</tr>
<tr>
<td>Long-term</td>
<td>~35%</td>
</tr>
</tbody>
</table>

---

- 180% Conventional
- 290% One Box redundant
- 32 SOPs\(^3\)
- 42 Awards until April 2022

---

- 9 OEMs
- ~1.8 mn Units delivered in 2021
- Current business in 2022

---

1 HAD: highly automated driving. | 2 Feasibility study. | 3 SOP: start of production. | 4 Internal outlook based on customer awards and request for quotation. | 5 LTS: lifetime sales.
Restraint Systems Become Anticipatory and Connected
Continued Top Market Position. Leverage In-house Portfolio and Expertise

Trends
- Occupant Freedom
- Vehicle Designs
- Safety Standards

Enablers
- ADAS
- Cabin Sensing
- Smart Infrastructure

Near Field Environment Model
Occupant Safety Monitoring
New Functions
PreCrash Safety Monitoring
Adaptive Deployment Strategies

29 Awards 2020
21 Awards 2021
~20 mn Units supplied in 2021
~90 mn Satellites supplied in 2021
System and Integration Expertise Is Key For Safety
Well Prepared for Next Step of Vertical and Horizontal Function Integration

All Driving Situations

Normal Driving Hazardous Situations Crash

Complete Chain of Effects
Sense Plan Act

Comprehensive Portfolio

Extensive knowledge and understanding of the system – from the individual components up to the whole vehicle

Makes us partner of choice in the global safety market
Agenda

Continental

Automotive

Tires

ContiTech

Contract Manufacturing

Corporate Governance

Sustainability

Financials

Back-up
**Tires**

A Decade of Outstanding Profitable Growth – and There is More to Come

### Key Achievements

<table>
<thead>
<tr>
<th>2009</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>€5.8 billion</td>
<td>€11.8 billion</td>
</tr>
</tbody>
</table>

**Sales**

- 31% outside EMEA
- 45% outside EMEA

**Adj. EBIT**

- €0.8 billion
- €1.7 billion

---

### Business Split 2021

**By Customer Segment**

- Replacement: 79%
- OE: 21%

**By Region**

- Americas: 31%
- APAC: 14%
- EMEA: 55%

---

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
Tires: Business Development
Outstanding Growth Slowed Down While Costs Continued to Rise

- High Growth Phase: +9.3% sales CAGR\(^1\), +7.8% costs CAGR\(^1\)
- Lower Growth Phase: +3.0% sales CAGR\(^2\), +6.0% costs CAGR\(^2\)

Main drivers:
- Raw materials and FX
- Fixed costs (incl. D&A)

1 CAGR 2009 - 2016 of sales and costs in EUR.
2 CAGR 2016 - 2019 of sales and costs in EUR.
Excellent tires remain our DNA. We stand for profitable growth, establishing us among the top tire companies.

We will be the #1 tire solution provider.

We are inspired every day to make your mobility safer, smarter and more sustainable.

We put customers first.

We will be the most progressive tire company in terms of environmental and social responsibility.

We are Tires. Each and every one of us takes ownership. We will win as one global team.
Tires: Vision 2030
Strategically Enhancing Our Successful Business Model

**Differentiation / Growth**
- Balance global footprint and strengthen service network
- Expanding value-adding digital solutions business
- Sustainable solutions along the entire value chain
- Above-average growth in high-value products

**Excellence / Efficiency**
- Industry-leading operational efficiency
- Top-notch technology and product portfolio
- Strong brand equity with effective application of multi brand portfolio
- Excellent supply chain performance and flexibility
# Tires: Our Core – Leading Tire Technology

Customer-approved: Advanced Technology Ready to Capture EV Growth

<table>
<thead>
<tr>
<th>EV tire challenges</th>
<th>Our technology solutions</th>
<th>Our BEV customer awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low rolling resistance</td>
<td>First to market “A+ tire,” exceeding level A requirements by 16%</td>
<td><img src="image" alt="Logos" /></td>
</tr>
<tr>
<td>Higher torque</td>
<td>First to market new “HL tire,” exceeding standard load capacity by 25%</td>
<td></td>
</tr>
<tr>
<td>Higher vehicle weight</td>
<td>ContiSilent technology reduces noise level by up to 9 decibels (A)</td>
<td></td>
</tr>
<tr>
<td>Larger tire dimensions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher tire pressure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low noise level</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

To learn more about EV tires, please follow this link: [https://www.continental-tires.com/car/tire-knowledge/tire-basics/electric-vehicle-tires](https://www.continental-tires.com/car/tire-knowledge/tire-basics/electric-vehicle-tires)
Tires: Our Core – Leading Tire Technology
Positive Mix Driven By EV Strength and UHP\(^1\) Contributions

---

OE homologations for EVs

<table>
<thead>
<tr>
<th>Year</th>
<th>EV homologations</th>
<th>EV share of all homologations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>~ 50</td>
<td>3%</td>
</tr>
<tr>
<td>2019</td>
<td>~ 100</td>
<td>~ 5%</td>
</tr>
<tr>
<td>2021</td>
<td>~ 300</td>
<td>&gt;20%</td>
</tr>
</tbody>
</table>

- Trusted partner of leading EV manufacturers, including:

---

Ultra-high-performance tires

<table>
<thead>
<tr>
<th>Year</th>
<th>UHP share of PLT(^2)</th>
<th>UHP share of PLT(^2) units sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>38%</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>44%</td>
<td></td>
</tr>
</tbody>
</table>

- Innovating with cutting-edge technologies

- ContiSilent to reduce interior noise
- High-tech compounds to improve mileage
- ContiSeal to set free interior space

---

1 Ultra-high-performance tires are tires ≥18”.
2 PLT: passenger car and light truck tires.

Investor Presentation, June 2022, © Continental AG
Tires: Our Core – In the Market for the Market
Growth Outside Europe Achieved with More Localized Production

**Americas (tonnage)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid-term</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EMEA (tonnage)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td></td>
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<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid-term</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**APAC (tonnage)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
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<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid-term</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Sales
- Production
Tires: Our Core – Excellence in Operational Efficiency
Mega Plants and High Best-Cost Share Provide Excellent Cost Position

Annual plant output in 2021 (in kt)

Mega plants for scale ⟷ Smaller plants for market proximity

Our advantages

>80% of output in mega plants (>100 kt)\(^2\)

>75% of capacity in best-cost countries\(^2\)

>70% Lower fixed costs per output in mega plant versus small plant

---

1 Potential ramp-up to mega plant status in the future.
2 Targets. As of 2021 ~75% mega plant and ~74% in best-cost share.
Tires: Our Core – Excellence in Operational Efficiency
Sustained High Utilization While Differentiated Product Portfolio Drives Mix

Ensuring highest efficiency levels …
Capacity utilization (tonnage, in %)

… while capturing profitable mix gains!
Complexity (# of different PLT articles)
Tires: Our Core – Targets
We Stand for Industry-leading Operational Excellence

>80%
Capacity in mega plants (>100kt p.a.)

>75%
Best-cost locations

>90%
Capacity utilization

>6
Highly flexible and efficient supply chain

1 Targets. As of 2021 ~75% mega plant and ~74% in best-cost share and utilization slightly below 90%.
Tires: Our Opportunity
Fleets, Connectivity and New Mobility Drive Demand for New Solutions

Fleets

New Mobility

Connectivity

New Customer Needs

Data-driven services

Integrated solutions

New business models
Tires: Our Opportunity
From Tires and Services to Integrated Solutions Provider

Coming from tires
- Offering tires
- Single services

Moving to selling value
- Bundling single services

Embracing digitalization
- ContiPressureCheck™
- ContiConnect™
- Intelligent tire

Heading toward
Integrated solutions provider

Leveraging existing competencies within Continental
Tires: Our Opportunity
Conti360: Holistic Solution Portfolio to Fulfill Evolving Customer Needs
Tires: Our Opportunity
Increasing Value Creation and Customer Retention

Growth
through new revenue streams

Margins
through increased services

Stability
through subscription models

Returns
through low capital intensity
Tires: Our Opportunity
Commercializing New Opportunities into Sustainable Value Creation

Market
- Data-driven services
- New business models
- Integrated solutions

Continental 360 Solutions

Automotive expertise

Global service network

Tires sales split
- Today
- Mid-term to long-term

Growth
- through new revenue streams

Margins
- through increased services

Stability
- through subscription models

Returns
- through low capital intensity
Tires: Our Responsibility
A Key Differentiator for Our Future Success

We will be the most progressive tire company in terms of environmental and social responsibility.

Driving profitable growth through sustainable solutions along the entire value chain.

