Bitte decken Sie die schraffierte Fläche mit einem Bild ab.

Investor Presentation March 2021
[Fact Book 2020]

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

Continental – Overview and Strategy

Group Sector Automotive Technologies
  Business Area Autonomous Mobility and Safety
  Business Area Vehicle Networking and Information
Group Sector Rubber Technologies
  Business Area Tires
  Business Area ContiTech
Corporate Governance
Sustainability
Financials
Back-up
Continental
We Are a Global Powerhouse

A leading player in autonomous mobility

First to market with software-defined vehicle architecture

Industry-benchmark operational efficiency in Tires

~236,000 talented and dedicated employees
Changing Economic Environment
Positive Mid-term Growth Outlook, but Well Below Previous Expectations

**Light vehicle (LV) production** (million units)

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

IHS LV production forecasts from:  
- December 2018
- November 2020

LMC LV repl. tire sales forecasts from:  
- December 2018
- December 2020
Technological and Societal Changes
Challenges and Opportunities

Digitalization  Speed  Sustainability
Technology Shift  Competitive Environment
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

**Annual gross cost savings target**

- **Total >€1 bn by 2023**
  - Powertrain Technologies: ~15%
  - Automotive Technologies: ~60%
  - Rubber Technologies: ~25%

**Continental’s contribution excluding powertrain**

- **Best-cost share in manufacturing**
  - 2019: ~70%
  - Mid-term: ~75%
- **Best-cost share in R&D**
  - 2019: ~50%
  - Mid-term: ~60%
## 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>Energy efficiency, Automation/digitalization, TiresGym 100</td>
</tr>
<tr>
<td>Increase effectiveness, efficiency and flexibility</td>
<td></td>
</tr>
<tr>
<td><strong>Quality excellence</strong></td>
<td>Quality First program, Total Quality Management CoC¹, Continental Business System</td>
</tr>
<tr>
<td>Reduce quality-related incidents and costs</td>
<td></td>
</tr>
<tr>
<td><strong>Standardization</strong></td>
<td>Cooperation Portal, Autosar, One Project Management</td>
</tr>
<tr>
<td>Leverage existing platforms, tools and processes</td>
<td></td>
</tr>
</tbody>
</table>

¹ CoC = Center of Competence.
## Differentiate Our Portfolio

### Differentiation of Our Portfolio Between Growth and Value

<table>
<thead>
<tr>
<th>Growth</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fast-growing markets</td>
<td>Stable, mature markets</td>
</tr>
<tr>
<td>Outperformance driven by technological innovation</td>
<td>Profitable business</td>
</tr>
<tr>
<td>Focus: market position, growth and long-term profitability</td>
<td>Focus: profitability and cash conversion</td>
</tr>
</tbody>
</table>

### Automotive Technologies

- **Software and systems excellence**
- **Architecture and networking**
- **Autonomous mobility**
- **Smart mobility**

### Tires
- Fleet services, selective regions

### ContiTech
- Smart solutions beyond rubber

### EMEA business

### Base business
# Differentiate the Portfolio

**Focused Management Approaches to Best Crystallize Value**

<table>
<thead>
<tr>
<th>Growth</th>
<th>Profitability</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value-accretive outperformance</td>
<td>Long-term profitability</td>
<td>Innovation to expand market position</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic optionality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Considerations</td>
</tr>
<tr>
<td>▶ Competitive funding for investment needs</td>
</tr>
<tr>
<td>▶ Ability to attract talents and potential partners</td>
</tr>
</tbody>
</table>

**Value**

<table>
<thead>
<tr>
<th>Selective growth</th>
<th>Focus on profitability</th>
<th>Cash conversion</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Continuous best owner review</td>
</tr>
<tr>
<td>▶ Partnerships or divestitures</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>
<tbody>
<tr>
<td>Together with our value chain partners and latest by 2050, we strive for:</td>
<td>We actively unleash sustainable market potential in all business units</td>
<td>Aligned with shareholders</td>
</tr>
<tr>
<td><img src="https://example.com/carbon-neutrality" alt="Carbon neutrality" /> 100%</td>
<td>Foster innovation and phase-in growth businesses</td>
<td>Long-term incentive program utilizes three key performance indicators:</td>
</tr>
<tr>
<td><img src="https://example.com/emission-free" alt="Emission-free mobility and industry" /> 100%</td>
<td>Transform or phase-out non-viable businesses</td>
<td>• Share price</td>
</tr>
<tr>
<td><img src="https://example.com/closed-resource" alt="Closed resource" /> 100%</td>
<td>Advance sustainable business practices</td>
<td>• Relative TSR²</td>
</tr>
</tbody>
</table>
| ![Responsible value chain](https://example.com/responsible-value-chain) 100% | |  • Sustainability  
  › Environment  
  › Engagement  
  › Health & Safety  
  › Diversity |

² Total Shareholder Return.
Turn Change into Opportunity
“Passion to Win” and “Transparency and Ownership” Have Top Focus

Our Values

- **Passion to win**: 75% of employees do agree
- **Freedom to act**: 77% of employees do agree
- **For one another**: 72% of employees do agree
- **Trust**: 81% of employees do agree

Our Mindset

- **Transparency and Ownership**
- **Flexibility and Agility**
- **Quality and Impact**

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Agenda

Continental

**Group Sector Automotive Technologies – Overview**

- Business Area Autonomous Mobility and Safety
- Business Area Vehicle Networking and Information

**Group Sector Rubber Technologies**

- Business Area Tires
- Business Area ContiTech

**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
- Software
**Transformation of the Automotive Industry**
Expanding Value Creation Opportunities in All Trends

**Old World:** Defined by Hardware

**New World:** Defined by Hardware and Software

- Autonomous
- Ecosystems
- Centralized
- Key differentiator
- Holistic
- Comprehensive

**Trends**
- Autonomous Mobility
- Smart Mobility
- Architecture and Networking
- Software
- User Experience
- Safety

**Evolution of Trends**
- 2000
  - Assisted
  - Concepts
  - Distributed
  - Emerging
  - Analog
  - Stand-alone

- 2020
  - Automated
  - Islands
  - Domain
  - Critical
  - Digital
  - Integrated

- 2030

**Value creation opportunities**
Transformation into Automotive Technologies
Realigning Our Activities into Action Fields to Better Serve Trends

We Drive the Future of Mobility.

Autonomous Mobility
Smart Mobility
User Experience
Safety
Software and Systems Excellence
Architecture and Networking
Transformation into Automotive Technologies
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 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

Expected outperformance¹:
\[ \sum \approx +2 \text{ to } +4\text{-pts} \]

- Autonomous Mobility: \(\approx +10\text{-pts}\)
- Smart Mobility: \(\approx +10\text{-pts}\)
- Architecture and Networking: \(\approx +3\text{-pts}\)
- SW and Systems Excellence: \(\approx +10\text{-pts}\)
- User Experience: \(\approx +1\text{-pts}\)
- Safety: \(\approx +1\text{-pts}\)

1 Mid-term organic sales growth above IHS LVP.

Sales 2020

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

€15.3 bn
Strengthen Operational Performance
Adjust Our Cost Structure to Deliver Targeted Cost Savings

<table>
<thead>
<tr>
<th>Annual gross cost savings target</th>
<th>Contribution from Automotive Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total &gt; €1 bn by 2023</td>
<td></td>
</tr>
<tr>
<td>Powertrain Technologies</td>
<td>Best-cost share in manufacturing</td>
</tr>
<tr>
<td>~25%</td>
<td>~75%</td>
</tr>
<tr>
<td>Automotive Technologies</td>
<td>~85%</td>
</tr>
<tr>
<td>~15%</td>
<td></td>
</tr>
<tr>
<td>Rubber Technologies</td>
<td>Best-cost share in R&amp;D</td>
</tr>
<tr>
<td>~25%</td>
<td>~50%</td>
</tr>
<tr>
<td></td>
<td>~60%</td>
</tr>
</tbody>
</table>
Automotive Technologies: Adjusted EBIT\(^1\) Margin Bridge

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

-1.8%

2020

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

~ 6% to 8%

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><strong>Group Sector Automotive Technologies – Strategic Action Fields</strong></td>
</tr>
<tr>
<td>Business Area Autonomous Mobility and Safety</td>
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<tr>
<td>Business Area Vehicle Networking and Information</td>
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<td><strong>Financials</strong></td>
</tr>
<tr>
<td><strong>Back-up</strong></td>
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</tbody>
</table>
Strategic Action Field: Architecture and Networking
Leading the Way Toward Software-defined Vehicles

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety

Software and Systems Excellence

Architecture and Networking
Leading the Way toward Software-defined Vehicles
Complexity and Functional Growth Is Limited by Current Approach

Up2now

Going forward

› **Conventional** architecture and functions
  Based on gateway, body controller, other ECUs

› **Function-defined** architecture
  Based on ICAS1 High Performance Computer (HPC)
  Scalable across platforms
  New functions & value streams
Leading the Way toward Software-defined Vehicles
Complexity and Functional Growth Is Limited by Current Approach

**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

**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
Leading the Way toward Software-defined Vehicles
Vehicle as De-facto IoT Device – New Value Streams Across Lifecycle

Going forward

Up2now

Value per vehicle\(^1\)

System Integration
Electronics & Software

Value per vehicle\(^1\)

Complexity & functional growth

Cloud services
New features and functions
Software maintenance

Vehicle purchased
Vehicle end of life
Vehicle purchased
Vehicle end of life

1 Not to scale; for illustrative purposes only.
Leading the Way toward Software-defined Vehicles
We Are First-to-market and Top Player in X-domain Computing Solutions

HPC projects won and in acquisition (#)
Total order intake so far: > €4 bn LTS

- ADAS
- Safety & Motion
- Body
- Cockpit
- Cross Domain
- Awarded to Continental
Leading the Way toward Software-defined Vehicles
Why We Have Been 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 & collaboration methods & tools

Managing new business models

› Enabling new recurring value streams
› Covering complete vehicle lifecycle
Leading the Way toward Software-defined Vehicles
Unique Capability to Provide Fully Integrated Functional Stacks

Domains

Vehicle Services

Body

Cockpit

AD/ADAS

Safety & Motion

Cloud

Vehicle API & Services

Software Update, Data Analytics, Cyber Security

Foundation Service incl. On-board Connectivity Client

Middleware

Vehicle Abstraction – Sensors, Actuators, Vehicle Configuration

Operating System

Hardware

HPC Platform

Cloud Abstraction (Alternatives)

Amazon AWS

Microsoft Azure

Region-specific Cloud

Cloud Platform

Building blocks from Continental

3rd party blocks integrated by Continental

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Leading the Way toward Software-defined Vehicles
Unique Capability to Provide Fully Integrated Functional Stacks

Building Blocks
- Cloud
- Application
- Middleware
- OS
- Hardware

System Integration
- Services / Applications
  - Body
  - Cockpit
  - ADAS/AD
  - Safety/Motion

Automotive SW Platform
- Differentiating
- Non-Differentiating

Continental HPC Platform

Toolkit
- PMT
  - House of Solutions

Tool Framework
- Data Mgmt.
- Dependency Mgmt.
- API Mgmt.
- SW Distribution
- Continuous Integration & Deployment
Leading the Way toward Software-defined Vehicles
Strong Business Growth Enabled by Future Architecture Competency

Sales in Action Field¹ (€)

Expected Outperformance²

∑ ~ +3%-pts

> +100%-pts

~ +5%-pts

~ -8%-pts

~ -3%-pts

2020

Mid-term

Additional growth across all strategic action fields

Additional HPCs
› ADAS/AD
› Safety and motion
› Cross domain

Software and systems
› System integration
› Software maintenance
› New features and functions
› Cloud services

