



Capital Market Days 2020

Human Relations

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

Dr. Ariane Reinhart, Member of the Executive Board
December 16, 2020

We Are Our Competitive Advantage!



OUR PEOPLE

- › Employer of choice
- › We get the right people!



OUR CULTURE

- › 150 years old Start-up
- › Value-driven organization

OUR STRATEGY

Industrializing Best Fit

HR Data **Talent Planning**
**Talent Attraction
and Selection** Talent Development
and Engagement

Enabling Transformation

Diversity **Leadership**
Flexibility Learning

Our People

Getting, Keeping and Growing the Right People!



**Employer of choice
in our market**
We are attractive!



**We strategically select
the right people**
We retain and
develop them!

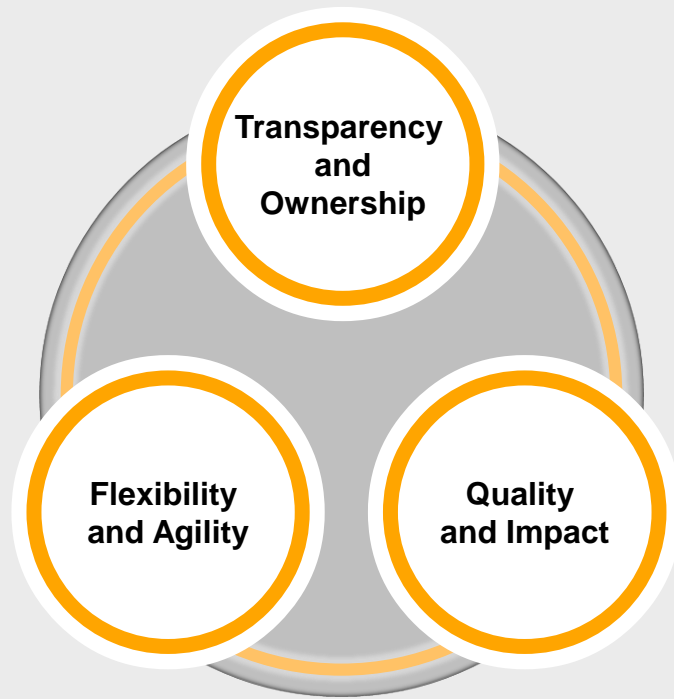
234,000 employees
in nearly **600** locations
and **59** countries
among which more than
20,000 software
and IT specialists

Our Culture

Based on Our Values and Our Mindset!

Our Values

Our Mindset

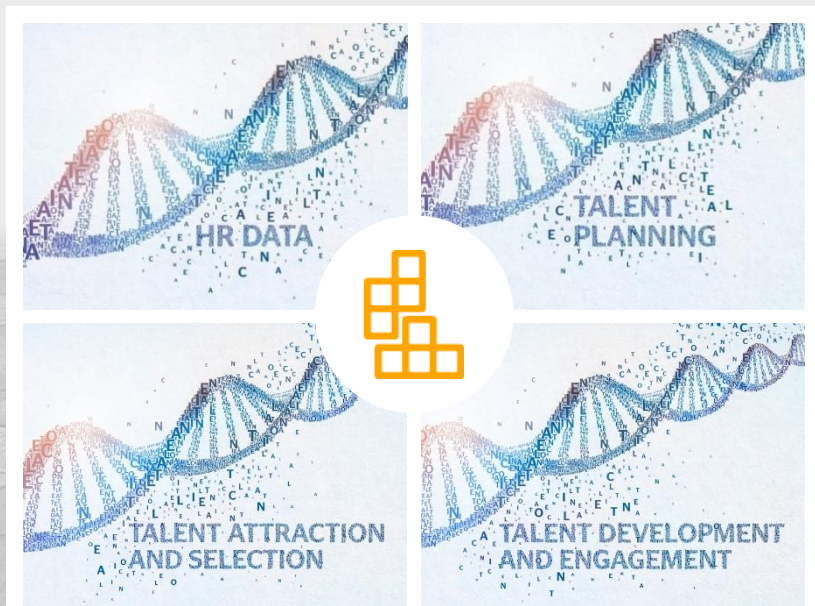


Our Strategy

Transformation Requires Selecting and Enabling the Right People

Industrializing Best Fit

Ensuring competitiveness and viability by having the right people with right competence in place



Enabling Transformation

Supporting Future Business Success by empowering transformation through ownership and learning