Our Proof Points

Material Sourcing
- Sustainable materials sourced fairly

Operations
- Highly energy and resource efficient operations

Use Phase
- Safe, energy efficient and long-lasting products

End of Use
- 100% renewed and recycled tires
Tires: Our Responsibility
Our Eight Strategic Fields Cover all Four Phases of the Value Chain

Material Sourcing
- Sustainable Materials
- Sustainable Supply Chain

Operations
- CO₂
- Green Operations

Use Phase
- Clean and Safe Mobility
- Responsible Employer
- Responsible Citizen

End of Use
- Renewing and Recycling
- Circular Economy Solutions
Tires: Our Responsibility
Achievements Along the Value Chain

Material Sourcing

- ContiRe.Tex Technology successfully launched
  - Jointly developed technology
  - Production readiness in record time
  - First tire manufacturer to launch volume production of tires containing recycled polyester yarn obtained from PET plastic bottles
  - 40 recycled PET bottles in a set of standard passenger car tires

Operations

- Tires is leading in water and energy efficiency
  - Energy consumption 17% lower and water usage 20% lower compared to all competitors

Use Phase

- Top ratings for energy efficiency and wet grip performance
  - Original equipment tire with a significantly improved rolling resistance
  - Energy efficiency classification exceeds EU tire label rating A by ~ 17%
  - EU tire label “A” rating for wet braking performance.
  - Remarkable since reduction of rolling resistance and exceptionally high braking performance are conflicting physical targets

End of Use

- Expansion of circular economy activities
  - Recycling of end-of-life tires through pyrolysis further optimized and expanded
  - Development agreement with Pyrum Innovations
  - Medium-term aim: obtain particularly high-quality recovered carbon black
  - Long-term goal: closed-loop recycling concept for end-of-life tires

Investor Presentation, June 2022, © Continental AG
Tires: Our Responsibility
The GreenConcept: The Most Progressive Tire In Terms of Sustainability

Sustainable
>50% of renewable and recycled materials!

Lightweight
40% less weight with our innovative lightweight construction!

Efficient
Low rolling resistance exceeding A-Label requirements by 25%!

1 Dandelion already in series production for Continental Bicycle Tires
Tires: Our Responsibility
Links to Further Insights about Projects and Engagements

Please click on the logos for more Information.
**Tires: Adjusted EBIT\(^1\) Margin Bridge**

Industry-leading Profitability

<table>
<thead>
<tr>
<th>2020</th>
<th>Growth</th>
<th>Operational performance</th>
<th>Mid-term target</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.2%</td>
<td></td>
<td></td>
<td>~ 12% to 16%</td>
</tr>
</tbody>
</table>

- Utilize **strong brand** to capture price / mix opportunities
- **Outgrow markets** in Americas, APAC and Specialty Tires
- Unveil full potential of **digital and fleet solution business**
- Amplify **sustainable solutions** along the entire value chain
- Raise **capacity utilization** back to >90%
- Extend **mega plant** and **best-cost** share
- Ensure **highly efficient** supply chain
- Improve **fixed costs** to sales ratio

---

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
## Agenda

<table>
<thead>
<tr>
<th>Continental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
</tr>
<tr>
<td>Tires</td>
</tr>
<tr>
<td><strong>ContiTech</strong></td>
</tr>
<tr>
<td>Contract Manufacturing</td>
</tr>
<tr>
<td>Corporate Governance</td>
</tr>
<tr>
<td>Sustainability</td>
</tr>
<tr>
<td>Financials</td>
</tr>
<tr>
<td>Back-up</td>
</tr>
</tbody>
</table>
ContiTech – Serving Our Industries Since 1871
Global Leader in Technical Rubber and Plastic Products

Sales Distribution (2021)

48% 52%

Passenger and Commercial Vehicle Original Equipment

Industry and Replacement Business
# ContiTech
Our Business Areas and Portfolio

<table>
<thead>
<tr>
<th>Advanced Dynamics Solutions</th>
<th>Conveying Solutions</th>
<th>Industrial Fluid Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-vibration, suspension and sealing solutions for vehicles and machinery</td>
<td>Conveyor and special belts with worldwide assembly and maintenance service</td>
<td>Hoses for almost every industrial application and industrial vehicles</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mobile Fluid Systems</th>
<th>Power Transmission Group</th>
<th>Surface Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hose line systems for thermal management and emission reduction in vehicles</td>
<td>Belts, components and systems for vehicles and many other industries</td>
<td>Surface materials for vehicle interiors, home decoration &amp; technical solutions</td>
</tr>
</tbody>
</table>
## ContiTech
Sales Development

### Major acquisitions

- 2015: 5.4
- 2016: 5.5
- 2017: 6.2
- 2018: 6.3
- 2019: 6.4

### Slowdown in key markets

- 2020: 5.6
- 2021: 5.9

### Corona virus crisis

- 2020: 5.6
- 2021: 5.9

- Sales (€ bn)
ContiTech
Benefitting from Industrial Megatrends

Infrastructure changes
› Trainlines and transportation
› Alternative energies

Automation
› Automated harvesting
› Automated production

Industry solutions
› Predictive maintenance
› Connectivity
› Internet of Things in production
ContiTech
Benefitting from Automotive Megatrend Electrification of the Powertrain

Gasoline engine
› ~ 78 connections
› ~ 14.3 m plastic lines
› Up to 6 sensors
€135
Content per vehicle

Hybrids
› ~ 89 connections
› ~ 20.7 m plastic lines
› Up to 9 sensors
€215
Content per vehicle

Electrified powertrain engines
› ~ 95 connections
› ~ 26.8 m plastic lines
› Up to 12 sensors
€265
Content per vehicle

1 ICE: Internal combustion engine. 2 BEV: Battery electric vehicles.
ContiTech – Innovative Solutions
ContiHome – Demonstrating the Workability of Our Surface Materials

Problem
› Processing of materials with high requirements for functionality, quality and modern design demands extensive material and process know-how
› Demonstrator/holistic concept needed

Our solution
› 32 m² of floor space to showcase our surface know-how
› Furniture, floors, walls, window profiles, doors, façades and deck are all covered in easy-care and long-lasting surfaces from Continental
› Demonstrates the workability of our surface materials for numerous applications
ContiTech – Innovative Solutions
Smart Sensor Air Spring for Commercial Vehicle Level Control Solutions

Problem
› Mechanical solutions involve more plant operations for the customer, increased service handling and logistic challenges
› Mechanical level control solutions are vulnerable to external road conditions

Our solution
› Pre-assembled solution to the air spring, pre-calibrated for streamlined OEM plant processes
› **Plug and play system** with integrated ultrasonic height and pressure sensor (contactless)
› Reduction of conventional mechanical components and wiring harness handling
› Secure, constant function over lifetime
› Enabled for future **smart service solutions** and autonomous vehicle control
ContiTech – Innovative Solutions
CrimpIQ™ & CrimpCloud® – Single Connection Solution

Problem
› Customer needs immediate crimping\(^1\) of hydraulic and industrial hoses to minimize downtime

Our solution
Continental’s cloud-based crimping solution:
› CrimpIQ™ – intelligent, cloud-based controller offering up-to-date crimp specifications and much more
› CrimpCloud® – easy way to manage and analyze assembly operations, track assemblies or ensure crimp quality

\(^1\) Crimping here means joining a piece of metal with a hose by deforming the metal piece to hold the hose. The deformity is called the crimp.
ContiTech – Innovative Solutions
CONTI LoadSense & CONTI+ – Taking Conveying to the Next Level

Customer wants to optimize routine maintenance and regular condition checks to minimize failures and downtime

Our solution

Continental’s cloud-based solution:

› **CONTI LoadSense** – stationary conveyor monitoring system that determines risk of material spillage and tracks conveyor performance by utilizing radar and ultrasonic technologies

› **CONTI+** – web and mobile app service platform and centralized database and toolbox, storing all technical data, belt life history and predictions, inspection reports and failure mode register.
ContiTech
Focus on Highly Attractive Growth Opportunities

Focus on five growth areas

<table>
<thead>
<tr>
<th>ContiTech growth fields</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy management</td>
</tr>
<tr>
<td>Construction, home and garden</td>
</tr>
<tr>
<td>Electric passenger vehicles</td>
</tr>
<tr>
<td>Commercial vehicles</td>
</tr>
<tr>
<td>Off-highway mobility</td>
</tr>
</tbody>
</table>

Market growth: ~ 3-5% p.a.
Outperformance: ~ 3%

ContiTech value fields¹

<table>
<thead>
<tr>
<th>ICE passenger vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining</td>
</tr>
<tr>
<td>Manufacturing equipment</td>
</tr>
<tr>
<td>Railway transport</td>
</tr>
<tr>
<td>Printing technology</td>
</tr>
</tbody>
</table>

Market growth: ~ 0-2% p.a.