Body and Cockpit HPCs + zone ECUs

Connectivity

Legacy ECUs
› Body control modules, gateways, in-vehicle infotainment

Other products
› Power closures, seat control, other ECUs

¹ Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. ² Mid-term organic sales growth above IHS LVP.
Strategic Action Field: Software and Systems Excellence
Our Strengths Overcome Software Challenges
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
Our Strengths Overcome Software Challenges
We Cover the Entire Spectrum of Customer Needs

60%
Non-differentiating software
› Common functionality required of all vehicles, regardless of brand, OEM, trim level, etc.
› Customer needs: Economies of scale for most competitive cost position

40%
Differentiating software
› Unique functionality for specific OEMs, models, regions, customer groups, etc.
› Customer needs: Economies of scope to provide best support/expertise

We cover 100%

Continental offers best-in-class software and systems excellence based on:
- Competence
- Technology
- Workflow
- Collaboration
Software Experts in Every Field
Continuously Improving with New Specialist Staff, Acquisitions and Training

Number of software and IT specialists

- 2012: >10,000
- 2013: >16,000
- 2014: >17,000
- 2015: >19,000
- 2016: >20,000
- 2020E: >22,000
- 2022E: >20,000

Software-related acquisitions

- 2015
  - Elektrobit
  - Expanded software and systems expertise

- 2016
  - Zonar
  - Access to fleet management market

- 2017
  - ARGUS Security
  - Leading automotive cyber security expertise

In-house Software Academy

- Boost software expertise
  - Effective on-boarding new hires
  - Systematic up-skilling to new technologies
  - Extensive cross-skilling non-software engineers on software topics

State-of-the-art learning

- +319% YoY completed learning items
- Agile: +100 training units added in 2020
- Artificial Intelligence: ~1,900 employees with knowledge in the area of AI by 2022
- Cyber security: 20k+ training units attended
- New formats: Hackathons, hands-on,...
Scalable, Integrated and Cloud-ready Platforms
We Deliver Software Stacks for Present and Future Architectures

Continental’s Technologies

Cloud

Software functions

OEM and domain specific Middleware

Operating system

HPC platform

Differentiating software

Non-differentiating software

Continental
Function-specific development

Cyber Security Operations Center

Fleet management

Elektrobit incl. platform services

EB corbos
EB tresos
ARGUS
...

Tool framework

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

We Manage the Complexity of Software Integration End2End

---

**Continental software factory**

- Continuous integration, testing and delivery
- On-site and cloud resources
- Embedded hardware

Software delivery

KPI depots

Real-time traceability

feature requests | bug reports | software

---

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

---

**Continental Cooperation Portal**

---

**External software factories**

OEMs and partners
Collaborations Based on Trust
Software-defined Vehicles Require a New Collaboration Model

Hardware and function coupling – Software treated like hardware

Traditional car

Tier1 ➔ OEM
Function development

Tier2 ➔ Tier1
Middleware
ECU integration

Tier1
Hardware development

Function development stops at SOP¹

Middleware maintenance

Hardware production

Spare part delivery, garage maintenance services

EOL³

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

OEM
Function development

New functions and services

SW supplier
Middleware
ECU integration

Middleware adaption including security and safety support

Maintenance and lifetime security and safety support

HW supplier
Hardware development

Hardware production: Updates/changes possible

Spare part delivery, garage maintenance services

SOP¹

EOP²

EOL³

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

Collaboration

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

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety

Software and Systems Excellence

Architecture and Networking
Continental’s Autonomous Mobility Business
Leveraging Strong AD\(^1\) Position to Capture Growth Opportunities

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>€0.9 bn</td>
</tr>
<tr>
<td>2016</td>
<td>€1.2 bn</td>
</tr>
<tr>
<td>2017</td>
<td>€1.6 bn</td>
</tr>
<tr>
<td>2018</td>
<td>€1.9 bn</td>
</tr>
<tr>
<td>2019</td>
<td>€2.0 bn</td>
</tr>
<tr>
<td>2020</td>
<td>€1.7 bn</td>
</tr>
</tbody>
</table>

**Order Intake 2018 – 2020**

- Radar
- Camera
- AD HPC\(^2\)
- Software
- €9.1 bn

**Full Stack Solution Provider**

- Integration
- Functions
- Safety
- Cruising
- Parking
- AD HPC\(^2\)
- Lidar
- Vision
- Radar
- Horizon Robotics
- NVIDIA
- RECOGNI
- AAEYE
- cartica

**Growing Pipeline**

- Total addressable market\(^3\)
- Awarded to Continental

- 2018 – 2020
  - ~ €35 bn
  - €9.1 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.
## 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>from 2021</th>
<th>from 2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partly Automated Driving (SAE L2)</td>
<td>in series</td>
<td>“L2 Plus”</td>
<td>“L2 Premium”</td>
</tr>
<tr>
<td>L2 “Performance”</td>
<td>L2 “Premium”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highly Automated Driving (HAD) (SAE L3)</td>
<td>HAD Ready</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Software

- **Highway Assist NCAP\(^1\) 5 stars**
  - AD High Performance Computer: optional
  - Traffic Jam Companion (hands-off ≤ 80 kph): 1
  - Highway Companion (hands-off ≤ 130 kph): 1
  - L2 in extended “Operational Design Domain”: 2
  - Cruising Chauffeur Traffic Jam Chauffeur

### Sensor Data

- **Radars**: 1 – 5, 5 – 7, 5 – 7, 7
- **Cameras**: 1 – 2, 6, 6, 9
- **Lidars**: optional, ≥ 2

### 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

<table>
<thead>
<tr>
<th>Perception</th>
<th>Camera “Vision”</th>
<th>Full Vision Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continental Vision Stack</td>
<td>Continental Vision Stack</td>
<td>Sensor Data Fusion &amp; Comprehensive Environment Modelling</td>
</tr>
<tr>
<td>Integration 3rd party vision stack</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Perception</th>
<th>Radar “Vision”</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Continental Radar Stack</td>
<td></td>
<td>Safety Functions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cruising Functions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Parking Functions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Perception</th>
<th>Lidar “Vision”</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Continental Lidar Stack</td>
<td></td>
<td>Safety Functions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cruising Functions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Success</th>
<th>SOP: 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>L2</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Success</th>
<th>SOP: 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>L2</td>
<td>Truck</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Success</th>
<th>SOP: 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>L2+</td>
<td></td>
</tr>
</tbody>
</table>
Software Stack and Hardware Platform Solutions
Modular & Scalable to Manage High Complexity

Full Stack Capability

Driving and Parking Functions

Perception

Operating System and Middleware

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

High Performance Computer (AD HPC)

Partly Automated Driving (SAE L2)
“L2 Plus”

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

<table>
<thead>
<tr>
<th>Software as a Product</th>
<th>Commercial Vehicles</th>
<th>Mobility Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relevance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Software will be a key differentiator within automotive</td>
<td>› First commercial autonomous fleet operations expected</td>
<td>› Autonomous fleet operations expected within dedicated environments</td>
</tr>
<tr>
<td>› Defining business models for Software is crucial for ADAS</td>
<td>› Strong market growth within the next 5 years by push of legislation</td>
<td>› Experiences gained through those fleets will be crucial for a data driven development</td>
</tr>
<tr>
<td><strong>Continental Status</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Business model implemented: Example “3D View” functionality</td>
<td>› Strong customer base established</td>
<td>› Established business relationship through sensor competency</td>
</tr>
<tr>
<td>› Full stack supplier to create best in class software solutions actively including partners</td>
<td>› Dedicated business unit within Continental</td>
<td></td>
</tr>
<tr>
<td><strong>Continental Future</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Full system and solution provider supporting commercial fleets</td>
<td></td>
<td>› Strong collaboration with fleet providers to test innovative technologies and improve software functions</td>
</tr>
</tbody>
</table>
Continental’s Autonomous Mobility Business
Sustainable Growth Through Our Increasing Content per Vehicle

Sales in Action Field\(^1\) (€)

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Outperformance(^2)</td>
<td>(\sum \sim +10%-pts)</td>
<td>(~ +80%-pts)</td>
</tr>
<tr>
<td>Emerging</td>
<td>(~ +7%-pts)</td>
<td>(~ +5%-pts)</td>
</tr>
</tbody>
</table>

Future Growth Drivers

- **Software as a Product**
  - Licenses and updates

- **System Integration**

- **AD Control Units / AD High Performance Computer**
  - Scalable software and computing platforms guarantee future readiness

- **High Resolution Lidars**
  - Introduction in \(\geq L3\) systems, additional integration in \(\geq L2\) Plus systems

- **Cabin Sensing**
  - Driven by legislation (e.g. driver monitoring, child presence detection)

- **Cameras**
  - High quantity of satellite cameras in \(\geq L2\) Plus systems ("camera belt")

- **Radar**
  - High quantity of radars in \(\geq L2\) Plus systems ("radar belt")
  - Next generation radars with exceptional performance (e.g. 4D radar)

- **Ultrasonic Sensors**

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2 Mid-term organic sales growth above IHS LVP.
Strategic Action Field: Smart Mobility
Becoming a Leader in Smart Mobility

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety

Software and Systems Excellence

Architecture and Networking
Smart Mobility
Key Statements/Executive Summary

Mobility today partly smart:
Fragmented, most unconnected, island solutions

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

- Use data for business
- Transmit data
- Generate data

Service
Telematics (TCU)
Sensor/actuator

Smart solutions
- Various customer groups
- Full stack
- Multiple business models
Growing Need for Smart Mobility Solutions
Converging Requirements & 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

**Growth Drivers**

- Digital logistics value chain
- Regulations – safe, clean & fair
- New mobility business models
- Orchestrator solutions – cross-technology

Private & Fleet Operators of Passenger Vehicles

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

Expanding Offerings to Cover Needs of Diverse Customer Groups

<table>
<thead>
<tr>
<th>Customer Groups</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>Fleet type</th>
<th>CV Fleets</th>
<th>PV Fleets</th>
</tr>
</thead>
</table>

## Continental Solution

<table>
<thead>
<tr>
<th>Fleet type</th>
<th>CV Fleets</th>
<th>PV Fleets</th>
</tr>
</thead>
</table>

- **In the market**
- **In development**

- **Remote Vehicle Data**
- **Key as a Service**
- **eHorizon**
- **Fleet Management**
- **Digital Tachograph**

---

Investor Presentation, March 2021 © Continental AG
Continental Established in Full Stack
Modular Architecture for More Service Opportunities

Established service
Existing back-end infrastructure and running services (ContiTech, fleet management system, Tire information system)

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

1 TCU: telematic control units.
2 OBD: on-board diagnostics.
Continental’s Smart Mobility Business
Comprehensive Portfolio of Solutions to Drive Strong Growth

Sales in Action Field¹ (€)

Expected Outperformance²

Remote Vehicle Data
› Cross-brand vehicle data access solution

Key as a Service
› Established OE and fleet smartphone integration for car access

eHorizon
› Proven OE integrated solution for CO₂ and fuel consumption reductions

Fleet Management Solutions
› Solid position in fleet management provider in NA and EU

Digital Tachograph
› Established business in tachographs in EU and future trust center

Other

¹ Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. ² Mid-term organic sales growth above IHS LVP.
Strategic Action Field: User Experience
Joy of Use, Ease of Use and Safe Driving

Autonomous Mobility
Smart Mobility
User Experience
Safety
Software and Systems Excellence
Architecture and Networking
User Experience (UX)
UX Matters: Joy of Use, Ease of Use and Safe Driving

Visual
› Display Solutions
› Head Up Displays
› Cabin Sensing

Audial
› Sound Solutions

Tactile outside
› Secure digital car, access via key or phone

System Integration
› Cockpit HPC

Software & System
› Augmented Reality
› 3D Content
› Monitoring algorithms

We deliver > 120 mn UX products per year to more than 25 OEMs!
User Experience
What Makes Us Successful: Leading in All Four Core Competences