Workforce Planning

Data Sets the Basis for Tomorrow

Real time data
monitoring throughout
the whole relationship
with our employees

Strategic
Workforce Planning

Talent
Acquisition

Talent
Development
& Diversity

Learning
& Training

Global Mobility

HR Operations Cockpit

Speed: Focus on critical functions
e.g. 38 days to hire
for Software Engineers

Quality
Over 300,000 applications
per year worldwide
14 qualified applications for
Software and IT open positions

Best Fit
91% global diagnostic
coverage



Talent Attraction

Employees and Applicants Perceive Continental Very Positively

STRONG SOCIAL MEDIA OUTREACH

> 50 owned career
channels globally

 **828,943**
FOLLOWERS

GIVING PURPOSE & EMPOWERING

“My Job is done when...”
Testimonial Campaign

Employee Advocacy &
Ambassador Program

MARKET RECOGNITION



We get the talents!

29 applications
per open position

We keep them!

4.5% fluctuation
worldwide

We engage them!

82% employee engagement
worldwide

Our Diversity

We Live Inclusion and Strive for Greater Leadership Diversity

Diversity is in our DNA

We are diverse by nature



Global footprint and workforce



Diversity Charter:
No room for discrimination



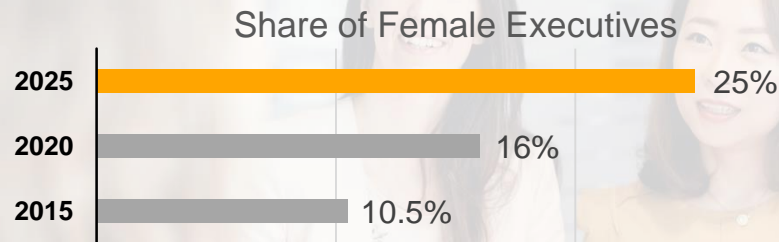
Hiring: consistent focus on diversity
throughout the process