¹ Only a selection.
ConTiTech
Well Positioned to Accelerate Growth and Capture Value

Growth fields
› Focus on outperformance of market development
› Differentiate through material and digital expertise
› Capture organic and inorganic growth opportunities

Value fields
› Maximize profitability
› Deliver growth in line with market performance
› Optimize costs, processes and capital allocations
› Divest and phase out selected businesses

Sales (€)

Outperformance
Σ ~ +1%

Market growth
~ +3-5%

Market growth
~ +0-2%

2020
Mid-term

~ 30%

~ 70%
ContiTech – Adjusted EBIT<sup>1</sup> Margin Bridge
We Strive For ~ 9% to 11% in the Mid-term

- **2020**
  - 7.5%

- **Growth**
  - Volume recovery
  - Outperformance in growth fields
  - Portfolio transformation

- **Operational performance**
  - Structural improvements
  - Cost optimization

- **Mid-term target**
  - ~ 9% to 11%

---

<sup>1</sup> Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
Agenda

Continental
Automotive
Tires
ContiTech

**Contract Manufacturing**

Corporate Governance
Sustainability
Financials
Back-up
Contract Manufacturing
Remaining Business With Vitesco Technologies Will Phase-out

Following the spin-off of Vitesco Technologies, the Contract Manufacturing group sector was reported 2021 for the first time.

It comprises the continuing operations of the former Powertrain Technologies group sector.

All key figures reflect this over the entire reporting period and are restated accordingly for the comparative period.

Contract Manufacturing is not intended to be a permanent situation. Rather, the operational separation of production will be promoted in the coming years, and the volume of contract manufacturing reduced.
Agenda

Continental

Automotive

Tires

ContiTech

Contract Manufacturing

Corporate Governance

Sustainability

Financials

Back-up
Corporate Governance
Two-Tier Board System – Corporate Bodies

Corporate bodies of the company

Shareholders’ Meeting
Shareholders exercise their rights of participation and control

- Elects shareholder representatives
- Discharges
- Reports

Supervisory Board

Chairman’s Committee
20 members

Audit Committee
10 shareholder representatives
10 employee representatives

Nomination Committee
Involved in decisions of fundamental significance to the company

Mediation Committee

Executive Board
5 members

- Appoints, monitors and advises
- Reports

Responsible for managing the company in accordance with the law, the Articles of Incorporation, and the By-Laws of the Supervisory and Executive Boards, while taking into account the resolutions of the Shareholders’ Meeting.
Corporate Governance
Executive Board of Continental AG

- Nikolai Setzer
  Chairman of the Executive Board
  Chairman of the Automotive Board,
  Group Compliance, Group Law and Intellectual
  Property, Group Communications and Public
  Affairs, Group Quality, CBS and Environment,
  Group Strategy, co-pace (Start-up Organization),
  Contract Manufacturing

- Katja Dürrfeld
  Group Finance and Controlling,
  Group Information Technology

- Christian Kötz
  Group Sector Tires
  Group Purchasing

- Philip Nelles
  Group Sector ContiTech

- Dr. Ariane Reinhart
  Group Human Relations, Director of Labor
  Relations, Sustainability,
Corporate Governance
Supervisory Board – Key Facts

20 board members

10 shareholder representatives
10 employee representatives

Supervisory board tenure

Independence of shareholder representatives

Age
- <55: 20%
- 55-65: 35%
- >65: 45%

Gender
- Male: 30%
- Female: 70%

Nationality
- German: 85%
- Other: 15%

1 Independence definition acc. to German Corporate Governance Code (GCGC).
## Corporate Governance

### Supervisory Board of Continental AG

#### Shareholder representatives
- **Prof. Dr.-Ing. Wolfgang Reitzle**, born 1949
  - Chairman of the Supervisory Board
  - Elected until the end of the 2024 ASM (since 2009)
- **Dorothea von Boxberg**, born 1974, elected until 2024 (since 2022)
- **Stefan E. Buchner**, born 1960, elected until 2024 (since 2022)
- **Dr. Gunter Dunkel**, born 1953, elected until 2024 (since 2009)
- **Satish Khatu**, born 1952, elected until 2024 (since 2019)
- **Isabel Corinna Knauf**, born 1972, elected until 2024 (since 2019)
- **Sabine Neuß**, born 1968, elected until 2024 (since 2014)
- **Prof. Dr. Rolf Nonnenmacher**, born 1954, elected until 2024 (s. 2014)
- **Klaus Rosenfeld**, born 1966, elected until 2024 (since 2009)
- **Georg F. W. Schaeffler**, born 1964, elected until 2024 (since 2009)

#### Employee representatives
- **Christiane Benner**, born 1968
  - Deputy Chairwoman of the Supervisory Board
  - Elected until the end of the 2024 ASM (since 2018)
- **Hasan Allak**, born 1970, elected until 2024 (since 2019)
- **Francesco Grioli**, born 1972, elected until 2024 (since 2018)
- **Michael Iglhaut**, born 1964, elected until 2024 (since 2006)
- **Carmen Löffler**, born 1972, elected until 2024 (since 2021)
- **Dirk Nordmann**, born 1960, elected until 2024 (since 2004)
- **Lorenz Pfau**, born 1961, elected until 2024 (since 2019)
- **Jörg Schönfelder**, born 1966, elected until 2024 (since 2004)
- **Stefan Scholz**, born 1965, elected until 2024 (since 2015)
- **Elke Volkmann**, born 1959, elected until 2024 (since 2014)
Corporate Governance
New Remuneration System for the Executive Board 2020 Onwards

With a fair compensation model, we drive our transformation to shape a successful future

1 Approved by the supervisory board on February 19, 2020.
## Corporate Governance

We Emphasize Performance, Collaboration and Sustainability

<table>
<thead>
<tr>
<th>FAIRNESS</th>
<th>VIABILITY</th>
<th>TRANSFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consistent</strong></td>
<td><strong>Competitive</strong></td>
<td><strong>Aligned with shareholders</strong></td>
</tr>
<tr>
<td>› Uniform system for Executive Board, Senior Executives and Executives</td>
<td>› Comparable to other employers in markets where we operate</td>
<td>Long-term incentive program utilizes three key performance indicators:</td>
</tr>
<tr>
<td><strong>Rewards collaboration</strong></td>
<td></td>
<td>Share price</td>
</tr>
<tr>
<td>› 75% of short-term incentive</td>
<td>› 88% of Executives participated in voluntary salary reductions during 2020</td>
<td>Relative TSR¹</td>
</tr>
<tr>
<td>› Based on Group, Group Sector and Business Unit results</td>
<td>› Continental Value Sharing Bonus will not be paid during 2020 to 2023</td>
<td>Sustainability</td>
</tr>
<tr>
<td>› Based on financial targets, i.e. EBIT, ROCE and Free Cash Flow</td>
<td></td>
<td>› Environment</td>
</tr>
<tr>
<td><strong>Rewards outperformers</strong></td>
<td></td>
<td>› Engagement</td>
</tr>
<tr>
<td>› 25% of short-term incentive</td>
<td></td>
<td>› Health &amp; Safety</td>
</tr>
<tr>
<td>› Top performers above-average compensated</td>
<td>› Compensation structure takes both long-term and short-term perspectives into account</td>
<td>› Diversity</td>
</tr>
</tbody>
</table>

1 Total shareholder return of Continental relative to STOXX® Europe 600 Automobiles & Parts.

---

Investor Presentation, June 2022, © Continental AG
Corporate Governance
Remuneration of an Executive Board Member Responsible for a Business Area

1 Average figure for 2021.
2 Based on a target amount (here €1.167 million) for 100% achievement of defined EBIT, ROCE and FCF targets as well as a personal contribution factor (PCF) of 1.0. A maximum of 200% of the target amount can be achieved.
3 From the net inflow of the performance bonus, shares of Continental AG with a value of 20% of the gross payout amount must be purchased and held for a period of three years.
4 Based on the allotment value, which is converted into virtual shares of Continental AG. The payment amount depends on the relative total shareholder return, the sustainability criteria achieved and the share price before the payment. A maximum of 200% of the allotment value can be achieved.
Corporate Governance
Consideration of Business Responsibility for Short-Term Incentive (STI)
Corporate Governance
Structure of the Performance Bonus (STI)

1. A maximum of 200% of the target amount can be achieved.
2. Net amount: from the net inflow of the performance bonus, shares of Continental AG with a value of 20% of the total gross amount of the performance bonus must be purchased and held for a period of three years; the corresponding gross amount was calculated assuming a tax and contribution ratio of 50% flat.
Corporate Governance
Consideration of TSR and Sustainability for Long-Term Incentive (LTI)

Adjusted to fulfill the DCGK legal requirements and investor’s expectations

- **Total Shareholder Return (TSR)** = Share price appreciation + Dividends paid.
- **CAG** = Continental AG
- **SXAGR** = STOXX® Europe 600 Automobiles & Parts (Gross Return)