DESIGN
Flat 2D displays

TECHNOLOGY
Separated devices

INTERACTION
One-way communication

INTEGRATION
Stand-alone HMI\(^1\) controllers

TODAY

TOMORROW

› Large displays, 3D
› Interactive “Shytech” surfaces

Integration of features into display solutions

Perfect networking of all UX components

High-performance computers connect domains and enable holistic UX

\(^1\) Human Machine Interface.
# User Experience
Creating Uniqueness Through Design

<table>
<thead>
<tr>
<th>Launched</th>
<th>Upcoming</th>
<th>Future</th>
<th>From Design to Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>VW TOUAREG</td>
<td>Curved Center Stack</td>
<td>1ST to market</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C-Shape</td>
<td>SOP 2022</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interactive Shytech Surfaces</td>
<td>SOP 2022</td>
<td></td>
</tr>
<tr>
<td>MB E-/S- Class</td>
<td>Side by Side</td>
<td>1ST to market</td>
<td></td>
</tr>
<tr>
<td></td>
<td>L-Shape</td>
<td>SOP 2021</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kinematic Pillar-to-Pillar &amp; Cabin Solutions</td>
<td>SOP 2021</td>
<td></td>
</tr>
</tbody>
</table>

Pictures featured on this page belong to their respective owners.
**User Experience**

We Integrate Innovative Features Increasing Our Value

---

**Technology**

- **Own hardware value creation and refinement by Continental**
  - **Purchased parts**
    - Front glass
    - Display panel
  - **High quality surfaces:**
    - Daylight readability
    - **Optical bonding** for crystal clear image
    - **Narrow border** design
  - **Next level interaction design:**
    - Haptic feedback
    - Touch, proximity and gesture detection
    - Pre-shaped designs with finger guidance
  - **Technology (r)evolution:**
    - **Camera + infrared (IR) illumination**
    - New backlight technology
    - Enabling natural 3D experience
  - **Software IP:**
    - Camera eyeball tracking
    - 3D display content
    - UX software
  - **Integration expertise:**
    - Infrared camera integrated behind cover lens

---

1 PCB: printed circuit board.
User Experience
We Orchestrate the "One" Holistic Experience

Interaction

Visual

Software & System

Tactile outside

Tactile inside

Audial

System Integration
User Experience
Simply Scalable

+UX  +OEM  +3D

Product  Product  Product  Product

UX SW  UX SW  UX SW  UX SW

OEM SW  OEM SW  OEM SW

3D CONTENT
LeiaLoft™

MB S-Class  Hyundai Genesis  VW ID.3  Citroen C4

Luxury  Entry

Integration

Pictures featured on this page belong to their respective owners.
User Experience
Horizontal Knowledge Drives Our Innovations

All UX domains
- Display Solutions
- Interior Camera
- Head Up Display

High Performance Computers

Cockpit → Body → Safety and Motion → ADAS

Integration

- Cabin Sensing, Health, Wellbeing
- Augmented Reality
- Driver Monitoring
- 3D Transparent Hood
Continental’s User Experience Business
Driving Our Digital Transformation: We Outperform the Market

Sales in Action Field\(^1\) (€)

<table>
<thead>
<tr>
<th>Year</th>
<th>Expected Outperformance(^2)</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>&gt; +30%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ 0%-pts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +15%-pts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +5%-pts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ -15%-pts</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Further growth in system integration
- Related HPCs
  - Cockpit HPC
- Related Cabin Sensing
  - Camera and Sensors

Further growth in software and systems
- Software and Systems
  - UX content
  - UX services

Display Solutions
- Design, extended features, joy of use and legal requirements

Full Digital Clusters
- Design, joy of use and legal requirements

Head Up Display
- Less driver distraction and augmented reality

Access
- Comfortable and secure digital car access

Legacy Business
- Instrument clusters, haptic controls, car radios

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2 Mid-term organic sales growth above IHS LVP.
Strategic Action Field: Safety
Safety Is Not Negotiable

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety
- 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.
All Future Cars Need a Brake System
Friction Brakes with Electronic Brake System Stay the Dominating Solution

<table>
<thead>
<tr>
<th>Normal Braking</th>
<th>Emergency Braking</th>
<th>Stabilization</th>
<th>Standstill Management</th>
<th>Fail Operational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friction Brake &amp; EBS</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Recuperation only</td>
<td>✓</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
</tr>
</tbody>
</table>
All Future Cars Need a Brake System
Top Market Position by Translation of Trends into Tangible Products

Market 2025

-35% EV¹
-65% ICE²

Trend: recuperation
Trend: non-exhaust emissions

Two Trends
One solution: EPB Si

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

The New Generation of Drum Brakes

Ø EPB³ content per car

100%  ~125%

1st to Market with VW ID.3

+7 additional awards

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

Investor Presentation, March 2021 © Continental AG
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:
- \(\text{CO}_2\) efficiency
- Recuperation
- Automated driving

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

---

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

- ~5% Today
- ~30% Long-term

---

6 OEM, 53 SOPs\(^3\) to date

~1 mn Units delivered in 2019

37 Awards in backlog

All platforms of a premium OEM
(recent award with additional € 1.8 bn LTS\(^5\))

---

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.

---

Investor Presentation, March 2021 © Continental AG
Restraint Systems Become Anticipatory and Connected
Continued Top Market Position. Leverage In-house Portfolio and Expertise

**Trends**
- Occupant Freedom
- Vehicle Designs
- Safety Standards
- ADAS
- Cabin Sensing
- Smart Infrastructure

**Near Field Environment Model**
*Occupant Safety Monitoring*

**New Functions**
*PreCrash Safety Monitoring*
*Adaptive Deployment Strategies*

**Enablers**

- **30 Awards**
  - 2018
  - 2019

- **~22 mn Units**
  - supplied in 2019

- **~100 mn Satellites**
  - supplied in 2019
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
- Sensors
- Hydraulic Brake Systems
- Electronic Brake Systems
- Restraint Systems

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
Safety & Motion HPC Will Be the Future
Our Expertise Makes Us the Right Development and Integration Partner

Growth in Enhanced Functions/Features

Safety & Motion HPC

Cockpit HPC
Body HPC
AD HPC

Market Outlook

50%
Market CAGR

Today
Long-term

4 RFIs running with targeted SOP in 2025

Source: Continental own estimates

1 HPC: high performance computer.
2 RFI: request for information.
3 ECU: electronic control unit.
Continental’s Safety Business
Leading Player with Track Record of Profitable Growth

Sales in Action Field¹ (€)

<table>
<thead>
<tr>
<th>Category</th>
<th>Expected Outperformance²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety &amp; Motion High Performance Computer</td>
<td>~ +1%-pts</td>
</tr>
<tr>
<td>Sensors</td>
<td>&gt; +3%-pts</td>
</tr>
<tr>
<td>Electronic Brake Systems</td>
<td>&gt; -3%-pts</td>
</tr>
<tr>
<td>Hydraulic Brake Systems</td>
<td>= +0%-pts</td>
</tr>
<tr>
<td>Restraint System</td>
<td>~ -1%-pts</td>
</tr>
<tr>
<td>Other products</td>
<td></td>
</tr>
</tbody>
</table>

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. | 2 Mid-term organic sales growth above IHS LVP. | 3 ECU: electronic control unit.

1. Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2. Mid-term organic sales growth above IHS LVP.
3. ECU: electronic control unit.

- **Safety & Motion High Performance Computer**: Translate system and integration expertise to upcoming central ECU³ market.
- **Sensors**: Refine and extend portfolio to tackle rising demand on automotive sensors.
- **Electronic Brake Systems**: Benefit from integration to increase content and retain technology leadership.
- **Hydraulic Brake Systems**: Selective innovations to compensate for price erosion of standard components.
- **Restraint System**: Leverage in-house competencies for new functions to protect market position.
- **Other products**: Aftermarket, washer systems, build to print.
# Agenda

- Continental
- Group Sector Automotive Technologies
- **Business Area Autonomous Mobility and Safety**
  - Business Area Vehicle Networking and Information
- Group Sector Rubber Technologies
  - Business Area Tires
  - Business Area ContiTech
- Corporate Governance
- Sustainability
- Financials
- Back-up
Our Vision and Mission

Safe and Dynamic Driving Toward Vision Zero – SensePlanAct
Safe Mobility Is Our Passion – Saving Lives Our Devotion.

- We integrate safety technologies and master vehicle dynamics to realize safe and enjoyable driving.

- With our components and system competencies we pave the way toward autonomous mobility.

Key Facts

Sales 2020:
€7.5 billion

Employees¹:
47,762 worldwide

Customers:
Major OEMs in all regions

¹ Year-end 2020.
AMS: Product Portfolio
Comprehensive Product Portfolio Along the Chain of Effects

Autonomous Mobility
- Radar
- Camera
- Lidar
- AD\(^1\) HPC\(^2\)/AD control units

Safety
- Sensors
- Hydraulic brake systems
- Electronic brake systems
- Restraint systems

Functions
- Assisted and Automated Driving
- Safety and Motion Control

Notes:
1 Assisted/automated Driving.
2 High-performance computer.
**AMS: Sales Split**

Our Sales Contribution to the Action Fields

**AMS Sales in Action Fields**

1. Safety
2. User Experience
3. Autonomous Mobility
4. Smart Mobility

**Expected outperformance**

\[ \sum \approx +2 \text{ to } +4\%-\text{pts} \]

- 2020:
  - Safety: ~ +1\%-pts
  - User Experience: ~ +8\%-pts
  - Autonomous Mobility: ~ +10\%-pts
  - Smart Mobility: ~ +10\%-pts

- Mid-term:
  - Safety: ~ +1\%-pts
  - User Experience: ~ +8\%-pts

**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 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. 2 Mid-term organic sales growth above IHS LVP forecast.
AMS Value Contributor: Safety
Strong and Solid Business

AMS Sales in Action Field¹ (€)

<table>
<thead>
<tr>
<th>Expected outperformance²</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>∑ ~ +1%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +0%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +1%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +3%-pts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Others³

<table>
<thead>
<tr>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>400 mn</td>
</tr>
<tr>
<td>100</td>
<td>Sensors delivered</td>
</tr>
<tr>
<td>&gt; 300</td>
<td>&gt; 400 mn</td>
</tr>
</tbody>
</table>

Safety & Motion High-performance Computer
› Offers new opportunities. With our extensive safety expertise & understanding of systems we are the partner of choice

Restraint Systems
› Become anticipatory and connected. Continued top market position. Leverage in-house portfolio & competencies

Brake Systems
› Will be needed in all future cars. Portfolio adaptation, extension to cover automotive trends & increase content

Sensors
› Are the base of each vehicle function. Strong position today. Extending portfolio to tackle tomorrow’s opportunities

OEMs

<table>
<thead>
<tr>
<th>&gt; 400 mn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
</tr>
<tr>
<td>Speed, inertial, battery, position, satellites, …</td>
</tr>
</tbody>
</table>

Brands

<table>
<thead>
<tr>
<th>&gt; 45 mn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
</tr>
<tr>
<td>Airbag control unit, electronic brake system</td>
</tr>
</tbody>
</table>

Models


¹ Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. ² Mid-term organic sales growth above IHS LVP forecast. ³ Others: washer systems, build to print.
AMS Growth Driver: Autonomous Mobility
Sustainable Growth Through Our Increasing Content per Vehicle

AMS Sales in Action Field\(^1\) (€)

Expected outperformance\(^2\)

\[ \sum \approx +10\text{-}\text{pts} \]

\[ \approx +80\text{-}\text{pts} \]

\[ \approx +7\text{-}\text{pts} \]

\[ \approx +5\text{-}\text{pts} \]

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Mid-term Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Resolution Lidars</td>
<td>Complete portfolio from short to long range. Leverage experience with strong partner. Introduction in ≥ L3 systems, additional integration in ≥ L2 Plus systems</td>
<td></td>
</tr>
<tr>
<td>AD Control Units / AD High-Performance Computer (AD HPC)</td>
<td>Scalable software and high-performance computing platforms guarantee future readiness</td>
<td></td>
</tr>
<tr>
<td>Radar</td>
<td>Securing technology leadership with next generation (4D). Fusion with camera enables outstanding perception. Rising number of radars in ≥ L2 Plus systems (&quot;radar belt&quot;)</td>
<td></td>
</tr>
<tr>
<td>Camera</td>
<td>Leading surround view systems. Work together with partners to improve. Leveraging 360° vision for automated driving. High quantity of satellite cameras in ≥ L2 Plus</td>
<td></td>
</tr>
</tbody>
</table>

