



Automotive
LEAD. TRANSFORM. DELIVER.

March 19, 2025

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The financial information and financial data included in this presentation are prepared in accordance with IFRS, as adopted by the European Union ("IFRS"). The financials of Automotive shown in the presentation relate to the consolidated financial statements of Continental Automotive Technologies GmbH together with its direct and indirect subsidiaries (the "Consolidated Financial Statements"). The future Automotive Group after the Spin-off is generally comparable with Automotive as a subsidiary group of the Continental Group. However, the amounts reported in the Consolidated Financial Statements are not necessarily representative of the amounts that would have been reported in the financial statements if Automotive had operated independently of Continental. Consequently, the future results after the Spin-off of Automotive from Continental may include costs and expenses that may differ materially from Automotive's historical results of operations, financial condition and cash flows. The Consolidated Financial Statements for these periods are no indication of the future results of operations and financial condition of Automotive after the Spin-off.

It is anticipated that, following the Spin-off from Continental, Continental Automotive will report its financial results using five segments, comprised of Autonomous Mobility (AM), Architecture and Network Solutions (ANS), Safety and Motion (SAM), User Experience (UX) and Contract Manufacturing (CM). Past events or performance should not be taken as a guarantee or indication of future events or performance. This presentation contains certain financial or operative measures that are not calculated in accordance with and recognized by IFRS, German GAAP (HGB) or any other generally accepted accounting principles and are therefore considered as non-IFRS measures. Continental believes that such non-IFRS measures used, when considered in conjunction with (but not in lieu of) other measures that are computed in accordance with IFRS, enhance the understanding of its business, results of operations, financial position or cash flows. There are, however, material limitations associated with the use of non-IFRS measures including (without limitation) the limitations inherent in the determination of relevant adjustments. The non-IFRS measures should not be considered as alternatives to performance measures derived in accordance with IFRS or any other generally accepted accounting principles, and may not be comparable to other similarly titled measures of other companies, including Continental, and have limitations as analytical tools. You are cautioned not to place undue reliance on any non-IFRS financial measures included herein.

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Continental – Separation into two companies planned



Industry environment requires more focus and speed



Two dedicated entities with more agility



Investors seek more targeted investment opportunities



Creation of two independent, listed entities



Two strong separate businesses



Separation and 100% Spin-off of Automotive Group Sector

Creation of two independent leading companies



After Automotive Group Sector Separation¹

“New Continental”



- › ~€20bn Sales²
- › Lean Holding + two industry-leading businesses
- › ~96k Employees²

Automotive

- › ~€20bn Sales³
- › Technology Leader, strong⁴ Balance Sheet, significant upside potential
- › ~93k Employees⁵

1. Pro-forma indication of standalone companies | 2. Based on the Consolidated Financial Statements for Continental AG for the financial year ended December 31, 2024; sum of Tires and ContiTech | 3. Based on the Consolidated Financial Statements of Automotive for the financial year ended December 31, 2024 | 4. Data as at March 7, 2025; in terms of leverage compared to listed peers in Europe and North America with a market capitalization of >€1.0bn | 5. As at December 31, 2024, based on the Consolidated Financial Statements of Automotive.

On track to deliver Spin-off in September 2025

- > Industry environment requires more focus and speed 
- > Spin-off announcement, Executive Board and Supervisory Board Approval 
- > Shareholder vote – Strong support from major shareholders secured **AGM
April 25, 2025**
- > Capital Market Days for Automotive and “New Continental” **Planned for
June, 2025**
- > Automotive listing on Frankfurt Stock Exchange **Planned for
Sept., 2025**

Transaction overview

100% Spin-off of Automotive Group Sector

- **100% Spin-off of Automotive Group Sector** into an independent, publicly traded company
- **Listing** in the Prime Standard segment of the Frankfurt Stock Exchange **planned for Sept.**
- **Headquartered in Frankfurt¹** and expected to **qualify for MDAX²** with **around 54% free float³**
- **Expected transaction one-time costs:** Low-to-mid three digit €m amount
- **Expected transaction tax effect:** Low three digit €m amount

1. It is planned to relocate the registered office to Frankfurt before the Spin-off takes effect | 2. MDAX inclusion subject to separate assessment by Frankfurt Stock Exchange post Listing earliest in December and subject to fulfilment of certain criteria | 3. Shareholdings of less than 5% deemed to be free float.