### Calculation Method

\[
\text{Number of Virtuell Shares Vested} = (\text{Number of Virtuell Shares Granted} \times \text{Performance Index (PI)}) \times \text{Sustainability Score}
\]

- **Performance Index (PI)**
  - \(-25\%\) to \(0\%\) to \(25\%\)
  - \(0\%\) to \(1\%\) to \(1.5\%\) to \(2\%\) to \(2.5\%\) to \(3\%\) to \(3.5\%\) to \(4\%\) to \(4.5\%\) to \(5\%\)
- **Sustainability Score**
  - 0 to 1 to 2 to 3 to 4 to 5

### Selected Sustainability Criteria, e.g. for LTI 2021-2024:
- Own CO2 emissions (Climate Protection)
- Share of recycled waste in production (Circular Economy)
- Gender Diversity (Corporate Governance)
- Accident rate – Own employees (green and safe factories)
- BASICS LIVE | Sustainable Engagement Index (good working conditions)

---

1. TSR = Total Shareholder Return = Share price appreciation + Dividends paid.
2. "CAG" = Continental AG.
3. "SXAGR" = STOXX® Europe 600 Automobiles & Parts (Gross Return).
Corporate Governance
Structure of the 2021 Long-Term Incentive (2021-2024 LTI)

Conversion

Allotment value

Basic Holding

Performance index (0-195%)

Relative TSR × sustainability score
(0-1.5) × (0.7-1.3)

Performance period: 4 years

Final Holding

Payment

(Max. 200% of allotment value)
Agenda

Continental

Automotive

Tires

ContiTech

Contract Manufacturing

Corporate Governance

Sustainability

Financials

Back-up
Continental’s Sustainability Ambition
Providing the Framework to Turn Change into Opportunities

Our Key Ambitions

- **100% Carbon Neutrality**
  along our entire value chain

- **100% Emission-free mobility & industry**
  (no harmful emissions)

- **100% Circular Economy**

- **100% Responsible Value Chain**
  by 2050 at the latest

+ 8 Essentials

- Good working conditions
- Green and safe factories
- Innovations and digitalization
- Benchmark in quality
- Safe mobility
- Long-term value creation
- Sustainable management practices
- Corporate citizenship

Of central importance for our ambition are the requirements and speed of transformation of our customers, industries and markets.
Implementation of the Sustainability Ambitions at all Stages in the Value Chain

Our Value Chain

<table>
<thead>
<tr>
<th>Supply Chain</th>
<th>Own Operations</th>
<th>Products &amp; Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Carbon neutrality along our entire value chain</td>
<td>- Emission-free mobility and industry</td>
<td>- Closed resource and product cycles</td>
</tr>
<tr>
<td>- Responsible sourcing and business partnerships</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Product example: Components for ID.4

Supply chain initiative example: Rubberway
Our Pathway to Net Zero

Continental’s Total Carbon Footprint (109.94 mn mt CO₂e)

2021

0.82 mn mt CO₂e

Scope 1 emissions

Direct emission from owned or controlled sources (e.g., local fossil fuel combustion)

2030

0.23 mn mt CO₂e

Scope 2 emissions

Indirect emissions from the generation of purchased energy

2040 at the latest

Reduction path in line with Paris Agreement

Carbon-neutral

2050 at the latest

Related to own operations

Scope 3 emissions

All indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

Remark: The scopes are not shown to the exact scale for the purpose of better overview, but only indicate the relation of the scopes to each other.
In Depth: Overview and Terminology of Carbon Neutrality at Continental

Total gross carbon footprint in 2021: ~110 mn metric tons CO₂e

- Direct emissions Scope 1
  - Own CO₂ emissions (Scope 1 and 2)
  - Scope 3 backpack
  - Scope 3 customer and product use-related
  - = total gross carbon footprint

- Indirect emissions Scope 2
  - Purchased goods and services
  - Other emissions Scope 3
  - = total gross carbon footprint

- Downstream transport
  - Processing by customers
  - Use of sold products by consumers and customers
  - Payed for by Continental
  - = total net carbon backpack

- Upstream transport paid for by Continental

- Accounting logic:
  - Own CO₂ emissions (Scope 1 and 2)
  - Scope 3 backpack
  - Scope 3 customer and product use-related
  - = total gross carbon footprint

1 Other emissions include the reporting categories “Business travel,” “Fuel- and energy-related activities (not included in Scope 1 or 2),” “Waste generated in operations,” “Capital goods,” “Employee commuting” and “Upstream leased assets.”
2 Formally part of the Scope 3 category “Upstream transportation and distribution.”
3 Formally part of the Scope 3 category “Downstream transportation and distribution.”
4 Via the program Net|Zero|Now from 2022.
5 Excluding the industrial business of the ContiTech business area due to an accounting approach that is currently missing.
6 Scope 3 backpack includes the reporting categories “Purchased goods and services,” “Capital goods,” “Fuel- and energy-related activities (not included in Scope 1 or 2),” “Upstream transportation and distribution,” “Business travel,” “Employee commuting,” “Upstream leased assets” and “End-of-life treatment of sold products.”
7 Customer and product use-related CO₂ emissions include the reporting categories “Downstream transportation and distribution,” “Processing of sold products,” “Use of sold products,” “Downstream leased assets,” “Franchises” and “Investments.”
How Will We Reach Our CO₂ Targets for Own Operations?

**Scope 1 and 2 emissions**

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂e Emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>3.22 mn mt</td>
</tr>
<tr>
<td>2020</td>
<td>1.05 mn mt</td>
</tr>
<tr>
<td>2021</td>
<td>0.7 mn mt</td>
</tr>
<tr>
<td>2030</td>
<td>0.5 mn mt</td>
</tr>
</tbody>
</table>

---

**Action 1 | RE 100**

- 100% renewable purchased electricity by end of 2020
- Reduction of approx. 70% of CO₂ emissions

**Action 2 | Decarbonization Roadmap**

- 100% carbon-neutral own operations by 2040 (Scope 1 and 2)
- Reduction of CO₂ emissions by energy efficiency
- Switch to renewable purchased electricity (RE100)
- Substitution of fossil fuels
- Neutralization of unavoidable CO₂ emissions by carbon removal
### Key Levers for Most Relevant Scope 3 Categories

#### Purchased goods and services

**Key levers**
- Substantial use of renewable and recycled materials (as substitutes)
- Substantial reduction in material consumption
- Footprint-optimized product design
- Substantial use of renewable energy along supply chain (tier 1-n)

#### Use of sold products

**Key levers**
- Rapid expansion of ZTEV portfolio

#### End-of-life treatment

**Key levers**
- Product reuse and recycling
- Substantial use of renewable materials (and carbon-neutral thermal recovery)
## Indirect CO₂ Emissions Along the Value Chain (Scope 3)

**In millions of metric tons of CO₂**

<table>
<thead>
<tr>
<th>Category</th>
<th>2020 (continuing and discontinued operations)</th>
<th>2021 (continuing operations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1: indirect CO₂ emissions (Scope 3) – Purchased goods and services</td>
<td>14.65</td>
<td>12.90</td>
</tr>
<tr>
<td>Category 2: indirect CO₂ emissions (Scope 3) – Capital goods</td>
<td>n. a.</td>
<td>1.23</td>
</tr>
<tr>
<td>Category 3: indirect CO₂ emissions (Scope 3) – Fuel- and energy related activities (not included in Scope 1 and 2)</td>
<td>0.41</td>
<td>0.61</td>
</tr>
<tr>
<td>Category 4: indirect CO₂ emissions (Scope 3) – Upstream transportation and distribution</td>
<td>0.70</td>
<td>0.47</td>
</tr>
<tr>
<td>Category 5: indirect CO₂ emissions (Scope 3) – Waste generated in operations</td>
<td>0.04</td>
<td>0.04</td>
</tr>
<tr>
<td>Category 6: indirect CO₂ emissions (Scope 3) – Business travel</td>
<td>0.02</td>
<td>0.02</td>
</tr>
<tr>
<td>Category 7: indirect CO₂ emissions (Scope 3) – Employee commuting</td>
<td>n. a.</td>
<td>0.19</td>
</tr>
<tr>
<td>Category 8: indirect CO₂ emissions (Scope 3) – Upstream leased assets</td>
<td>n. a.</td>
<td>0.02</td>
</tr>
<tr>
<td>Category 9: indirect CO₂ emissions (Scope 3) – Downstream transportation and distribution</td>
<td>0.50</td>
<td>0.30</td>
</tr>
<tr>
<td>Category 10: indirect CO₂ emissions (Scope 3) – Processing of sold products</td>
<td>1.42</td>
<td>1.42</td>
</tr>
<tr>
<td>Category 11: indirect CO₂ emissions (Scope 3) – Use of sold products²</td>
<td>86.88</td>
<td>87.95</td>
</tr>
<tr>
<td>Category 12: indirect CO₂ emissions (Scope 3) – End-of-life treatment of sold products</td>
<td>3.42</td>
<td>3.66</td>
</tr>
<tr>
<td>Category 13: indirect CO₂ emissions (Scope 3) – Downstream leased assets</td>
<td>n. a.</td>
<td>0.01</td>
</tr>
<tr>
<td>Category 14: indirect CO₂ emissions (Scope 3) – Franchises</td>
<td>n. a.</td>
<td>0.01</td>
</tr>
<tr>
<td>Category 15: indirect CO₂ emissions (Scope 3) – Investments</td>
<td>n. a.</td>
<td>0.05</td>
</tr>
</tbody>
</table>

**Total indirect CO₂ emissions along the value chain (Scope 3)**

n. a. 108.89

---

1 Definitions in accordance with the GHG Protocol. CO₂ emission factors correspond to CO₂ equivalents (CO₂e). Optional reporting aspects for Scope 3 are currently not taken into account.