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. 2 Mid-term organic sales growth above IHS LVP forecast.

| 25 | OEMs |
| 50 | Brands |
| > 300 | Models |

| > 100 mn | units delivered | 2017 – 2019 Radars, cameras, lidars, AD control units |
| > 15 % sales CAGR | 2017 – 2019 |
AMS: Strengthen Operational Performance
Right-size Cost Structure Via Reductions and Shift to Best Cost

Annual gross cost savings target
Total > €1 bn by 2023

Contribution from AMS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AMS</strong></td>
<td>~75%</td>
<td>~80%</td>
</tr>
<tr>
<td>Powertrain Technologies</td>
<td>~15%</td>
<td></td>
</tr>
<tr>
<td>Rubber Technologies</td>
<td>~25%</td>
<td></td>
</tr>
<tr>
<td>VNI</td>
<td>~45%</td>
<td></td>
</tr>
<tr>
<td><strong>Best cost share in manufacturing</strong></td>
<td>~75%</td>
<td>~80%</td>
</tr>
<tr>
<td><strong>Best cost share in R&amp;D</strong></td>
<td>~50%</td>
<td>~60%</td>
</tr>
</tbody>
</table>
AMS: Adjusted EBIT\(^1\) Margin Bridge
We Strive for an Adjusted EBIT Margin of ~ 6% to 8% in the Mid-term

- **2020 Growth**
  - Based on mid-term IHS light vehicle production forecast from November 2020
  - **Strong outperformance** of the action field autonomous mobility

- **Operational Performance**
  - **Right-size cost structure** in terms of manufacturing and R&D
  - **Best cost share optimization**
  - 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.
## Agenda

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continental</td>
<td></td>
</tr>
<tr>
<td>Group Sector Automotive Technologies</td>
<td></td>
</tr>
<tr>
<td>Business Area Autonomous Mobility and Safety</td>
<td></td>
</tr>
<tr>
<td><strong>Business Area Vehicle Networking and Information</strong></td>
<td></td>
</tr>
<tr>
<td>Group Sector Rubber Technologies</td>
<td></td>
</tr>
<tr>
<td>Business Area Tires</td>
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<tr>
<td>Business Area ContiTech</td>
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<tr>
<td>Corporate Governance</td>
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<td>Sustainability</td>
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<tr>
<td>Financials</td>
<td></td>
</tr>
<tr>
<td>Back-up</td>
<td></td>
</tr>
</tbody>
</table>
Vehicle Networking and Information (VNI)

Our Vision and Mission

**Always On**
We care for information management in the vehicle and beyond

- **Connect**
  - Connect drivers and passengers

- **Inform**
  - User experience for superior and safe joy of use

- **Integrate**
  - Full stack integration

Key Facts

- **Sales 2020:** €7.9 billion
- **Employees**: 47,789 worldwide
- **Customers**: Major OEMs, fleets, Tier1 suppliers, aftermarket globally

1 Year-end 2020.
Vehicle Networking and Information (VNI)
Business Units and Product Portfolio¹ With Leading Positions in All Areas

**Connected Car Networking**
Networked mobility starts with us

- Telematics and antennas
- Access
- Body control modules
- Body HPC²

Top positions in Connectivity and body control

**Human Machine Interface**
Driving the trend

- Instrument cluster
- Full digital cluster
- Display solutions
- Cockpit HPC²

Top position in Instrumentation

**Commercial Vehicles and Services**
Shaping smart solutions and services

- Instrumentation and control units
- Tachographs and tolling
- CV³ and PV⁴ services
- Aftermarket

Top position in Tachographs

¹ Excerpt of product portfolio. │ ² High-performance computer. │ ³ Commercial vehicles. │ ⁴ Passenger vehicles.
VNI: Sales Split
We Focus on Architecture and Networking, UX$^3$ and Smart Mobility

VNI Sales in Action Fields$^1$ (€)

<table>
<thead>
<tr>
<th>Action Field</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomous mobility</td>
<td>7.9 bn</td>
<td></td>
</tr>
<tr>
<td>Smart mobility</td>
<td>~ +3%-pts</td>
<td>~ +1%-pts</td>
</tr>
<tr>
<td>Architecture and networking</td>
<td>~ +10%-pts</td>
<td></td>
</tr>
<tr>
<td>SW and systems excellence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>User experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Expected outperformance$^2$

\[ \sum \approx +2 \text{ to } +4\%-\text{pts} \]

- 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 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. 2 Mid-term organic sales growth above IHS LVP forecast. 3 User Experience.
VNI Value Contributor: User Experience
Perfectly Positioned to Benefit from Fast Transition

### VNI Sales in Action Field

<table>
<thead>
<tr>
<th>Expected outperformance</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>∑ ~ +1%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +5%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +15%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; +30%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ 0%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ -30%-pts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Access/Continental Smart Access
- Next generation of secure digital car access – from key to smartphone

#### Head-up display
- Enhanced interaction, improved safety and trust through augmented reality

#### Display solutions
- Target product group; additional value through integration of innovative features like 3D lightfield
- Ease and joy of use by leading all core competencies

#### Full digital clusters
- Transition product, driven by digitalization

#### Instrument clusters
- Product transformation towards display solutions; transition via full digital clusters

---

**We deliver** $>120$ mn UX products per year

**One in 4 cars** is equipped with our HMI solutions

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. 2 Mid-term organic sales growth above IHS LVP forecast.
VNI Growth Driver: Architecture and Networking
New Architectures and HPCs Are a Must for Fully Connected Vehicles

VNI Sales in Action Field¹ (€)

<table>
<thead>
<tr>
<th>Expected outperformance²</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ +5%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +100%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ -2%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ -35%-pts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\[ \sum \sim +3\text{-pts} \]

Connectivity
› Highest relevance for fully connected eco-systems, latest technologies (IAM⁶, 5G …)

Body and Cockpit HPCs³/Zone ECUs⁵
› Target product group; strongly growing portfolio segment
› More than 50% share of sales long-term

BCM, gateways
› Product transformation towards Body HPC³ and Zone ECUs⁵

In-vehicle infotainment
› Product transformation towards Cockpit HPC³ and holistic UX⁴ with display solutions

Other products
› Power closures, seat control, other ECUs⁵

Total order intake for Body and Cockpit HPCs³:

> €3 bn lifetime sales

---

¹ Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
² Mid-term organic sales growth above IHS LVP forecast.
³ High-performance computer.
⁴ User experience.
⁵ Electronic control unit.
⁶ Intelligent antenna module.
VNI Growth Driver: Smart Mobility
Strong Position in CV Services and Telematics Primes Continental to Scale Up

VNI Sales in Action Field\(^1\) (\(\text{\(\varepsilon\)}\))

<table>
<thead>
<tr>
<th>Expected outperformance(^2)</th>
<th>Remote vehicle data</th>
<th>Key as a service</th>
<th>Fleet management and legislation services</th>
<th>Digital tachograph</th>
</tr>
</thead>
<tbody>
<tr>
<td>(\sum \sim +10\text{-pts})</td>
<td>(\checkmark) <strong>Cross-brand</strong> vehicle data access solution</td>
<td>(\checkmark) <strong>Access integrated into smartphones</strong>; established in fleets &amp; rollout in execution (CV(^3) and PV(^4))</td>
<td>(\checkmark) <strong>Proven OE integrated solution</strong> in market enables reliable CO(_2) and fuel reductions</td>
<td>(\checkmark) Highly established business in tachographs in EU and future <strong>trust center for trucks</strong></td>
</tr>
<tr>
<td>(\sim +50\text{-pts})</td>
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<td>(\sim +50\text{-pts})</td>
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<td></td>
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<tr>
<td>(\sim +20\text{-pts})</td>
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<td>(\sim +10\text{-pts})</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
</table>

**Growth drivers**

- **Logistics value chain**
  - Fully digital
- **Regulations**
  - Safe, clean and fair
- **Mobility types**
  - New and different
- **Solution demand**
  - Comprehensive

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2 Mid-term organic sales growth above IHS LVP forecast.
3 Commercial vehicles.
4 Passenger vehicles.
VNI: Strengthen Operational Performance
Right-sized Cost Structure Via Reductions and Shift to Best Cost

<table>
<thead>
<tr>
<th>Annual gross cost savings target</th>
<th>Contribution from VNI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total &gt; €1 bn by 2023</td>
<td>2019</td>
</tr>
<tr>
<td>VNI ~45%</td>
<td>~80%</td>
</tr>
<tr>
<td>Powertrain Technologies ~15%</td>
<td></td>
</tr>
<tr>
<td>Rubber Technologies ~25%</td>
<td></td>
</tr>
<tr>
<td>AMS ~15%</td>
<td>~55%</td>
</tr>
</tbody>
</table>
We Strive for an Adjusted EBIT\(^1\) Margin of ~ 6% to 8% in the Mid-term

- Improved cost position, adjusted cost structure
- Initiatives for fair sales price and redesign to cost
- Optimized footprint
- Potentially affected: ~10,000 jobs, thereof 5,000 in Germany

\(^1\) Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation and special effects.
<table>
<thead>
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</tr>
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</tr>
<tr>
<td>Back-up</td>
</tr>
</tbody>
</table>
**Tires**
A Decade of Outstanding Profitable Growth – And There Is More to Come

### Key Achievements

<table>
<thead>
<tr>
<th>2009</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>€5.8 billion</strong></td>
<td><strong>€10.2 billion</strong></td>
</tr>
<tr>
<td><strong>31%</strong> outside EMEA</td>
<td><strong>44%</strong> outside EMEA</td>
</tr>
<tr>
<td><strong>€0.8 billion</strong></td>
<td><strong>€1.3 billion</strong></td>
</tr>
</tbody>
</table>

**Sales**

**Sales balance**

**Adj. EBIT**

### Business Split 2020

**By Customer Segment**

- Replacement: 77%
- OE: 23%

**By Region**

- Americas: 30%
- APAC: 14%
- EMEA: 56%

High share of non-OE business

Significant growth opportunities outside EMEA

---

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
+2.3% sales CAGR\(^2\)
+3.2% 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.
Tires: Vision 2030

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

**OUR CORE**
Excellent tires remain our DNA. We stand for profitable growth, establishing us among the top tire companies.