Today's presenter



Philipp von Hirschheydt
Designated CEO Automotive

Since May 2023, **leading the Automotive transformation and successful turnaround** as responsible Continental Board Member

Tenured Automotive executive with experience in Asia, Europe, and Americas

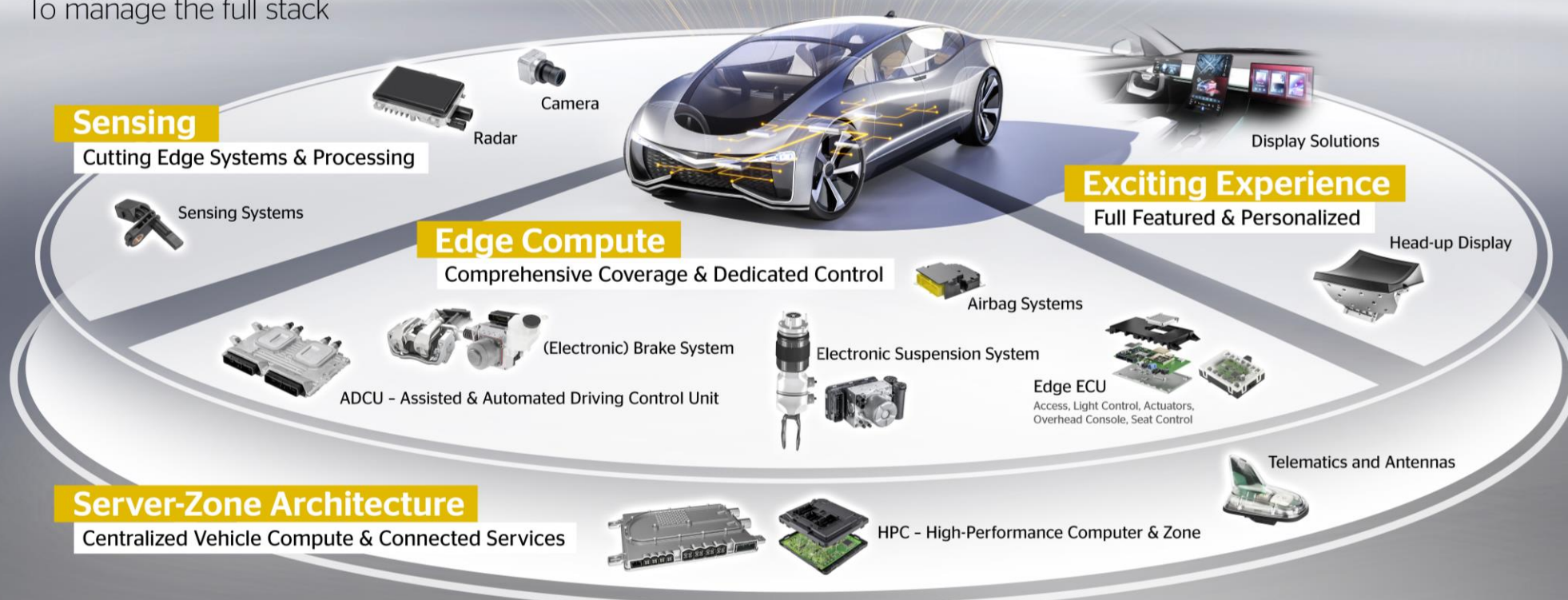
Deep capital market understanding through banking background

We turn the SDV ambitions of our customers into solutions

Software-defined foundation
Functions and services



Comprehensive portfolio
To manage the full stack



Who we are: Strong foundation with upside potential

Technology / electronics leader	+	Global reach and local-for-local set-up	+	Top market positions	+	Stability with upside potential
<ul style="list-style-type: none"> › Comprehensive product portfolio enabling SDVs¹ › Strong purchasing power in automotive electronics especially semiconductors › Deeply embedded technology DNA, complemented by ecosystem of partners (e.g. Ambarella, Aurora, Horizon Robotics) 		<ul style="list-style-type: none"> › Business with virtually all relevant incumbent and new entrant OEM clients globally² › Regionally diversified production, supply chain and development set-up › Ongoing shift towards BCC³ footprint 		<ul style="list-style-type: none"> › >80% of sales with Top 3 market position⁴ globally e.g. brakes, radar, display solutions › Significant order intake of €19.3bn in 2024 › Winning market share in Asia while substantiating the strong position in Europe and North America 		<ul style="list-style-type: none"> › Strong⁵ balance sheet targeted with €1.5bn cash and cash equivalents – no financial debt⁶ › Positive adj. free cash flow⁷ in 2024 – additional self-improvement potential › Significant content per vehicle upside potential