2 Excluding the industrial business of the ContiTech business area due to an accounting approach that is currently missing.

3 Excluding the industrial business of the ContiTech business area due to an accounting approach that is currently missing, as well as single business operations insignificant in terms of CO₂ of the Automotive Technologies group sector (two-wheel business) and the Tires business area (e.g. ContiTrade business, parts of the Specialty Tires business unit).
We Are Already a Relevant Player in Emission-Free Mobility

around 1 bn € allocated ZTEV\(^1\) business in 2021

- High-performance computer
- Advanced surface materials
- Drum brakes with electromechanical parking brake function
- Sophisticated thermal management
- High performance tires
- And many more

1 ZTEV = zero-tailpipe-emission vehicles (vehicles without direct drive emissions).
WE OFFER OUR CUSTOMERS THE NEUTRALIZATION OF OUR CARBON BACKPACK

\[
\text{CO}_2 \quad \quad \quad = \quad \quad \quad \text{CO}_2
\]

With Net|Zero|Now, we offer our customers the neutralization of our business carbon backpack through negative emissions. The offer focuses on business with zero-tailpipe-emission vehicles but can now also be used for other business.

Net|Zero|Now

... provides the necessary speed for our customers to reach their ambitious decarbonization targets.

... meets the requirements of the Paris Agreement by extending the global carbon budget.
In a Circular Economy There is No Waste – Just Material in the Wrong Place

Eco rubber garden hose
made of sugar cane ethylene

Bicycle tires
made of natural rubber from dandelions

Upholstery fabric
made from coffee grounds

95% recycling quota in own operations until 2030

Refurbished air springs
for urban trains in Hamburg

Recycled carbon black
recovered from end-of-life tires

Retreaded tires
for commercial vehicles

Remanufactured displays
for longer use of the components

100% closed product and resource cycles latest by 2050
Reducing Waste in Our Own Operations
We Reach Our Targets by Striving for Closed Resource Cycles

The Challenges
› Globally around 90 billion tons of materials are used each year to fuel our economy
› Most of the resources follow a linear value chain model.
› Closed material cycles are necessary to mitigate negative impact on our business.

Our Approach
The waste hierarchy
1. Avoid - Maximum conservation of resources
2. Reuse - Reusing materials
3. Recycle - Recycling and reprocessing materials

Our Results
Total waste generation [in metric tons]
- 2020 continuing and discontinued operations: 341,513 tons
- 2021 continuing operations: 405,249 tons

Waste recycling quota [in %]
- 2020 continuing and discontinued operations: 81%
- 2021 continuing operations: 81%

Due to uninterrupted production operations with the exception of pandemic-related stoppages and completion of data collection.
Saving Water in Our Own Operations
Reduction of Water Intensity Driven by Risk-Based Approach

The Challenges

› Water is an existential and important resource
› Water scarcity and water scarcity risks in the value chain must be mitigated effectively

Our Approach

Risk-based targets for water security and a global framework for water programs:

- 4% reduction of water demand per year based on sales in water stress high risk areas
- 2% reduction of water demand per year based on sales in water stress medium and low risk areas

Our Results

Water withdrawal [in million m³]

<table>
<thead>
<tr>
<th>Year</th>
<th>Water Withdrawal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>17.3</td>
</tr>
<tr>
<td>2021</td>
<td>16.7</td>
</tr>
</tbody>
</table>

-3.5% decrease in water withdrawal due to discontinued reporting of water withdrawal by Vitesco Technologies.
Our Approach to Responsible Value Chains Follows the Due Diligence Cycle

- Compliance Hotline
  - Non-financial statement, sustainability report and internal monitoring
  - Sustainability ambition, Code of Conduct and Business Partner Code of Conduct
  - General risk analysis and focus processes for specific risk areas (e.g. Rubberway for natural rubber)
  - Specific processes, especially in business areas and countries (e.g. GIZ cooperation in Indonesia for natural rubber)

Due diligence value chain

- Policy
- Monitoring and reporting
- Risk assessment
- Mitigation
- Grievance mechanism
Group Sustainability Scorecard (I)
Performance Indicators for Sustainability Strategy Controlling

<table>
<thead>
<tr>
<th></th>
<th>2020 (continuing and discontinued operations)</th>
<th>2021 (continuing operations)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carbon neutrality</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct CO₂ emissions (Scope 1) in millions of metric tons of CO₂</td>
<td>0.78&lt;sup&gt;4, 5&lt;/sup&gt;</td>
<td>0.82&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
<tr>
<td>Indirect CO₂ emissions (Scope 2) in millions of metric tons of CO₂</td>
<td>0.21&lt;sup&gt;4&lt;/sup&gt;</td>
<td>0.23&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
<tr>
<td>Total own CO₂ emissions (Scope 1 and 2) in millions of metric tons of CO₂</td>
<td>0.99&lt;sup&gt;4&lt;/sup&gt;</td>
<td>1.05&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>Emission-free mobility and industries</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocated zero-tailpipe-emission vehicles business in € millions&lt;sup&gt;5, 7&lt;/sup&gt;</td>
<td>826</td>
<td>986</td>
</tr>
<tr>
<td>Allocated low-carbon business beyond zero-tailpipe-emission vehicles business in € millions&lt;sup&gt;8&lt;/sup&gt;</td>
<td>n. a.</td>
<td>6</td>
</tr>
<tr>
<td>Allocated business with emission-free mobility and industry in € millions</td>
<td>n. a.</td>
<td>991</td>
</tr>
<tr>
<td><strong>Circular economy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waste recycling quota in %&lt;sup&gt;9&lt;/sup&gt;</td>
<td>81&lt;sup&gt;4&lt;/sup&gt;</td>
<td>81&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>Responsible value chain</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of available, valid supplier self-assessment questionnaires (as at Dec. 31)&lt;sup&gt;10&lt;/sup&gt;</td>
<td>696</td>
<td>631</td>
</tr>
<tr>
<td><strong>Good working conditions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OUR BASICS Live Sustainable Engagement index in %&lt;sup&gt;11, 12&lt;/sup&gt;</td>
<td>82</td>
<td>80</td>
</tr>
<tr>
<td>Sickness rate in %&lt;sup&gt;13, 14&lt;/sup&gt;</td>
<td>3.5</td>
<td>3.7</td>
</tr>
<tr>
<td>Unforced fluctuation rate in %&lt;sup&gt;14, 15&lt;/sup&gt;</td>
<td>4.6</td>
<td>7</td>
</tr>
</tbody>
</table>
## Group Sustainability Scorecard (II)
Performance Indicators for Sustainability Strategy Controlling

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>2020 (continuing and discontinued operations)</th>
<th>2021 (continuing operations)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Green and safe factories</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental protection management system certifications (ISO 14001),</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee coverage quota (as at Dec. 31) in %</td>
<td>82</td>
<td>76</td>
</tr>
<tr>
<td>Energy management system certifications (ISO 50001),</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee coverage quota (as at Dec. 31) in %</td>
<td>51</td>
<td>40</td>
</tr>
<tr>
<td>Occupational safety and health management system certifications (ISO 45001 or similar),</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee coverage quota (as at Dec. 31) in %</td>
<td>69</td>
<td>62</td>
</tr>
<tr>
<td>Accident rate (number of accidents per million working hours)</td>
<td>2.9</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>Benchmark in quality</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality management system certifications (ISO 9001 or similar),</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee coverage quota (as at Dec. 31) in %</td>
<td>91</td>
<td>84</td>
</tr>
<tr>
<td>New field quality events (as at Dec. 31)</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td><strong>Sustainable management practice</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender diversity – share of female executives and senior executives (as at Dec. 31)</td>
<td>16.1</td>
<td>17.8</td>
</tr>
<tr>
<td><strong>Innovation and digitalization</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and development expenses (net) in € millions</td>
<td>3,381.8</td>
<td>2,586.8</td>
</tr>
<tr>
<td>in % of sales</td>
<td>9.0</td>
<td>7.7</td>
</tr>
</tbody>
</table>
Group Sustainability Scorecard

Footnotes

1 Definitions in accordance with the GHG Protocol. Scope 1 includes emissions from the burning of fossil fuels as part of Continental’s own processes, and Scope 2 includes emissions from purchased electricity, steam and heat. CO₂ emission factors correspond to CO₂ equivalents (CO₂e).