**OUR OPPORTUNITY**
We will be the #1 tire solution provider.

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

**OUR TEAM**
We are Tires. Each and every one of us takes ownership. We will win as one global team.

We put customers first.
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 with &quot;A+ tire&quot;, exceeding level A requirements by 16%</td>
<td></td>
</tr>
<tr>
<td>Higher Torque</td>
<td>First to market with new &quot;HL tire&quot;, 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 decibel (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 – Manage for Growth or Value
Continuing to Grow, Diversify and Improve Our Global Sales Portfolio

Passenger & Light Truck Tires

- APAC
- Americas
- EMEA

2009: +44%
2019: +14%
CAGR² +7%
CAGR² +2%
Manage for Growth
Manage for Value

Truck Tires

- EMEA
- Americas
- APAC

2009: +81%
2019: +9%
CAGR² +6%
CAGR² +13%
Manage for Growth
Manage for Value

1 Unit sales based.
2 CAGR 2009 - 2019, unit sales based.
Tires: Our Core – In the Market for the Market
Growth Outside Europe Achieved with More Localized Production

**Americas** (tonnage)

- 2010
- 2019
- Mid-term

**EMEA** (tonnage)

- 2010
- 2019
- Mid-term

**APAC** (tonnage)

- 2010
- 2019
- Mid-term

**Sales**

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

Annual plant output in 2019 (in kt)

Mega plants for scale  Smaller plants for market proximity

Our advantages

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

>75% of capacity in best-cost countries

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

1 Potential ramp-up to mega plant status in the future.
2 Expected by 2022. As of 2019 ~80% mega plant and ~70% 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 – Continuous Mix Improvement
Passenger and Light Truck Tires (PLT) – Mix Improvement Driven by ≥18"
Tires: Our Core – Continuous Mix Improvement
Passenger and Light Truck Tires – Brand & Product Mix Improvement

Brand mix
passenger and light truck tires sales
(mn units)

<table>
<thead>
<tr>
<th>Year</th>
<th>All other brands</th>
<th>Continental brand</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>55%</td>
<td>99 mn units</td>
</tr>
<tr>
<td>2019</td>
<td>65%</td>
<td>142 mn units</td>
</tr>
<tr>
<td>2020</td>
<td>66%</td>
<td>120 mn units</td>
</tr>
</tbody>
</table>

Product category mix
passenger car and light truck sales
(mn units)

<table>
<thead>
<tr>
<th>Year</th>
<th>High-performance summer and all-season tires ≥ 18&quot;</th>
<th>Winter tires</th>
<th>Other PLT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>6 mn units</td>
<td>19 mn units</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>22 mn units</td>
<td>17 mn units</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>30 mn units</td>
<td>12 mn units</td>
<td></td>
</tr>
</tbody>
</table>
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 inventory turns

1 Expected by 2022. As of 2019 ~80% mega plant and ~70% 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

Investor Presentation, March 2021 © Continental AG
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

Conti360° ContiLifeCycle™

ContiPressureCheck™

ContiConnect™

Integrated solutions provider

Leveraging existing competencies within Continental

Heading toward

Investor Presentation, March 2021 © Continental AG
Tires: Our Opportunity
Conti360: Holistic Solution Portfolio to Fulfill Evolving Customer Needs

- Tire condition monitoring
- Analytics and optimization
- Premium Tires
- Tire and vehicle services
- Breakdown service
- Retread solutions

Conti360: 360° Total Solution for Tires and Services
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

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

Market

Tires sales split

- Growth through new revenue streams
- Margins through increased services
- Stability through subscription models
- Returns through low capital intensity

Automotive expertise
Global service network

Solution business
Mid-term to long-term
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: Green Operations
Use Phase: Clean and Safe Mobility
End of Use: Renewing and Recycling

- Responsible Employer
- Responsible Citizen
- Circular Economy Solutions
Tires: Our Responsibility
Sustainable and Value-creating Solutions Along the Entire Value Chain

Material Sourcing
- Winner German Sustainability Award
- Pioneering in sustainable materials

Operations
- Benchmark in water and energy usage

Use Phase
- ~ 25% avg. rolling resistance improvement in last years

End of Use
- Strongly growing profitable business

New tires
- Continental LifeCycle™
- Reclaiming
- Recycling
- Casing management
**Tires: Our Responsibility**

Links to Further Insights about Projects and Engagements

<table>
<thead>
<tr>
<th>Logo</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="#">wbcasd</a></td>
<td><a href="#">Tire Industry Project</a></td>
</tr>
<tr>
<td><img src="#" alt="Rubberway" /></td>
<td><img src="#" alt="RAU" /></td>
</tr>
<tr>
<td><img src="#" alt="FACTS" /></td>
<td><img src="#" alt="New tire ContLifeCycle" /></td>
</tr>
<tr>
<td><img src="#" alt="Federal Ministry for Economic Cooperation and Development" /></td>
<td><img src="#" alt="TARAXA GUM Lab Anklam" /></td>
</tr>
<tr>
<td><img src="#" alt="COKOON" /></td>
<td><img src="#" alt="Centerline" /></td>
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<tr>
<td><img src="#" alt="GPSNR" /></td>
<td><img src="#" alt="EUROPEAN TRWP PLATFORM" /></td>
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<tr>
<td><img src="#" alt="ecovadis" /></td>
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</tbody>
</table>

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

Industry-leading Profitability

- 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>Group Sector Automotive Technologies</td>
</tr>
<tr>
<td>Business Area Autonomous Mobility and Safety</td>
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</tr>
<tr>
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<tr>
<td>Business Area <strong>ContiTech</strong></td>
</tr>
<tr>
<td>Corporate Governance</td>
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<td>Sustainability</td>
</tr>
<tr>
<td>Financials</td>
</tr>
<tr>
<td>Back-up</td>
</tr>
</tbody>
</table>
ContiTech
Global Leader in Technical Rubber and Plastic Products

Our sales distribution (2020)

48% Automotive original equipment
52% Industry and automotive aftermarket
ContiTech: From Rubber Products to Smart Solutions

Past
German rubber company

Present
Global leader in technical rubber and plastic products

Future
Connected products
Our smart solutions
ContiTech: Why We Are Developing Beyond Rubber
The World Is Changing: Automotive Megatrends

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
€190
Content per vehicle

Electrified powertrain engines
〜 95 connections
〜 26.8 m plastic lines
Up to 12 sensors
€230
Content per vehicle

1 ICE: Internal combustion engine.
2 BEV: Battery electric vehicles.
ContiTech: Why We Are Developing Beyond Rubber
The World Is Changing: Industry Megatrends

Infrastructure changes
- Trainlines and transportation
- Alternative energies

Automation
- Automated harvesting
- Automated production

Industry solutions
- Predictive maintenance
- Connectivity
- Internet of Things in production
ContiTech: Getting on Track
Fit For Success in a Challenging Environment

Operational performance
Slowdown in key markets
Major acquisitions

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€ bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>3.9</td>
</tr>
<tr>
<td>2015</td>
<td>5.4</td>
</tr>
<tr>
<td>2016</td>
<td>5.5</td>
</tr>
<tr>
<td>2017</td>
<td>6.2</td>
</tr>
<tr>
<td>2018</td>
<td>6.3</td>
</tr>
<tr>
<td>2019</td>
<td>6.4</td>
</tr>
<tr>
<td>2020</td>
<td>5.6</td>
</tr>
</tbody>
</table>
SMART SOLUTIONS

› Connecting our products, making them smart
› Development of digital capabilities

BEYOND RUBBER

› Expansion of rubber expertise
› Development of innovative materials

Perform! Transform! Innovate!

Operational excellence

Accelerate growth and capture value
ContiTech: Perform!
Strong Focus on Operational Performance Since 2018

Performance measures

1. Structural improvements
   › Capacity alignment
   › Organizational adaptation
   › Portfolio transformation

2. Operational excellence
   › Manufacturing performance
   › Quality improvement
   › Labor-cost agility
   › Value selling

Improved cost structure for profitable growth

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects; as published for the respective year.
ContiTech: Transform and Innovate!
Focus on Highly Attractive Growth Opportunities

ContiTech value fields
~ +0-2% CAGR
Limited growth due to structural changes within industries

ContiTech growth fields
~ +3-5% CAGR
Market growth driven by the megatrends sustainability, population growth and urbanization

Aerospace
Printing technology
Material handling

Ship, port and ocean

Value

ICE passenger vehicles
Off-highway mobility

Mining
Occupational safety
Railway transport

Commercial vehicles
Construction, home and garden
Energy management

Electric passenger vehicles
Recycling, wastewater and air treatment

Food chain processing

Investor Presentation, March 2021 © Continental AG
ContiTech: Transform and Innovate!
Well Positioned to Accelerate Growth and Capture Value

**Sales (€)**

- **5.6 bn**
  - ~ 30%
  - ~ 70%

**2020**

**Mid-term**

**Outperformance**

- $\sum \sim +1\%$

- Outperformance $\sim +3\%$

- Market growth $\sim +0\text{-}2\%$

**Value fields**

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

**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
ContiTech: Transform and Innovate!
Digital Solutions and New Materials Offer Sizable Business Potential

SMART SOLUTIONS

Drone Inspection

BEYOND RUBBER

BEV: Battery electric vehicles. | 2 Content in electric vehicle versus in a same sized internal combustion engine vehicle.

Up to €170 thousand cost saving per hour by preventing downtimes

Up to 800% increased content per vehicle

Investor Presentation, March 2021 © Continental AG
ContiTech: Innovation Fields
Leveraging Existing Competencies within Continental
ContiTech: Adjusted EBIT$^1$ Margin Bridge
We Strive For ~ 9% to 11% in the Mid-term

2020

Growth

› Volume recovery
› Outperformance in growth fields
› Portfolio transformation

Operational performance

› Structural improvements
› Cost optimization

Mid-term target

~ 9% to 11%

7.6%

$^1$ Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
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</tbody>
</table>

## Corporate Governance

<table>
<thead>
<tr>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financials</td>
</tr>
<tr>
<td>Back-up</td>
</tr>
</tbody>
</table>
Corporate Governance
Two-Tier Board System – Corporate Bodies

Corporate bodies of the company

Shareholders’ Meeting
Shareholders exercise their rights of participation and control

Supervisory Board

Chairman’s Committee
20 members
Auditor Committee
10 shareholder representatives
10 employee representatives
Nomination Committee

Involved in decisions of fundamental significance to the company

Mediation Committee

Executive Board
8 members
Appoints, monitors and advises

Reports

Discharges

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Appointed Until</th>
<th>First Appointed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nikolai Setzer (born in 1971)</td>
<td>Chairman of the Executive Board, Chairman of the Automotive Board</td>
<td>March 2024</td>
<td>August 2009</td>
</tr>
<tr>
<td>Frank Jourdan (born in 1960)</td>
<td>Autonomous Mobility and Safety</td>
<td>March 2024</td>
<td>September 2013</td>
</tr>
<tr>
<td>Christian Kötz (born in 1970)</td>
<td>Tires</td>
<td>March 2022</td>
<td>March 2019</td>
</tr>
<tr>
<td>Helmut Matschi (born in 1963)</td>
<td>Vehicle Networking and Information</td>
<td>March 2024</td>
<td>August 2009</td>
</tr>
<tr>
<td>Dr. Ariane Reinhart (born in 1969)</td>
<td>Human Relations and Sustainability, Director of Labor Relations</td>
<td>September 2022</td>
<td>October 2014</td>
</tr>
<tr>
<td>Wolfgang Schäfer (born in 1959)</td>
<td>Chief Financial Officer</td>
<td>December 2024</td>
<td>January 2010</td>
</tr>
<tr>
<td>Andreas Wolf (born in 1960)</td>
<td>Powertrain Technologies</td>
<td>June 2023</td>
<td>June 2020</td>
</tr>
</tbody>
</table>
Corporate Governance
Supervisory Board – Key Facts

20 board members

10 shareholder representatives
10 employee representatives

Supervisory board tenure

Independence of shareholder representatives

Age

Gender

Nationality

Gender

Nationality

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)

**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)

**Maria-Elisabeth Schaeffler-Thumann**, born 1941, el. ul. 2024 (s. 2009)

**Prof. KR Ing. Siegfried Wolf**, born 1957, elected until 2024 (s. 2010)

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)

**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)

**Kirsten Vörkel**, born 1965, elected until 2024 (since 2014)

**Elke Volkmann**, born 1959, elected until 2024 (since 2014)
Corporate Governance
New Remuneration System for the Executive Board 2020 Onwards

Organization Realignment
Continental acts in the changing industries by transforming into a holding-type structure to increase its agility and flexibility.

Agile Workstyle & Network Culture
Personal ownership and agile collaboration drive cross-sector cooperation and Continental success.

New legal requirements
Compliance to ARUG II and the new German Corporate Governance Code.

Aims of New Compensation Model
‘Fairness’
We focus on fairness and equity with a transparent and consistent Rewards framework to attract, motivate and retain our talents.

‘Transformation’
We will encourage and reward those who go the extra mile to ensure the success of our transformation process.

‘Viability’
We honor sustainable value creation based on cooperation in short- and long-term perspective.

