Bitte decken Sie die schraffierte Fläche mit einem Bild ab.

Please cover the shaded area with a picture.

(24,4 x 7,6 cm)

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

**Enabling Transformation**
- Diversity
- Flexibility
- Leadership
- 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

- Passion to win
- Freedom to act
- Trust
- For one another

Our Mindset

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

75% of employees do agree
72% of employees do agree
81% of employees do agree
77% of employees do agree

75%
72%
81%
77%
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

- 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

Strategic Workforce Planning
Talent Acquisition
Talent Development & Diversity
Learning & Training
Global Mobility
HR Operations Cockpit
Talent Attraction
Employees and Applicants Perceive Continental Very Positively

Strong Social Media Outreach
> 50 owned career channels globally

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

828,943 FOLLOWERS
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Share of Female Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>10.5%</td>
</tr>
<tr>
<td>2020</td>
<td>16%</td>
</tr>
<tr>
<td>2025</td>
<td>25%</td>
</tr>
</tbody>
</table>

46% of our Executives do not come from Germany
Our Learning
Continuous Development Is in Our DNA

Culture
Infrastructure
Offering

Learning Campaign
100% employees in our learning interface

Learning Philosophy
9,267 learning items

Feedback Culture
Over 307,691 participations in 2020 alone

Software Academy
16,208 users

+ 11 other academies
Leadership Programs
Graduate Programs
Apprenticeships
…and many more!
**Flexibility**

We Are Pioneers in New Work Styles

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**Mobile Work**
- **2017**
  - Worldwide implementation of measures
- **End of 2016**
  - Defining the global framework

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**Part Time and Flextime**
- **2018**
  - More than 21 countries offer flexible working conditions
  - Piloting flexibility models in the shop floor
- **2019**
  - More than 90% of our white-collar employees worldwide

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**Sabbaticals**
- **2020**
  - Launching Flexibility 2.0.

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90% fully understood their tasks and can effectively manage their time.

80% were happy with their working environment.

70% recognized the openness, trust and support from managers.

50% saw positive changes in productivity and communication.

Our employees were able to master the pandemic!
## 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 TSR\(^1\)
  - Sustainability
    - Environment
    - Engagement
    - Health & Safety
    - Diversity

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

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Dr. Ariane Reinhart © Continental AG

Capital Market Days 2020 – Human Relations

December 16, 2020
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...

My job is done when travel time is equally time.

My job is done when we just our car have become the better drivers.

Understanding how to develop an optimized assitance Birthday.

My job is done when tomorrow’s questions are answered today.

My job is done when cars have learned to care.

My job is done when all things become digitally native.

My job is done when 48V solutions become the new normal.

My job is done when caring becomes more than one live.

Sustainability is a shared passion and a driving force.

My job is done when my trust in our cars binds.

My job is done when the world has forgotten how to change a tire.

My job is done when a tire enables a revolution.

My job is done when ABT solutions become the new normal.

The Human Relations Department of Continental AG is responsible for internal and external communication.

Dr. Ariane Reinhart © Continental AG

December 16, 2020
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