Monitoring of female and
international talents pipeline

Setting the bar higher

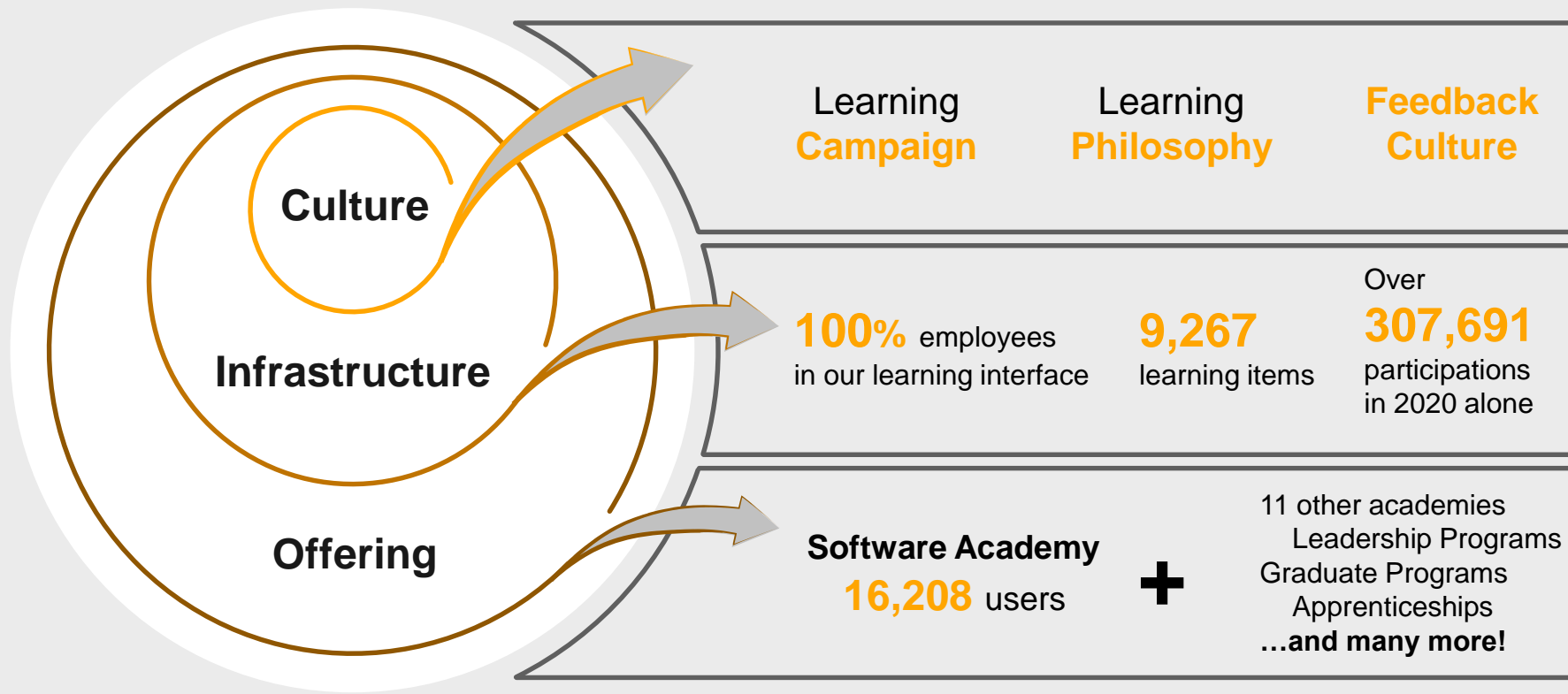
Our objectives for greater diversity



46% of our Executives do not
come from Germany

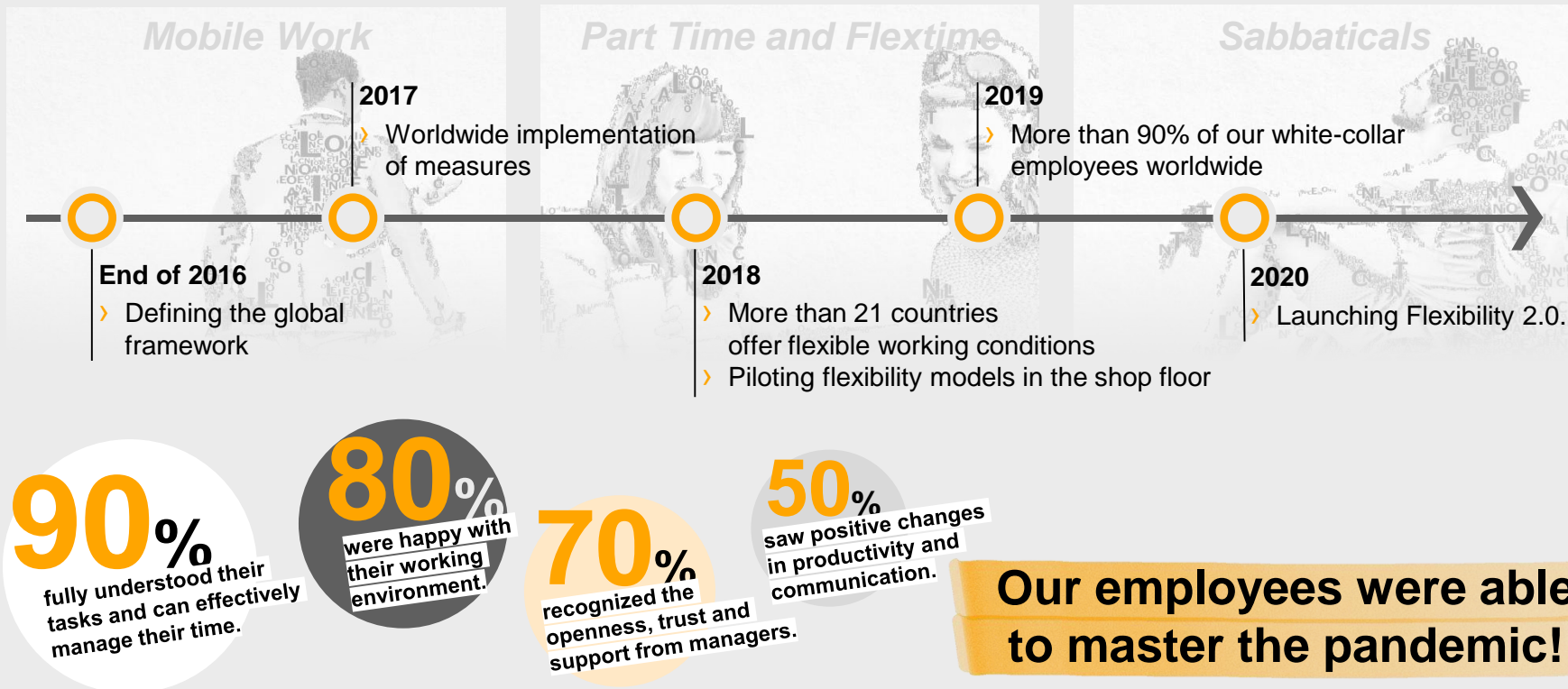
Our Learning

Continuous Development Is in Our DNA



Flexibility

We Are Pioneers in New Work Styles



Remuneration

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 TSR¹



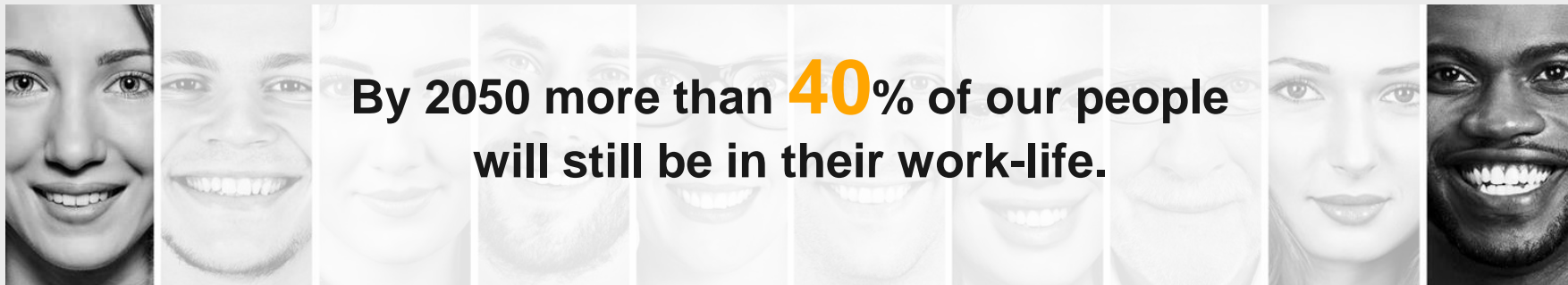
Sustainability

- › Environment
- › Engagement
- › Health & Safety
- › Diversity

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

HR Plays a Crucial Role to Embrace Sustainability

The Business Transformation Is Done by and for People



By 2050 more than **40%** of our people