Triggers of Change

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**

### FAIRNESS

**Consistent**
- Uniform system for Executive Board, Senior Executives and Executives

**Rewards collaboration**
- 75% of short-term incentive
- Based on Group, Group Sector and Business Unit results
- Based on financial targets, i.e. EBIT, ROCE and Free Cash Flow

**Rewards outperformers**
- 25% of short-term incentive
- Top performers above-average compensated

### VIABILITY

**Competitive**
- Comparable to other employers in markets where we operate

**Collective**
- 88% of Executives participated in voluntary salary reductions during 2020
- Continental Value Sharing Bonus will not be paid during 2020 to 2023

**Balanced**
- Compensation structure takes both long-term and short-term perspectives into account

### TRANSFORMATION

**Aligned with shareholders**
Long-term incentive program utilizes three key performance indicators:

- **Share price**
- **Relative TSR\(^1\)**
- **Sustainability**
  - Environment
  - Engagement
  - Health & Safety
  - Diversity

---

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

Remuneration of an Executive Board Member Responsible for a Business Area

1 Average figure for 2020.
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 gross payout amount 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

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

**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)
Corporate Governance
Structure of the 2020 Long-Term Incentive (2020 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
  - Group Sector Automotive Technologies
    - Business Area Autonomous Mobility and Safety
    - Business Area Vehicle Networking and Information
  - Group Sector Rubber Technologies
    - Business Area Tires
    - Business Area ContiTech
- Corporate Governance
- Sustainability
  - Financials
  - Back-up
Our Sustainability Ambition
Providing the Framework to Turn Change into Opportunities

Our Key Ambitions

By 2050 at the latest, we and our value chain partners are striving for:

- **100%** Carbon Neutrality along our entire value chain
- **100%** Emission-free mobility and industry
- **100%** Circular Economy
- **100%** Responsible Value Chain

+ 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

Foster innovation and phase in new business
Transform or phase out non-viable business
Sustainable business practices
Management of Sustainability
Systematic Approach Based on Ownership, Integration and KPIs

Governance
Executive Board and management involved in Steering Committee lead by Group Sustainability

Strategy Integration
Ambitions integrated as third pillar of Group Strategy (“Embrace Sustainability”)

Our Sustainability Ambition
Providing the Framework to Turn Change into Opportunities

Our Key Ambitions
By 2020 at the latest, we and our value chain partners are striving for:
- 100% Carbon Neutrality along our entire value chain
- 100% Emission-free mobility and industry
- 100% Circular Economy
- 100% Responsible Value Chain

- 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

Performance Monitoring
Dedicated Sustainability Scorecard with key performance indicators (KPI)

Compensation & Finance
Selected KPIs integrated into compensation schemes, syndicated loans and controlling processes

Sustainability Rating
Upper range Performance

Reporting
High-quality external reporting in orientation towards accepted standards (GRI, UNGC, SASB, TCFD, …)
Implementation of the Ambitions Ranges from Products to Supply Chain

**Our Value Chain**

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

Product example: Components for ID.3

Supply chain initiative example: Rubberway
Continental’s Comprehensive Pathway for Full Carbon Neutrality along Our Entire Value Chain

- **2020**: Entirely green purchased electricity
- **2022**: Entirely Carbon neutral business with emission-free vehicles
- **2040**: Entirely Carbon neutral own operations
- **2050**: 100% carbon neutral along our entire value chain _at the latest_
What Does Carbon Neutrality Mean for Continental?
Overview and Terminology on CO₂ Emissions

**Scope 1 emissions**
Emissions that are the direct result of owned or controlled sources

0.99 mn mt CO₂eq
related to our own operations

**Scope 2 emissions**
Emissions indirectly resulting from the generation of purchased energy

100-120 mn mt CO₂eq
related to our business activity

**Scope 3 emissions**
Emissions indirectly resulting from the extraction of purchased materials and fuels, transport-related activities such as business travel, outsourced activities, waste disposal, etc.

---

1 Preliminary estimate, final figures to be published in April 2021
How Will We Reach Our CO₂ Targets for Own Operations?

Scope 1 & 2 emissions

3.22 mn mt CO₂e

Action 1 | RE 100
100% renewable purchased electricity by end of 2020
Reduction of approx. 70% of CO₂ emissions

0.99 mn mt CO₂e

Action 2 | Decarbonization Roadmap 2040
100% carbon-neutral own operations by 2040 (Scope 1&2)

Our targets are in line with the 1.5°C trajectory for Scope 1 & Scope 2

Our targets are in line with a well-below 2°C trajectory for Scope 3

So far, only few other companies in the automotive sector have a 1.5°C target approved – that brings Continental into a top 10 position among its competitors.
Action 1 | RE 100
100% Emission-free from Purchased Electricity

**RE 100 Project**

- **Sept. 26, 2019**
  - Kick off RE100 project
- **Oct. 31, 2019**
  - Quality of EACs defined
- **Q1/20**
  - RE100 sign in at “World Environmental Day”
- **Q2/20-Q1/21**
  - Global sourcing process
- **Q1/21**
  - 100% renewable electricity sourced and approved by third party

**Energy use by energy sources 2019 (9.6 TWh):**
- Electricity 49%
- Natural gas 36%
- Steam 10%
- Heating oil 1%
- Coal 2%
- Other 2%

**Goal of 100% reached by end of 2020 incl. “reasonable assurance” by third party**

**100% reduction of Scope 2 emissions from purchased electricity**
**Reduction of CO₂ emissions**
Effective and sustainable avoidance of CO₂ emissions with energy efficiency measures (Scope 1&2), technology transformation, guidelines and the implementation of a clear roadmap to zero Scope 1 emissions.

**Switch to renewable energies**
Switch to renewable energy sources along our operational processes by using renewable electricity (Scope 2) and e.g. biofuels, green Hydrogen (Scope 1).

**Removal of unavoidable CO₂ emissions**
Removal as a last step for remaining unavoidable emissions which can not be reduced by efficiency measures or technology transformation processes.
We Are Already a Relevant Player in Emission-Free Mobility

already **0.83** bn €
allocated ZTEV business in 2020

Key components for emission-free mobility

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

100% emission-free mobility and industries latest by **2050**
Program: “Carbon Neutral for Emission-free Vehicles“
Starting in 2022, We Will Neutralize the CO₂ Backpack

„CO₂ backpack“ from raw materials, production, logistics and utilization at the end of product life

„Negative CO₂ emissions“:
In the first step, emissions are neutralized by generating negative emissions of the same magnitude.

CO₂

ZTEV = Zero Tailpipe Emission Vehicles = vehicles without emissions related to the propulsion = especially electric, fuel cells or hydrogen vehicles, but also streetcars and bicycles

Allocated ZTEV Business
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

95% recycling quota in own operations until 2030

100% closed product and resource cycles latest by 2050

Refurbished air springs
for urban trains in Hamburg

Recycled carbon black
recovered from end-of-life tires

Retreaded tires
for commercial vehicles
## Reducing Waste
### 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 & reprocessing materials

### Our Results

#### Total Waste [in kilotons]
- 2019: 400
- 2020: 340
  - Reduction: -17%

#### Recycling Quota [in %]
- 2019: 79.8%
- 2020: 80.5%
  - Improvement: 95% improvement of recycling quota by 2030

- Effected by temporary plant closures due to COVID-19
**Saving Water**

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]**

- 2019: 30 million m³
- 2020: 27 million m³ (-11%)

Effect of temporary plant closures due to COVID-19
Our Approach on Responsible Value Chains Follows the Due Diligence Cycle

Non-Financial Statement, Sustainability Report & internal monitoring

Compliance Hotline

Specific processes, especially in Business Areas & countries
(e.g. GIZ cooperation in Indonesia for natural rubber)

Sustainability Ambition, Code of Conduct & Business Partner Code of Conduct

General risk analysis and focus processes for specific risk areas
(e.g. Rubber Way for natural rubber)
The Sustainability Scorecard Monitors Our Performance

Key Performance Indicators (Reasonable Assurance)

<table>
<thead>
<tr>
<th>Material Sustainability Topics</th>
<th>Key Performance Indicators</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carbon neutrality</strong></td>
<td>Direct CO₂ emissions (Scope 1) in millions of metric tons of CO₂</td>
<td>0.84</td>
<td>0.78</td>
</tr>
<tr>
<td></td>
<td>(as at Dec. 31) in %</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indirect CO₂ emissions (Scope 2) in millions of metric tons of CO₂</td>
<td>2.38</td>
<td>0.21</td>
</tr>
<tr>
<td></td>
<td>(as at Dec. 31) in %</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emission-free mobility and industries</strong></td>
<td>Allocated business with zero-tailpipe-emission vehicles in € billions</td>
<td>n.a.</td>
<td>0.83</td>
</tr>
<tr>
<td><strong>Circular economy</strong></td>
<td>Waste recycling quota in %</td>
<td>80</td>
<td>81</td>
</tr>
<tr>
<td></td>
<td>(as at Dec. 31) in %</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Responsible value chain</strong></td>
<td>Number of available, valid supplier self-assessment questionnaires (as at Dec. 31)</td>
<td>670</td>
<td>698</td>
</tr>
<tr>
<td><strong>Innovations and digitalization</strong></td>
<td>R&amp;D expenses in € millions</td>
<td>3,364</td>
<td>3,301</td>
</tr>
<tr>
<td></td>
<td>R&amp;D expenses in % of sales</td>
<td>7.6</td>
<td>9.0</td>
</tr>
<tr>
<td><strong>Good working conditions</strong></td>
<td>OUR BASICS Live Sustainable Engagement index in %</td>
<td>81</td>
<td>82</td>
</tr>
<tr>
<td></td>
<td>Sickness rate in %</td>
<td>3.4</td>
<td>3.5</td>
</tr>
<tr>
<td></td>
<td>(as at Dec. 31) in %</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unforced fluctuation rate in %</td>
<td>6.0</td>
<td>4.6</td>
</tr>
<tr>
<td><strong>Green and safe factories</strong></td>
<td>Environmental protection management system certifications (ISO 14001) - employee coverage quota (as at Dec. 31) in %</td>
<td>82</td>
<td>82</td>
</tr>
<tr>
<td></td>
<td>Energy management system certifications (ISO 50001) - employee coverage quota (as at Dec. 31) in %</td>
<td>49</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Occupational safety and health management system certifications (ISO 45001 or similar) - employee coverage quota (as at Dec. 31) in %</td>
<td>69</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>Accident rate (number of accidents per million working hours)</td>
<td>3.0</td>
<td>2.9</td>
</tr>
<tr>
<td><strong>Benchmark in quality</strong></td>
<td>Quality management system certifications (ISO 9001 or similar) - employee coverage quota (as at Dec. 31) in %</td>
<td>88</td>
<td>91</td>
</tr>
<tr>
<td></td>
<td>New field quality events (as at Dec. 31)</td>
<td>n.a.</td>
<td>18</td>
</tr>
<tr>
<td><strong>Sustainable management practice</strong></td>
<td>Gender diversity – share of female executives and senior executives (as at Dec. 31) in %</td>
<td>15.8</td>
<td>16.1</td>
</tr>
</tbody>
</table>
The Sustainability Scorecard Frames Our Monitoring
Key Performance Indicators – Footnotes

1 Definitions in accordance with the GHG Protocol. CO₂ emission factors correspond to CO₂ equivalents (CO₂e).

2 Includes the relevant production and research and development locations.

3 CO₂ emissions from fleet consumption are only partially and not systematically included.

4 Calculated using the location-based calculation method of the GHG Protocol.

5 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 (November 2019) were used.

6 Definition: allocated business with zero-tailpipe-emission vehicles measures both pure business and attributable business, e.g. in the case of combined vehicle platforms. The figure includes the entire business with products for vehicles transporting goods and people.

7 The calculation was also based on external data sources and internal planning data. In the tire trade organization business (e.g. Vergölst) and business with car dealerships, there is no allocation at the individual customer level.