2 Contains a small amount of imputed data for parts of the Continental Group that have not reported directly.

3 Calculated using the market-based calculation method of the GHG Protocol. Where contract-specific emission factors were not available, the standard emission factors from Defra (September 2020) were used.

4 Includes the relevant production and research and development locations.

5 CO₂ emissions from fleet consumption for company cars (leased vehicles) are only partially and not systematically included.

6 Definition: allocated business with zero-tailpipe-emission vehicles comprises all business with products for vehicles transporting goods and people that count as taxonomy-eligible low-carbon technologies for transport under the delegated regulation (2021/2800) for climate change mitigation and adaptation of the Taxonomy Regulation (2020/852).

7 The business can be allocated via the vehicle manufacturer, the vehicle platform or the product specification, for example. The data includes both pure business and attributable business, such as in the case of combined vehicle platforms. For the Tires, ContiTech and Contract Manufacturing business areas, the sales reported at the end of the year were included. For Contract Manufacturing, this was based on an estimation by the customer Vitesco Technologies. In the case of the Automotive Technologies group sector, a calculation was carried out for passenger cars and light commercial vehicles using internal, vehicle-specific planning data for sales and external data for production quantities, and for medium and heavy commercial vehicles this was based on the relevant customer portfolio.

8 Definition: allocated low-carbon business beyond business with zero-tailpipe-emission vehicles measures business that enables our customers to significantly contribute to climate change mitigation and is considered taxonomy-eligible under the delegated regulation (2021/2800) for climate change mitigation and adaptation of the Taxonomy Regulation (2020/852), excluding low-carbon technologies for transport.

9 Definition: proportion of waste that has been sent for material recycling, thermal recovery or any other form of recycling or reuse.

10 Based on the self-assessment questionnaires via the sustainability platforms EcoVadis and NQC by suppliers selected for this process.

11 Definition: employee agreement on topics relating to sustainable engagement in the employee survey OUR BASICS Live.

12 This is based on the responses of 47,472 participants (PY: 4,918 participants) as a representative random sample of Continental’s group sectors and countries.

13 Definition: sickness-related absence relative to contractual worktime.

14 Excluding leasing personnel (i.e. permanent staff only).

15 Definition: voluntary departure of employees from the company relative to the average number of employees.

16 Valid certifications and concluded recertification processes were counted, as well as ongoing recertification processes, if the achievement of recertification was considered highly probable.

17 Definition: number of accidents during working hours per million paid working hours. Counted from more than one lost day, i.e. with at least one lost day beyond the day of the accident.

18 Excluding leasing personnel (i.e. permanent staff only) and way-to-work accidents.

19 Definition: a field quality event is a risk-minimizing measure for a product manufactured and/or sold by Continental based on a safety-related defect and/or non-compliance with regulations that was initiated by Continental, a customer and/or an authority.
Continental’s eligible business activities include:

- the allocated ZTEV business
- the allocated low-carbon business beyond ZTEV
  (e.g. business with products for renewable energy production, wastewater and waste recycling and infrastructure for low-carbon water transport)
Integrated Sustainability Reporting

› Long history in sustainability reporting since FY 2011

› Combined non-financial statement in accordance with Sections 315b and 315c in conjunction with Sections 289b to 289e HGB for the Continental Group and Continental AG which has been issued an unqualified opinion by the independent auditor (reasonable assurance)

› Additional Integrated Sustainability Report in orientation towards GRI Standards, TCFD, UN Global Compact, SDG, SASB

Download Non-financial Statement and Sustainability Report:

www.continental-sustainability.com/downloads
Sustainability
Memberships and Initiatives

Please click on the logos for more information.
# Sustainability

## Ratings and Indexes

› Continental is listed in the following indexes:

![ECPI](image)

![DAX® 50 ESG](image)

### Ratings:

<table>
<thead>
<tr>
<th>February 2022:</th>
<th>December 2021:</th>
<th>December 2021:</th>
<th>February 2022:</th>
<th>December 2021:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prime (C+)</td>
<td>Climate: Score B</td>
<td>Water: Score B</td>
<td>Score: 73/100</td>
<td>13.2 (low risk)</td>
</tr>
<tr>
<td></td>
<td>Supply chain: Score A</td>
<td>Supplier engagement leader board</td>
<td>98th percentile</td>
<td>Auto Components: Rank 10/210</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BBB</td>
<td>Auto Parts: Rank 6/181</td>
</tr>
</tbody>
</table>

We Build on a Systematic Sustainability Governance

**Strategic coordination**

- Group Functions

**Group Sustainability**

- Sustainability Functions of the Group Sectors

**Business Functions**

**Steering and implementation**

- Group Sustainability Steering Committee
  - All Executive Board Members
  - Group Sustainability
  - Sustainability Heads of the Group Sectors
  - Relevant Group Functions

**Decision-making**

- Executive Board of Continental AG

**Supervision/Oversight**

- Supervisory Board of Continental AG

- Boards of the Group Sectors

- Sustainability committees and councils of the Group Sectors
Agenda

- Continental
- Automotive
- Tires
- ContiTech
- Contract Manufacturing
- Corporate Governance
- Sustainability

**Financials**

- Back-up
Continental (€ bn)

Sales Continental excl. Powertrain Technologies: 26.0, 30.5, 32.7, 33.3, 34.5, 39.2, 40.5, 44.0, 44.4, 44.5, 31.9, 33.8
Sales Powertrain Technologies: 20.0, 29.5, 29.3, 28.8, 29.5, 23.7, 23.7, 23.7, 23.7, 23.7, 23.7, 23.7
Adjusted EBIT margin: 26.0, 30.5, 32.7, 33.3, 34.5, 39.2, 40.5, 44.0, 44.4, 44.5, 31.9, 33.8

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
2 Numbers show only the figures for continuing operations in the reporting and comparative period.
Mid-term Measures
Implementation of Structural Measures on Track

Targeted annual gross cost savings

<table>
<thead>
<tr>
<th>Year</th>
<th>Automotive and Contract Manufacturing</th>
<th>Tires and ContiTech</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>~ 30%</td>
<td>~ 70%</td>
</tr>
<tr>
<td>2022E</td>
<td>~ 30%</td>
<td>~ 70%</td>
</tr>
<tr>
<td>2023E</td>
<td>~ €850 mn</td>
<td>~ 70%</td>
</tr>
</tbody>
</table>

Program details
› Includes footprint, structures and processes
› Contributions from central functions and business units
› Around 23,000 jobs worldwide affected
› Major portion in high-cost countries
› Negotiations with employee representatives ongoing
Mid-term Measures
Cash Outflow for Restructuring Predominantly in 2021 and 2022

Restructuring costs (€ bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>~ 1.1</td>
</tr>
<tr>
<td>2022E</td>
<td>~ 0.7</td>
</tr>
<tr>
<td>2023E</td>
<td></td>
</tr>
<tr>
<td>2024E-26E</td>
<td></td>
</tr>
</tbody>
</table>

Cash outflow for restructuring (€ bn)

Total costs, predominantly booked in 2019/2020
Financial Targets
Mid-term Adjusted EBIT\(^1\) Margin

<table>
<thead>
<tr>
<th>Continental</th>
<th>Continental</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4%</td>
<td>~ 8% to 11%</td>
</tr>
<tr>
<td>2020(^2)</td>
<td></td>
</tr>
</tbody>
</table>

- Growth
  - Volume recovery in all markets
  - Outperformance

- Operational performance
  - Restructuring
  - Productivity

\(^1\) Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.