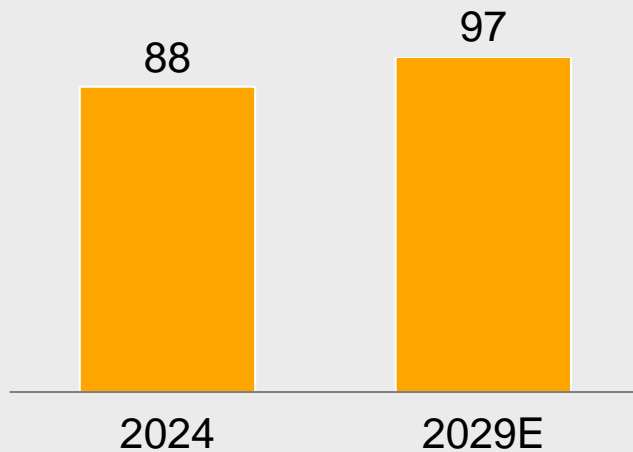
1. Software defined vehicle | 2. Automotive has business with OEMs (including new entrants such as BYD and Tesla) responsible for ~95% of light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, February 2025 | 3. Best-cost country: In terms of production, Portugal, Greece, Cyprus and Turkey, as well as countries in Africa, Eastern Europe, Latin America, South America, Oceania (excluding Australia), and Asia (excluding Japan, South Korea and Singapore) are considered "best-cost" countries | 4. Market position based on actuator control modules, antennas, body control modules, classic access, digital access, telematics commercial special vehicle (CSV), instr. & drivers work place (DWP) CSV, control unit CSV, advanced driver-assistance systems (ADAS) CSV, services CSV, tachograph solutions CSV, radars, airbag systems, digital cluster, display solutions sales in 2024 compared to internal sales estimates of competitors (for UX products only accessible market is considered) in 2024E based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, April 2024 | 5. Data as at March 7, 2025; in terms of leverage compared to listed peers in Europe and North America with a market capitalization of >€1.0bn | 6. As at June 30, 2025 | 7. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024; defined as cash flow before financing activities; adjusted for cashflow from interest-bearing investments (which include primarily cash changes in receivables from cash pooling and of loans with non-Automotive companies of Continental AG), acquisition of companies and business operations, disposal of companies and business operations.

Tangible content per vehicle upside potential

CAGR from 2024 to 2029E

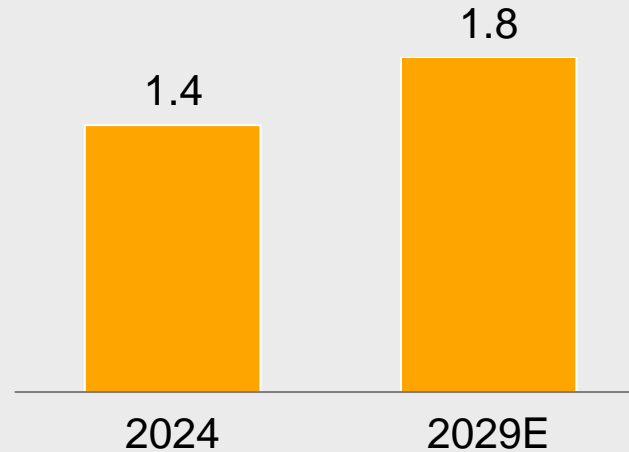
Volume growth,
light vehicle production¹,
in mn vehicles

+ 1.8% CAGR



Content growth,
total content value per
vehicle^{2,3}, €k per vehicle

+ 4.7% CAGR



- › **Content per vehicle** expected to **grow above global light vehicle production market**
- › **Continued product portfolio alignment** expected to **pay-off** – ready to capture megatrends
- › **Differentiated approach** to capture value from established businesses and growth areas

1. Light vehicle production (forecast) ("LVP(F)") based on S&P Global Mobility, Global Light Vehicle Production Forecast, November 2024 | 2. Content per vehicle (CPV) calculated as market size (based on sales) divided by LVP(F) in units; market size based on Beryllis industry study and LVP(F) based on S&P Global Mobility, Global Light Vehicle Production Forecast, November 2024 | 3. Excludes build to print, lidar, and AM: CSV business, transportation as a service, SAM: Autonomous mobile robots, safe infrastructure, washer, OES, industrial aftermarket, UX: Haptic controls, instrument cluster, radio, standalone camera (legacy products), Continental engineering services.