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

9 Based on the self-assessment questionnaires completed by suppliers via the sustainability platforms EcoVadis and NQC. In fiscal 2020, a change was made to the definition of validity with regard to supplier self-assessment questionnaires by Continental. This will always last for two years, irrespective of the platform used.

10 Figures for 2020 and 2019 only comparable to a limited extent due to a change in definition.

11 Definition: sickness-related absence relative to contractually agreed working times.

12 Excluding temporary staff (i.e. permanent staff only).

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

14 In fiscal 2020, the key performance indicator was renamed. This was previously called “unforced fluctuation.”

15 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.

16 Excluding temporary staff (i.e. permanent staff only) and way-to-work accidents.

17 Excluding Continental Tire Sales (approx. 2% of the total workforce).

18 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.

19 In fiscal 2020, the key performance indicator was renamed. This was previously called “proportion of women in management positions.”
Integrated TCFD Reporting

About TCFD: The Task Force on Climate-related Financial Disclosures is a market initiative to develop voluntary, consistent climate-related financial risk disclosures for use by companies.

1. Continental commits to climate protection and has prioritized carbon neutrality as a focus area of the sustainability ambition.

2. TCFD is one of the major climate-initiatives for Continental that is considered relevant for sustainability management and reporting.

3. The required TCFD reporting elements are considered in the Sustainability Report by following an integrated approach and in our response to the CDP.
## Specific TCFD Disclosures

<table>
<thead>
<tr>
<th>TCFD disclosure required</th>
<th>Core message of Continental</th>
<th>Reference (Investor Fact Book 2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance:</strong></td>
<td>At Continental, the Group functions for Sustainability and for Environment report to Executive Board members. Executive Board members and management is included in the Sustainability Steering Committee.</td>
<td>141</td>
</tr>
<tr>
<td>Disclose the organization’s governance around climate related risks and opportunities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong></td>
<td>• For Continental, the pathway towards carbon neutrality presents opportunities and risks at the same time.</td>
<td>5, 7, 12, 140-149</td>
</tr>
<tr>
<td>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.</td>
<td>• Our climate strategy comprises the neutrality targets for scope 1, 2 and 3 CO₂ emissions and is especially related to emission-free mobility.</td>
<td></td>
</tr>
<tr>
<td>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.</td>
<td>• Our climate strategy is part of the regular strategy and risk reporting processes.</td>
<td></td>
</tr>
<tr>
<td><strong>Risk Management:</strong></td>
<td>Continental’s climate risk management is an integrated part of the enterprise risk management.</td>
<td>5, 141, 142</td>
</tr>
<tr>
<td>Disclose how the organization identifies, assesses, and manages climate-related risks.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Metrics and Targets:</strong></td>
<td>• Continental’s target is full carbon neutrality latest by 2050 (scope 1, 2 and 3) with sub-targets for neutrality in 2040 (scope 1 and 2) and 2020 (scope 2 – green electricity). This includes the public disclosure of the respective key performance indicators.</td>
<td>137, 141, 144, 145, 154</td>
</tr>
<tr>
<td>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</td>
<td>• The reduction of CO₂ emissions has been included in the long-term incentive components (LTI) for Executive Board members and managers worldwide.</td>
<td></td>
</tr>
</tbody>
</table>
Sustainability Is Integrated in the Annual Report and All Reporting on Sustainability Bundled in a Separate Report

› 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:

**Ratings:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Water: Score B (2020)</td>
<td>69/100</td>
<td></td>
<td>Industry Group</td>
</tr>
<tr>
<td></td>
<td>Supply chain: Score A;</td>
<td>97 percentile</td>
<td></td>
<td>Auto Components:</td>
</tr>
<tr>
<td></td>
<td>Supplier engagement</td>
<td></td>
<td></td>
<td>Rank 8 out of 200</td>
</tr>
<tr>
<td></td>
<td>leader board (2020)</td>
<td></td>
<td></td>
<td>Subindustry</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Auto Parts:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rank 6 out of 174</td>
</tr>
</tbody>
</table>

Sources: [https://www.ecpigroup.com](https://www.ecpigroup.com); [https://www.cdp.net](https://www.cdp.net); [https://www.sustainalytics.com](https://www.sustainalytics.com); [https://www.msci.com](https://www.msci.com); [https://www.ecovadis.com](https://www.ecovadis.com).
## Agenda

<table>
<thead>
<tr>
<th>Continental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Sector Automotive Technologies</td>
</tr>
<tr>
<td>Business Area Autonomous Mobility and Safety</td>
</tr>
<tr>
<td>Business Area Vehicle Networking and Information</td>
</tr>
<tr>
<td>Group Sector Rubber Technologies</td>
</tr>
<tr>
<td>Business Area Tires</td>
</tr>
<tr>
<td>Business Area ContiTech</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>
Business Development

Continental (€ bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales Continental excl. Powertrain Technologies</th>
<th>Sales Powertrain Technologies</th>
<th>Adjusted EBIT margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>26.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>30.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>32.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>33.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>34.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>39.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>40.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>44.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>44.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>44.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>37.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Mid-term

Adjusted EBIT margin
Mid-term Measures
Implementation of Structural Measures on Track

Targeted annual gross cost savings (€ bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>2021E</th>
<th>2022E</th>
<th>2023E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excl. Powertrain Technologies</td>
<td>~60%</td>
<td>~15%</td>
<td>&gt;1.0</td>
</tr>
<tr>
<td>&gt; 0.8</td>
<td>~25%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Program details
- Includes footprint, structures and processes
- Contributions from central functions and business units
- Around 30,000 jobs worldwide affected
- Major portion in high-cost countries
- Negotiations with employee representatives ongoing
Mid-term Measures
Cash Outflow for Restructuring Predominantly in 2021-22

<table>
<thead>
<tr>
<th>Restructuring costs (€ bn)</th>
<th>Cash outflow for restructuring (€ bn)</th>
</tr>
</thead>
</table>
| Group ~ 1.8
| Thereof Powertrain Technologies ~ 1.5 |
| ~ 0.7 |

~ 1.2

- 2021E
- 2022E
- 2023E
- 2024E
- 2025E

- Continental excl. Powertrain Technologies
- Powertrain Technologies

Booked as of Sep. 30, 2020
To be booked
## Mid-term Growth Expectations
Top Line to Benefit From Recovering Markets and Outperformance

<table>
<thead>
<tr>
<th></th>
<th>Expected market development</th>
<th>Expected outperformance and main drivers</th>
<th>Expected growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automotive</strong></td>
<td>~ 5 to 7%</td>
<td>~ 2 to 4%</td>
<td>~ 7 to 11%</td>
</tr>
<tr>
<td></td>
<td>LV production(^1)</td>
<td>Autonomous Mobility</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Smart Mobility</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Architecture and Networking</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>SW and Systems Excellence</td>
<td></td>
</tr>
<tr>
<td><strong>Tires</strong></td>
<td>~ 3 to 4%</td>
<td>~ 1%</td>
<td>~ 4 to 5%</td>
</tr>
<tr>
<td></td>
<td>LV production(^1)</td>
<td>Fleet solutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Replacement</td>
<td>North America</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Truck tires</td>
<td>Asia</td>
<td></td>
</tr>
<tr>
<td><strong>ContiTech</strong></td>
<td>~ 2 to 3%</td>
<td>~ 1%</td>
<td>~ 3 to 4%</td>
</tr>
<tr>
<td></td>
<td>Value fields</td>
<td>Smart Solutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Growth fields</td>
<td>Beyond Rubber</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2. Excluding Powertrain Technologies.

Continental Group\(^2\)

~ 5 to 8%
Financial Targets
Mid-term Adjusted EBIT$^1$ Margin

Continental

- 2020: 3.5%

Continental excl. Powertrain Technologies

- Growth: ~8% to 11%
- Operational performance: ~8% to 11%

Mid-term target

- Volume recovery in all markets
- Restructuring
- Outperformance
- Productivity

$^1$ Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
## Cash Flow Development

Cash Conversion Supported by Cost Improvements

<table>
<thead>
<tr>
<th>Year</th>
<th>Continental (€ 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>
</tbody>
</table>

### Mid-term target:

- **Cash conversion**: > 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, M&A, restructuring and restructuring-related effects and carve-out effects.
4. Ratio of cash flow as defined above to net income attributable to the shareholders of the parent.
Committed to Investment Grade Credit Profile

**Continental’s mid-term targets:**

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

**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

**Gearing ratio**\(^1,2\)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</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>
</tr>
</tbody>
</table>

**Equity ratio**\(^2\)

<table>
<thead>
<tr>
<th></th>
<th></th>
<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>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>
</tr>
</tbody>
</table>

1 Net indebtedness divided by equity.
2 IFRS 16 applied starting 2019.
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.
Dividend per share\(^1\) (€)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend paid for the respective fiscal year, payout in the subsequent year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payout ratio (\sim 15% \text{ to } \sim 30%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payout ratio(^2)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>2.25</td>
<td>2.50</td>
<td>3.25</td>
<td>3.75</td>
<td>4.25</td>
<td>4.50</td>
<td>4.75</td>
<td>3.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Mid-term</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

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.
3. Dividend for FY 2020 subject to Supervisory Board approval and the approval of the Annual Shareholders’ Meeting on April 29, 2021.
## Mid-term Targets

### Automotive Technologies

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outperformance</td>
<td>~ +2 to +4%-pts</td>
</tr>
<tr>
<td>AMS</td>
<td>~ +2 to +4%-pts</td>
</tr>
<tr>
<td>VNI</td>
<td>~ +2 to +4%-pts</td>
</tr>
</tbody>
</table>

### Rubber Technologies

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EBIT³ margin</td>
<td>~ 11% to 14%</td>
</tr>
<tr>
<td>Tires</td>
<td>~ 12% to 16%</td>
</tr>
<tr>
<td>ContiTech</td>
<td>~ 9% to 11%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return on capital employed³</td>
<td>&gt; 20%</td>
</tr>
<tr>
<td>Tires</td>
<td>&gt; 20%</td>
</tr>
<tr>
<td>ContiTech</td>
<td>&gt; 20%</td>
</tr>
</tbody>
</table>

### Continental Group¹

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EBIT³ margin</td>
<td>~ 8% to 11%</td>
</tr>
<tr>
<td>AMS</td>
<td>~ 6% to 8%</td>
</tr>
<tr>
<td>VNI</td>
<td>~ 6% to 8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return on capital employed⁴</td>
<td>&gt; 15%</td>
</tr>
<tr>
<td>Tires</td>
<td>&gt; 15%</td>
</tr>
<tr>
<td>ContiTech</td>
<td>&gt; 15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash conversion⁵</td>
<td>&gt; 70%</td>
</tr>
</tbody>
</table>

---

¹ Excluding Powertrain Technologies.
² Organic sales growth above IHS light-vehicle production.
³ Before amortization of intangibles from PPA, consolidation and special effects.
⁴ Ratio of EBIT to average operating assets for a fiscal year.
⁵ 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.
**Summary**

Invest in a Winner of the Transformation

<table>
<thead>
<tr>
<th>Mid-term targets¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ 8 to 11%</td>
</tr>
<tr>
<td>Adj. EBIT² margin</td>
</tr>
<tr>
<td>~ 15 to 20%</td>
</tr>
<tr>
<td>Return on capital employed³</td>
</tr>
<tr>
<td>≥ 70%</td>
</tr>
<tr>
<td>Cash conversion⁴</td>
</tr>
</tbody>
</table>

Benefit from market recovery + outperformance + cost savings

Realize embedded value from technology leadership

Team with “Passion to Win" and committed to “Transparency and Ownership"

---

¹ Excluding Powertrain Technologies.
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

Group Sector Automotive Technologies
- Business Area Autonomous Mobility and Safety
- Business Area Vehicle Networking and Information