\(^2\) IFRS 5 for Vitesco applied starting 2021. P&L figures have been adjusted for 2020.
**Cash Flow Development**

Cash Conversion Supported by Cost Improvements

<table>
<thead>
<tr>
<th>Year</th>
<th>Continental Free Cash Flow (€ bn)</th>
<th>Cash conversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>0.6</td>
<td>103%</td>
</tr>
<tr>
<td>2011</td>
<td>0.5</td>
<td>44%</td>
</tr>
<tr>
<td>2012</td>
<td>1.7</td>
<td>93%</td>
</tr>
<tr>
<td>2013</td>
<td>2.0</td>
<td>103%</td>
</tr>
<tr>
<td>2014</td>
<td>2.1</td>
<td>90%</td>
</tr>
<tr>
<td>2015</td>
<td>2.7</td>
<td>99%</td>
</tr>
<tr>
<td>2016</td>
<td>2.3</td>
<td>82%</td>
</tr>
<tr>
<td>2017</td>
<td>2.3</td>
<td>79%</td>
</tr>
<tr>
<td>2018</td>
<td>1.8</td>
<td>61%</td>
</tr>
<tr>
<td>2019</td>
<td>1.3</td>
<td>n.a.</td>
</tr>
<tr>
<td>2020</td>
<td>1.1</td>
<td>n.a.</td>
</tr>
<tr>
<td>2021</td>
<td>1.2</td>
<td>84%</td>
</tr>
</tbody>
</table>

**Mid-term target:**

Cash conversion\(^5\) > 70%

---

1. Cash flow before financing activities and acquisitions.
2. Cash flow before financing activities, acquisitions and carve-out effects.
3. Cash flow before financing activities, acquisitions, divestments, and carve-out effects.
4. Cash flow before financing activities, M&A, restructuring and restructuring-related effects and carve-out effects.
5. Ratio of cash flow as defined above to net income attributable to the shareholders of the parent.
Credit Profile
Committed to Investment Grade

Continental's mid-term targets:

- Rating: BBB / BBB+
- Gearing ratio\(^1\): below 40%
- Equity ratio\(^2\): above 30%
- Cash conversion\(^3\): above 70%

Gearing ratio\(^{1,2}\)

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>118%</td>
<td>90%</td>
<td>58%</td>
<td>46%</td>
<td>26%</td>
<td>29%</td>
<td>19%</td>
<td>13%</td>
<td>9%</td>
<td>26%</td>
<td>33%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Continental's current credit rating:

- Fitch (since April 20, 2020): BBB, outlook stable
- S&P (since March 30, 2020): BBB, outlook negative
- Moody's (since March 13, 2020): Baa2, outlook negative

Equity ratio\(^2\)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>25%</td>
<td>29%</td>
<td>34%</td>
<td>35%</td>
<td>37%</td>
<td>41%</td>
<td>41%</td>
<td>44%</td>
<td>45%</td>
<td>37%</td>
<td>32%</td>
<td>35%</td>
</tr>
</tbody>
</table>

1 Net indebtedness divided by equity. Starting 2021 the gearing ratio only reflects continuing operations.
2 IFRS 16 applied starting 2019. Starting 2021 the equity ratio only reflects continuing operations.
3 Ratio of cash flow before financing activities, M&A, restructuring and restructuring-related effects and carve-out effects to net income attributable to the shareholders of the parent.

IFRS 5 for Vitesco applied in 2021. P&L figures have been adjusted for 2020, B/S not adjusted for 2020, CF reflecting continuing and discontinued operations for 2020 and 2021.
Dividend
Payout Reflects Commitment to Dividend Policy

Dividend per share\(^1\) (€)

\[
\begin{array}{cccccccccccc}
\text{Dividend per share} & 0.00 & 1.50 & 2.25 & 2.50 & 3.25 & 3.75 & 4.25 & 4.50 & 4.75 & 3.00 & 0.00 & 2.20 \\
\text{Payout ratio}\(^2\) & n.a. & 24\% & 24\% & 26\% & 27\% & 28\% & 30\% & 30\% & 33\% & n.a. & n.a. & 30\% \\
\end{array}
\]

1. Dividend paid for the respective fiscal year, payout in the subsequent year.
2. Ratio of dividend for the fiscal year to net income attributable to the shareholders of the parent.

Payout ratio ~ 15% to ~ 30%
Summary

Invest in a Winner of the Transformation

<table>
<thead>
<tr>
<th>Mid-term targets&lt;sup&gt;1&lt;/sup&gt;</th>
<th>~ 8 to 11%</th>
<th>~ 15 to 20%</th>
<th>≥ 70%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adj. EBIT&lt;sup&gt;2&lt;/sup&gt; margin</td>
<td>~ 6% to 8%</td>
<td>~ 12% to 16%</td>
<td>~ 9% to 11%</td>
</tr>
<tr>
<td>Return on capital employed&lt;sup&gt;3&lt;/sup&gt;</td>
<td>~ 15% to 20%</td>
<td>&gt; 20%</td>
<td>&gt; 20%</td>
</tr>
<tr>
<td>Cash conversion&lt;sup&gt;4&lt;/sup&gt;</td>
<td>~ 15% to 20%</td>
<td>&gt; 20%</td>
<td>&gt; 20%</td>
</tr>
</tbody>
</table>

1 Underlying condition is a minimum production of 90 million light vehicles p.a.
2 Before amortization of intangibles from PPA, consolidation and special effects.
3 Ratio of EBIT to average operating assets for a fiscal year.
4 Ratio of cash flow before financing activities, M&A, restructuring and restructuring-related effects and carve-out effects to net income attributable to the shareholders of the parent.
Agenda

- Continental
- Automotive
- Tires
- ContiTech
- Contract Manufacturing
- Corporate Governance
- Sustainability
- Financials
- Back-up
Reporting Structure
Adapted to Match Strategy and Increase Transparency

Previous reporting structure

- Continental
  - Automotive Technologies
    - Autonomous Mobility and Safety
    - Vehicle Networking and Information
  - Rubber Technologies
    - Tires
    - ContiTech
  - Contract Manufacturing

Reporting structure starting January 1, 2022

- Continental
  - Automotive
    - Vehicle Networking and Information
    - Safety and Motion
    - Autonomous Mobility
  - Tires
  - ContiTech
  - Contract Manufacturing

1 More detailed financial disclosure planned starting 2023.
## Key Figures

### Continental Group

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>% of sales</th>
<th>2021</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>31,864.4</td>
<td>-</td>
<td>33,765.2</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>2,763.5</td>
<td>8.7</td>
<td>4,104.2</td>
<td>12.2</td>
</tr>
<tr>
<td>EBIT</td>
<td>-428.0</td>
<td>-1.3</td>
<td>1,845.8</td>
<td>5.5</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>19,565.7</td>
<td>-</td>
<td>18,416.1</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>2,700.7</td>
<td>8.5</td>
<td>2,586.8</td>
<td>7.7</td>
</tr>
<tr>
<td>CapEx(^1)</td>
<td>1,779.7</td>
<td>5.6</td>
<td>1,947.4</td>
<td>5.8</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>3,191.5</td>
<td>-</td>
<td>2,258.4</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>800.1</td>
<td>-</td>
<td>29.1</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted sales(^4)</td>
<td>31,648.8</td>
<td>4.4</td>
<td>33,754.3</td>
<td>5.6</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)(^5)</td>
<td>1,379.9</td>
<td></td>
<td>1,900.4</td>
<td>5.6</td>
</tr>
</tbody>
</table>

The tables on the key figures for the group sectors show only the figures for continuing operations in the reporting and comparative periods for all group sectors.

IFRS 5 for Vitesco applied starting 2021. P&L figures have been adjusted for 2020, B/S not adjusted for 2020, CF reflecting total group.

1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
3 Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4 Before changes in the scope of consolidation
5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
Key Figures
Continental Group Purchasing – Production Materials of Continental

Purchasing contracts
› Continental has a wide range of sources for production materials worldwide.
› A specific strategy for each production material group is set up and the appropriate supplier panel is selected. This way we ensure the competitiveness and availability of the materials.
› For some materials, prices might have a long lead time until they become fully reflected in the cost of our final products.

1 E.g. synthetic rubber, carbon black, chemicals.
2 E.g. discrete/standards, microcontroller, LCDs.
3 E.g. printed circuit boards, mechatronics, motors, components.
4 E.g. stamped parts, engine system specific forgings, bearings, fasteners.
5 E.g. textiles, plastics.