Automotive – Agenda for future success

1

LEAD

in future proof technologies

2

TRANSFORM

into a High-Performance Organization

3

DELIVER

on our commitments

Automotive – Agenda for future success

1 | LEAD

- › Business with virtually all relevant OEMs
- › Global player – local-for-local setup
- › Four strong BAs¹ with comprehensive portfolio enabling SDVs
- › Group provides stability and supports development of next gen. technology

2 | TRANSFORM

- › Competitive cost structure as the key priority
- › Concrete measures identified and already in execution
- › Stringent portfolio management focused on value creation
- › Standalone set-up as key catalyst for future upside potential

3 | DELIVER

- › Long-term strategy, short-term focus
- › Strong, committed and with shareholder interest aligned leadership in place
- › Strong balance sheet² allows full focus on strategy execution
- › Growth, margin and cash flow upside potential

1. Business areas; the segment CM is not considered to be a longstanding operating business area | 2. Data as at March 7, 2025; in terms of leverage compared to listed peers in Europe and North America with a market capitalization of >€1.0bn.



1

LEAD

in future proof technologies

Automotive unites four¹ leading BAs²

- › Unique access to OEMs via global footprint
- › Shared technology solutions
- › Funding of next generation innovation R&D
- › Scale benefits in purchasing, supply chain and manufacturing

AM

**Autonomous
Mobility**

Pioneering the future with
scalable solutions

~17%

ANS

**Architecture and
Network Solutions**

Enabler of SDV
architectures

~28%

SAM

**Safety and
Motion**

Efficient safety
powerhouse

~39%

UX

**User
Experience**

The new
horsepower

~16%

...With a clear target to deliver on our ambition

of Group Sales 2024²

1. The segment CM is not considered to be a longstanding operating business area. Therefore, CM is not shown as a business area | 2. Based on the Consolidated Financial Statements of Automotive for the financial year ended December 31, 2024; segment sales share based on external sales for the group excl. CM and other/holding/consolidation.



2

TRANSFORM
into a High-Performance Organization

Stringent transformation leading to visible results...

Past challenges identified and addressed

Product Offering Clean-Up

- › ~900 product ramp-ups¹ since and incl. 2022
- › Product clusters with low margin phased out in 2024 – in total ~10% of all product clusters
- › Successful re-pricing and adjustment of contract set-up

Cost Base Improvement

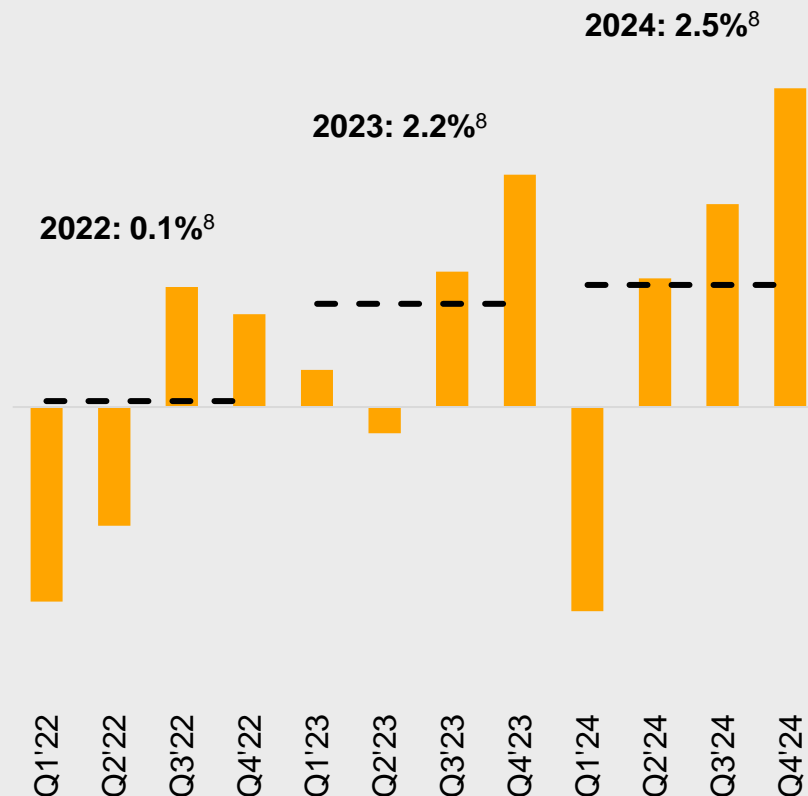
- › ~80bps increase in gross margin² from 2023 to 2024
- › Closure of 9 plants from 2019 to 2024
- › 10k FTE reduction and elimination of 1 mgmt. layer since 2023
- › R&D BCC³ headcount share improved by 10%pts from 2020 to 2024 (>60%)