Group Sector Rubber Technologies
- Business Area Tires
- Business Area ContiTech

Corporate Governance

Sustainability

Financials

Back-up
<table>
<thead>
<tr>
<th>Key Figures</th>
<th>Continental Group</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>44,404.4</td>
<td>44,478.4</td>
<td>37,722.3</td>
</tr>
<tr>
<td>EBITDA</td>
<td>6,235.7</td>
<td>4,977.2</td>
<td>3,033.8</td>
</tr>
<tr>
<td>EBIT</td>
<td>4,027.7</td>
<td>-268.3</td>
<td>-718.1</td>
</tr>
<tr>
<td>Operating assets</td>
<td>23,640.5</td>
<td>26,178.5</td>
<td>22,536.6</td>
</tr>
<tr>
<td>Research and</td>
<td>3,209.0</td>
<td>3,364.2</td>
<td>3,381.8</td>
</tr>
<tr>
<td>development expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(net)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CapEx¹</td>
<td>3,124.4</td>
<td>3,308.6</td>
<td>2,232.2</td>
</tr>
<tr>
<td>Depreciation and</td>
<td>2,208.0</td>
<td>5,245.5</td>
<td>3,751.9</td>
</tr>
<tr>
<td>amortization²</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- thereof impairment³</td>
<td>20.7</td>
<td>2,509.9</td>
<td>876.8</td>
</tr>
<tr>
<td>% of adj. sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted sales⁴</td>
<td>-</td>
<td>44,214.2</td>
<td>37,573.9</td>
</tr>
<tr>
<td>Adjusted operating</td>
<td>-</td>
<td>3,225.5</td>
<td>1,332.7</td>
</tr>
<tr>
<td>result (adjusted EBIT)⁵</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

IFRS 9 and IFRS 15 applied starting 2018. IFRS 16 applied starting 2019.
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

### Group Sector Automotive Technologies

<table>
<thead>
<tr>
<th>Automotive Technologies (€ mn)</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>18,904.7</td>
<td>15,316.9</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,727.7</td>
<td>498.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>-1,445.6</td>
<td>-1,440.6</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>10,920.1</td>
<td>8,859.0</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>2,237.9</td>
<td>2,293.6</td>
</tr>
<tr>
<td>CapEx¹</td>
<td>1,404.3</td>
<td>979.3</td>
</tr>
<tr>
<td>Depreciation and amortization²</td>
<td>3,173.3</td>
<td>1,938.9</td>
</tr>
<tr>
<td>- thereof impairment³</td>
<td>2,123.2</td>
<td>753.6</td>
</tr>
</tbody>
</table>

### Notes:

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

### Business Area Autonomous Mobility and Safety

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Autonomous Mobility and Safety (€ mn)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>9,381.6</td>
<td>-</td>
<td>7,529.2</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,145.3</td>
<td>12.2</td>
<td>472.9</td>
<td>6.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>-120.3</td>
<td>-1.3</td>
<td>-97.7</td>
<td>-1.3</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>5,159.9</td>
<td>-</td>
<td>4,658.8</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>1,048.7</td>
<td>11.2</td>
<td>1,008.9</td>
<td>13.4</td>
</tr>
<tr>
<td>CapEx(^1)</td>
<td>720.6</td>
<td>7.7</td>
<td>498.7</td>
<td>6.6</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>1,265.6</td>
<td>-</td>
<td>570.6</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>750.0</td>
<td>-</td>
<td>9.5</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted sales(^4)</strong></td>
<td></td>
<td></td>
<td>9,126.8</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted operating result (adjusted EBIT)(^5)</strong></td>
<td>672.9</td>
<td>7.4</td>
<td>94.9</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.
## Key Figures
### Business Area Vehicle Networking and Information

<table>
<thead>
<tr>
<th>Vehicle Networking and Information (€ mn)</th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>9,595.5</td>
<td>-</td>
<td>7,856.1</td>
<td>-</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>582.4</td>
<td>6.1</td>
<td>26.2</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>-1,325.3</td>
<td>-13.8</td>
<td>-1,342.5</td>
<td>-17.1</td>
</tr>
<tr>
<td><strong>Operating assets (average)</strong></td>
<td>5,760.2</td>
<td>-</td>
<td>4,203.4</td>
<td>-</td>
</tr>
<tr>
<td><strong>Research and development expenses (net)</strong></td>
<td>1,189.2</td>
<td>12.4</td>
<td>1,284.7</td>
<td>16.4</td>
</tr>
<tr>
<td><strong>CapEx(^1)</strong></td>
<td>683.7</td>
<td>7.1</td>
<td>480.6</td>
<td>6.1</td>
</tr>
<tr>
<td><strong>Depreciation and amortization(^2)</strong></td>
<td>1,907.7</td>
<td>-</td>
<td>1,368.7</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>1,373.2</td>
<td>-</td>
<td>744.1</td>
<td>-</td>
</tr>
<tr>
<td><strong>% of adj. sales</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted sales(^4)</strong></td>
<td>9,593.9</td>
<td>-</td>
<td>7,842.3</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted operating result (adjusted EBIT)(^5)</strong></td>
<td>442.4</td>
<td>4.6</td>
<td>-374.7</td>
<td>4.6</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.
# Key Figures

## Group Sector Rubber Technologies

<table>
<thead>
<tr>
<th>Rubber Technologies (€ mn)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>% of sales</td>
</tr>
<tr>
<td><strong>Sales</strong></td>
<td>18,012.9</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>3,168.2</td>
<td>17.6</td>
</tr>
<tr>
<td>EBIT</td>
<td>1,957.5</td>
<td>10.9</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>11,317.3</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>462.1</td>
<td>2.6</td>
</tr>
<tr>
<td>CapEx¹</td>
<td>1,187.9</td>
<td>6.6</td>
</tr>
<tr>
<td>Depreciation and amortization²</td>
<td>1,210.7</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment³</td>
<td>34.8</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted sales⁴</strong></td>
<td>18,005.1</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted operating result (adjusted EBIT)⁵</strong></td>
<td>2,160.8</td>
<td>12.0</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.
## Key Figures

### Business Area Tires

<table>
<thead>
<tr>
<th>Tires (€ mn)</th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>11,728.0</td>
<td>-</td>
<td>10,158.6</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>2,497.7</td>
<td>21.3</td>
<td>1,864.9</td>
<td>18.4</td>
</tr>
<tr>
<td>EBIT</td>
<td>1,651.6</td>
<td>14.1</td>
<td>1,012.3</td>
<td>10.0</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>7,797.5</td>
<td>-</td>
<td>7,080.7</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>299.4</td>
<td>2.6</td>
<td>268.0</td>
<td>2.6</td>
</tr>
<tr>
<td>CapEx(^1)</td>
<td>926.2</td>
<td>7.9</td>
<td>535.5</td>
<td>5.3</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>846.1</td>
<td>-</td>
<td>852.6</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>22.5</td>
<td>-</td>
<td>11.8</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted sales(^4)</td>
<td>11,728.0</td>
<td>-</td>
<td>10,154.4</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)(^5)</td>
<td>1,705.4</td>
<td>14.5</td>
<td>1,344.1</td>
<td>13.2</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.
## Key Figures

### Business Area ContiTech

<table>
<thead>
<tr>
<th>ContiTech (€ mn)</th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>6,401.5</td>
<td>-</td>
<td>5,578.6</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>670.5</td>
<td>10.5</td>
<td>628.7</td>
<td>11.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>305.9</td>
<td>4.8</td>
<td>254.1</td>
<td>4.6</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>3,519.8</td>
<td>-</td>
<td>3,281.2</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>162.8</td>
<td>2.5</td>
<td>149.7</td>
<td>2.7</td>
</tr>
<tr>
<td>CapEx(^1)</td>
<td>261.7</td>
<td>4.1</td>
<td>179.6</td>
<td>3.2</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>364.6</td>
<td>-</td>
<td>374.6</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>12.3</td>
<td>-</td>
<td>25.1</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted sales(^4)</td>
<td>6,393.7</td>
<td>-</td>
<td>5,448.2</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)(^5)</td>
<td>455.4</td>
<td>7.1</td>
<td>412.2</td>
<td>7.6</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.
### Key Figures

#### Group Sector Powertrain Technologies

<table>
<thead>
<tr>
<th>Powertrain Technologies (€ mn)</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>7,802.3</td>
<td>6,967.7</td>
</tr>
<tr>
<td>EBITDA</td>
<td>192.5</td>
<td>122.5</td>
</tr>
<tr>
<td>EBIT</td>
<td>-662.1</td>
<td>-450.8</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>3,906.3</td>
<td>3,191.5</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>664.1</td>
<td>670.5</td>
</tr>
<tr>
<td>CapEx(^1)</td>
<td>657.7</td>
<td>466.0</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>854.6</td>
<td>573.3</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>351.9</td>
<td>86.3</td>
</tr>
<tr>
<td>Adjusted sales(^4)</td>
<td>7,802.3</td>
<td>6,967.7</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)(^5)</td>
<td>57.0</td>
<td>-55.6</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.
**Powertrain Technologies**
**Vitesco Technologies Ready for Independence**

<table>
<thead>
<tr>
<th>Well positioned in electrification</th>
</tr>
</thead>
<tbody>
<tr>
<td>› Full-range supplier for all electrification types: from battery management to electric drive systems</td>
</tr>
<tr>
<td>› Sales share of electrification technology doubled in 2020E to 6%</td>
</tr>
<tr>
<td>› Already supplying numerous xEV platforms from VW, Audi, Daimler, PSA, FCA, Renault and Jaguar Land Rover</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current status of spin-off</th>
</tr>
</thead>
<tbody>
<tr>
<td>✅ Legal carve-out</td>
</tr>
<tr>
<td>✅ Operational readiness on track</td>
</tr>
<tr>
<td>✅ Improved market conditions</td>
</tr>
<tr>
<td>□ AGM approval</td>
</tr>
</tbody>
</table>
  April 29, 2021 |
| □ Listing |
  H2 2021 |
## 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><strong>Type of share</strong></td>
<td><strong>Ratio</strong></td>
</tr>
<tr>
<td>No-par value share</td>
<td>1:10 (ordinary share : ADRs)¹</td>
</tr>
<tr>
<td><strong>Bloomberg Ticker</strong></td>
<td><strong>Bloomberg Ticker</strong></td>
</tr>
<tr>
<td>CON</td>
<td>CTTAY</td>
</tr>
<tr>
<td><strong>Reuters Ticker</strong></td>
<td><strong>Reuters Ticker</strong></td>
</tr>
<tr>
<td>CONG</td>
<td>CTTAY.PK</td>
</tr>
<tr>
<td><strong>German Security Identification Number (WKN)</strong></td>
<td><strong>ISIN</strong></td>
</tr>
<tr>
<td>543 900</td>
<td>US2107712000</td>
</tr>
<tr>
<td><strong>ISIN</strong></td>
<td><strong>ADR Level</strong></td>
</tr>
<tr>
<td>DE0005439004</td>
<td>Level 1</td>
</tr>
<tr>
<td><strong>Shares outstanding as at December 31, 2020</strong></td>
<td><strong>Exchange</strong></td>
</tr>
<tr>
<td>200,005,983</td>
<td>OTC</td>
</tr>
<tr>
<td></td>
<td><strong>Sponsor</strong></td>
</tr>
<tr>
<td></td>
<td>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 2020

- IHO-Group: 46.0%
- Free Float: 54.0%

Shareholder structure of the free float
December 2020
(90.7% identified)

- UK and Ireland: 29.7%
- USA and Canada: 34.5%
- Germany: 9.3%
- Scandinavia: 4.1%
- France: 3.4%
- Rest of Europe: 6.0%
- Asia, Australia and Africa: 3.6%
- Unidentified: 9.3%
- Rest of Europe: 6.0%
- Asia, Australia and Africa: 3.6%
- Unidentified: 9.3%
Investor Relations

Contact

Vahrenwalder Str. 9
30165 Hanover
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