Total production material purchased in 2021: €15.7 bn

- Oil-based chemical products 18%
- Electronics 24%
- Electro-mechanical components 13%
- Natural rubber 5%
- Others 17%
- Mechanical components 15%
- Steel and metal parts 8%
- Natural rubber 5%
- Others 17%
- Mechanical components 15%
- Steel and metal parts 8%
- Oil-based chemical products 18%
- Electronics 24%
- Electro-mechanical components 13%
- Total production material purchased in 2021: €15.7 bn
# Automotive
## Key Figures

<table>
<thead>
<tr>
<th>Automotive Technologies (€ mn)</th>
<th>2020</th>
<th>% of sales</th>
<th>2021</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>15,435.6</td>
<td>-</td>
<td>15,357.4</td>
<td>-</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>382.3</td>
<td>2.5</td>
<td>666.8</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>-1,494.9</td>
<td>-9.7</td>
<td>-374.6</td>
<td>-2.4</td>
</tr>
<tr>
<td><strong>Operating assets (average)</strong></td>
<td>8,675.4</td>
<td>-</td>
<td>8,110.5</td>
<td>-</td>
</tr>
<tr>
<td><strong>Research and development expenses (net)</strong></td>
<td>2,279.8</td>
<td>14.8</td>
<td>2,136.6</td>
<td>13.9</td>
</tr>
<tr>
<td><strong>CapEx(^1)</strong></td>
<td>960.0</td>
<td>6.2</td>
<td>1,046.2</td>
<td>6.8</td>
</tr>
<tr>
<td><strong>Depreciation and amortization(^2)</strong></td>
<td>1,877.2</td>
<td>-</td>
<td>1,041.4</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>753.3</td>
<td>-</td>
<td>12.5</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted sales(^4)</strong></td>
<td>15,242.5</td>
<td>-</td>
<td>15,346.6</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted operating result (adjusted EBIT)(^5)</strong></td>
<td>-335.1</td>
<td>-2.2</td>
<td>-197.1</td>
<td>-1.3</td>
</tr>
</tbody>
</table>

\(^1\) Capital expenditure on property, plant and equipment, and software.
\(^2\) Excluding impairment on financial investments.
\(^3\) Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
\(^4\) Before changes in the scope of consolidation
\(^5\) Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.

IFRS 5 for Vitesco applied starting 2021. P&L figures have been adjusted for 2020, B/S not adjusted for 2020, CF reflecting total group.
# Tires

## Key Figures

<table>
<thead>
<tr>
<th>Tires (€ mn)</th>
<th>2020</th>
<th>% of sales</th>
<th>2021</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>10,158.6</td>
<td>-</td>
<td>11,807.6</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,864.9</td>
<td>18.4</td>
<td>2,525.9</td>
<td>21.4</td>
</tr>
<tr>
<td>EBIT</td>
<td>1,012.3</td>
<td>10.0</td>
<td>1,700.6</td>
<td>14.4</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>7,080.7</td>
<td>-</td>
<td>6,625.5</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>268.0</td>
<td>2.6</td>
<td>293.8</td>
<td>2.5</td>
</tr>
<tr>
<td>CapEx</td>
<td>535.5</td>
<td>5.3</td>
<td>626.0</td>
<td>5.3</td>
</tr>
<tr>
<td>Depreciation and amortization²</td>
<td>852.6</td>
<td>-</td>
<td>825.3</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment³</td>
<td>11.8</td>
<td>-</td>
<td>5.9</td>
<td>-</td>
</tr>
<tr>
<td>% of adj. sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted sales⁴</td>
<td>10,158.6</td>
<td>-</td>
<td>11,807.5</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)⁵</td>
<td>1,343.4</td>
<td>13.2</td>
<td>1,729.3</td>
<td>14.6</td>
</tr>
</tbody>
</table>

---

1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
3 Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4 Before changes in the scope of consolidation
5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
<table>
<thead>
<tr>
<th>ContiTech (€ mn)</th>
<th>2020</th>
<th>% of sales</th>
<th>2021</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>5,578.6</td>
<td>-</td>
<td>5,912.6</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>628.7</td>
<td>11.3</td>
<td>833.7</td>
<td>14.1</td>
</tr>
<tr>
<td>EBIT</td>
<td>254.1</td>
<td>4.6</td>
<td>514.7</td>
<td>8.7</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>3,281.2</td>
<td>-</td>
<td>3,070.3</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>149.7</td>
<td>2.7</td>
<td>156.5</td>
<td>2.6</td>
</tr>
<tr>
<td>CapEx¹</td>
<td>179.6</td>
<td>3.2</td>
<td>204.4</td>
<td>3.5</td>
</tr>
<tr>
<td>Depreciation and amortization²</td>
<td>374.6</td>
<td>-</td>
<td>319.0</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment³</td>
<td>25.1</td>
<td>-</td>
<td>-3.1</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted sales⁴</td>
<td>5,556.1</td>
<td>-</td>
<td>5,912.6</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)⁵</td>
<td>416.0</td>
<td>7.5</td>
<td>456.8</td>
<td>7.7</td>
</tr>
</tbody>
</table>

1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
3 Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4 Before changes in the scope of consolidation.
5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
### Contract Manufacturing

#### Key Figures

<table>
<thead>
<tr>
<th>Contract Manufacturing (€ mn)</th>
<th>2020</th>
<th>% of sales</th>
<th>2021</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>969.9</td>
<td>-</td>
<td>889.6</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>-22.1</td>
<td>-2.3</td>
<td>194.2</td>
<td>21.8</td>
</tr>
<tr>
<td>EBIT</td>
<td>-94.0</td>
<td>-9.7</td>
<td>130.4</td>
<td>14.7</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>326.8</td>
<td>-</td>
<td>450.2</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>3.2</td>
<td>0.3</td>
<td>-0.1</td>
<td>0.0</td>
</tr>
<tr>
<td>CapEx¹</td>
<td>32.8</td>
<td>3.4</td>
<td>19.9</td>
<td>2.2</td>
</tr>
<tr>
<td>Depreciation and amortization²</td>
<td>71.9</td>
<td>-</td>
<td>63.8</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment³</td>
<td>9.9</td>
<td>-</td>
<td>13.8</td>
<td>-</td>
</tr>
<tr>
<td>% of adj. sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted sales⁴</td>
<td>969.9</td>
<td>-</td>
<td>889.6</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)⁵</td>
<td>55.8</td>
<td>5.8</td>
<td>104.0</td>
<td>11.7</td>
</tr>
</tbody>
</table>

Following the spin-off of Vitesco Technologies, the Contract Manufacturing group sector is being reported for the first time. It comprises the continuing operations of the former Powertrain Technologies group sector. IFRS 5 for Vitesco applied starting 2021. P&L figures have been adjusted for 2020, B/S not adjusted for 2020, CF reflecting total group.

1. Capital expenditure on property, plant and equipment, and software.
2. Excluding impairment on financial investments.
3. Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4. Before changes in the scope of consolidation.
5. Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
## Continental Shares and ADRs

### Share Data / American Depositary Receipt (ADR) Data

<table>
<thead>
<tr>
<th>Share Data</th>
<th>ADR Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of share</td>
<td>Ratio 1:10 (ordinary share : ADRs)$^1$</td>
</tr>
<tr>
<td>Bloomberg Ticker</td>
<td>Bloomberg Ticker: CTTAY</td>
</tr>
<tr>
<td>Reuters Ticker</td>
<td>Reuters Ticker: CTTAY.PK</td>
</tr>
<tr>
<td>German Security Identification Number (WKN)</td>
<td>ISIN: US2107712000</td>
</tr>
<tr>
<td>ISIN</td>
<td>ADR Level: Level 1</td>
</tr>
<tr>
<td>Shares outstanding as at December 31, 2021</td>
<td>Exchange: OTC</td>
</tr>
<tr>
<td></td>
<td>Sponsor: Deutsche Bank Trust Company Americas</td>
</tr>
</tbody>
</table>

$^1$ Before October 29, 2018, split was 1:5.
Continental Shares
Shareholder Structure / Free Float by Region

Shareholder structure December 2021

IHO-Group 46.0%

Free float 54.0%

Shareholder structure of the free float December 2021 (97.6% identified)

UK and Ireland 29.7%
UK and Ireland 29.7%

USA and Canada 45.7%

Free float 54.0%

Unidentified 2.4%

IHO-Group 46.0%

USA and Canada 45.7%

Rest of Europe 6.5%

Scandinavia 3.1%

France 3.4%

Germany 6.3%

Asia, Australia and Africa 2.9%

Rest of Europe 6.5%

UK and Ireland 29.7%

USA and Canada 45.7%

Free float 54.0%

Unidentified 2.4%

IHO-Group 46.0%

USA and Canada 45.7%

Rest of Europe 6.5%

Scandinavia 3.1%

France 3.4%

Germany 6.3%

Asia, Australia and Africa 2.9%
Investor Relations
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All statements with regard to markets or market position(s) of Continental or any of its competitors are estimates of Continental based on data available to Continental. Such data are neither comprehensive nor independently verified. Consequently, the data used are not adequate for and the statements based on such data are not meant to be an accurate or proper definition of regional and/or product markets or market shares of Continental and any of the participants in any market.

The tables on the key figures for the group sectors show only the figures for continuing operations in the reporting and comparative periods for all group sectors. As part of the new organizational structure in place since January 1, 2022, the Continental Group is divided into the four group sectors Automotive, Tires, ContiTech and Contract Manufacturing. All key figures for the group sectors reflect this over the entire reporting period and are adjusted accordingly for the comparative period.