Cash flow Optimization

- › Starting to capitalize on well invested asset base – capex⁴ as a % of sales reduced to 4.5% in 2024 from 5.4% in 2023
- › Working capital⁵ as % of sales reduced to 12.2% in 2024 from 13.0% in 2023
- › Adj. free cash flow⁶ improved by ~€1.1bn from 2023 to 2024

Improvements visible

Return on sales⁷, in %



1. Product ramp-up considered as the launch of a product in a production plant | 2. Based on the Consolidated Financial Statements of Automotive; gross margin defined as gross margin on sales divided by sales | 3. Best-cost country | 4. Based on the Consolidated Financial Statements of Automotive; capex includes capital expenditure on property, plant and equipment, and software (as reported in the cash flow statement) | 5. Based on the Consolidated Financial Statements of Automotive; Working capital defined as inventories less work in progress application engineering plus trade accounts receivable less trade accounts payable | 6. Based on the Consolidated Financial Statements of Automotive; defined as cash flow arising from operating activities plus cash flow arising from investing activities; adjusted for cashflow from interest-bearing investments (which include primarily cash changes in receivables from cash pooling and of loans with non-Automotive companies of Continental AG), acquisition of companies and business operations, disposal of companies and business operations | 7. Based on Automotive Group Sector as reported in the quarterly statements of Continental AG; fourth quarter adj. EBIT is implied based on full year financials from the Consolidated Financial Statements of Continental AG less the sum of the quarter 1-3 financials; adj. EBIT defined as earnings before interest and taxes, adjusted for amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation and special effects; Return on sales calculated as adj. EBIT divided by adj. sales. | 8. Based on the Consolidated Financial Statements of Automotive; return on sales based on Automotive Group Sector as reported in the Consolidated Financial Statements of Continental AG equals to 2.3% in 2024, 2.0% in 2023, and (0.3)% in 2022.

...Further concrete measures in execution / planned

Footprint

- › **Plants:** Investments in BCC¹ largely completed; shift to be continued to further improve our footprint, 5 additional plant closures in HCC² in the mid-term.

Profitability

- › **Gross Margin:** Value based pricing, material cost and Re-DtC³ efforts supplemented by operational excellence
- › **SG&A:** Potential for up to 2k FTE reduction via natural fluctuation and controlled hiring and elimination of one management layer in the mid-term
- › **R&D:** Footprint consolidation, shift of R&D to BCC¹, accompanied by further R&D excellence measures will lead to further c. 3k FTE reduction and is expected to lead to single digit net R&D⁴ in the mid-term

Cash Flow

- › **Capex:** Prudent spending after completion of manufacturing investments – less than 5% capex⁴ targeted
- › **Working Capital:** Further efficiency improvements in focus

1. Best-cost countries | 2. High-cost countries | 3. Design to cost | 4. As % of sales.

Standalone set-up as additional catalyst

Spin-off as a catalyst to unleash significant potential!

Market Perspective



The time is now to embrace the rapid transformation of our industry – stability, independence, and agility are key!

Cultural Perspective



The team is fired up to take ownership and drive entrepreneurship – clear accountability is key!

Business Perspective



Embrace expected faster manoeuvrability and independent decisions – let's capitalize on increased flexibility for strategic moves!

Financial Perspective



Build on our strong¹ balance sheet – let's unlock the potential upside together!

1. Data as at March 7, 2025; in terms of leverage compared to listed peers in Europe and North America with a market capitalization of >€1.0bn.