will still be in their work-life.

Embracing sustainability

- › **100%** carbon neutrality
- › **100%** emission-free mobility & industry
- › **100%** circular economy
- › **100%** responsible value chains together with our partners latest by 2050.

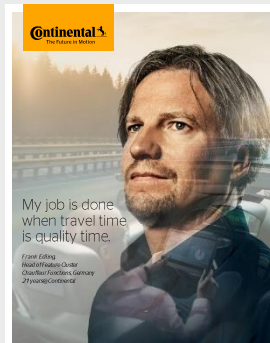
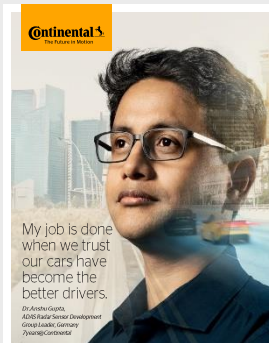
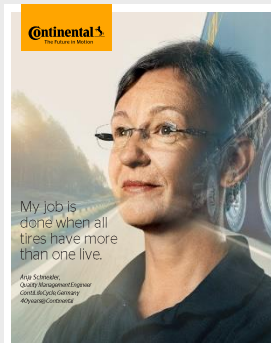
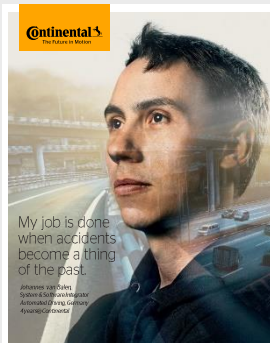


Our key enablers

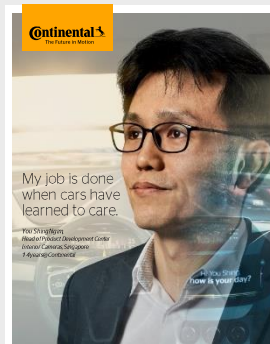
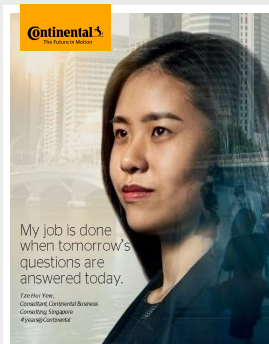
- ➔ **Skills and frameworks**
- ➔ **Incentives for progress**
- ➔ **Sustainable mindset**

Our People Create Impact

Sustainability Is at the Heart of Our Engagement



My job is done when...



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The Future in Motion