3

DELIVER
on our commitments

Strong foundation with clear value creation focus

Foundation

Strategic Focus

Topline Performance

- › World leading electronic products
- › Multiple technology partners
- › Local-for-local approach



Self-improvement Potential

- › High fixed-cost base vs. peers
- › Further scope of improvement for R&D and production network



Investment Reduction

- › Well invested asset base
- › Footprint in low-cost countries established

- › Defend and grow leading position
- › Continue value-based pricing
- › Capitalize on CPV¹ growth in product portfolio

- › Material cost reduction, production footprint optimization, and Re-DtC²
- › Reduction of fixed cost base incl. R&D
- › Operational excellence

- › Capitalize on well invested asset base
- › Increase megafactory utilization

1. Content per vehicle | 2. Design to cost.

Leadership team in place to unlock the potential

Management set-up for success

CEO with proven track record

Successful execution of turnaround under Philipp von Hirschheydt's leadership

CFO with Capital Market expertise

Karin Dohm tasked to steer the independent Automotive forward

Determined management team in place for independent path forward

Committed to a standalone success story

- › **Performance: Highly motivated team to prove themselves** in the standalone set-up
- › **Entrepreneurial: Long-term vision** guiding day-to-day actions
- › **Accountable: Fully responsible** for the Automotive journey going forward
- › **Aligned: Incentives fully aligned** with shareholder value creation

Strong Balance Sheet...

Robust Targeted Capital Structure¹...

Strong Liquidity Position

- ✓ **1.5** €bn cash and cash equivalents
- ✓ **2.5** €bn revolving credit facility

Net Cash Position²

- ✓ **No** financial debt
- ✓ **1.5** €bn net pension provisions
- ✓ **0.4** €bn lease liabilities

Industry Leading Net Leverage Expected³



Dividend Potential

- › Target a dividend payout ratio of 10-30% of net income per fiscal year⁴

...Allows full focus on strategy execution

1. Of Automotive as at June 30, 2025 | 2. Defined as cash less financial debt | 3. Data as at March 7, 2025; defined as net debt (incl. leases) / adj. EBITDA 2025E | 4. Automotives ability pay dividends in the future will depend on the amount of distributable profits. However, it cannot provide assurance regarding the amounts of future distributable profits, if any, and consequently, it can provide no assurance that it will pay dividends in the future.

Automotive – Join the ride!

LEAD...



...TRANSFORM...



...DELIVER

- › Global player
- › Top market positions
- › Strong¹ Balance Sheet

- › Cost competitiveness as key focus
- › Portfolio measures
- › Spin-off as catalyst

- › Strategy execution
- › Committed leadership
- › Highly attractive upside potential

1. Data as at March 7, 2025; in terms of leverage compared to listed peers in Europe and North America with a market capitalization of >€1.0bn.

WE. ARE. Automotive

Appendix

Autonomous Mobility (AM)

Pioneering the future with scalable solutions

€3.3bn

Business Overview

Market & Position



Autonomous
Mobility

Top 3¹



Components

- › Radars and Cameras
- › ADCU⁶

System & Service Solutions

- › Automated Systems (e.g. L1/2, L2+, L3/4, Parking)
- › Autonomous Mobility (Trucking) Services

Pioneer²



Broad Portfolio

- › Control Units, Cluster and Multimedia
- › Tachographs and Services
- › Telematics and Tolling
- › ADAS⁸ & ARAS⁹

- › **Megatrend Exposure:** Significant growth potential from autonomous driving transformation
- › **Leading Autonomous Driving Components:** >20% market share in radars⁷

Highlights

- › **Innovative L2+ Solutions:** Best fit L2+ volume solution based on a strong SoC strategy
- › **Scalable TaaS¹⁰ Pioneer:** Scalable L4 platform to capitalize on foundational investments in partnership with Aurora
- › **JV with Horizon Robotics:** Access to China technology solutions for Chinese OEMs & International OEMs
- › **Strong CSV⁴ Business:** Sustainable growth



CSV⁵

#1³



Sales 2024⁴



Segment Sales Share 2024⁷

#

Indicative Market Position

1. Based on Techno Systems Research; market position based on volume in 2022 for components (incl. radars, front sensing cameras, 3D non-mechanical lidars) compared to tier 1 suppliers | 2. AM positions itself via e.g. Aurora to play an active role in the expected growth market of systems and services solutions | 3. Based on Berylls industry study; market position based on sales in 2023 for instrumentation, body and vehicle CUs, tachographs (tachograph data software only includes the EU market), fleet management service for medium-duty commercial vehicles and heavy-duty commercial vehicles, w/o aftermarket compared to selection of relevant competitors | 4. Based on the Consolidated Financial Statements of Automotive for the financial year ended 31st December 2024 | 5. Commercial and special vehicles | 6. Assisted and Automated Driving Control Unit | 7. Based on IDTechEx; market position based on sales in 2022 for all radars compared to tier 1 suppliers | 8. Advanced driver-assistance systems | 9. Advanced rider assistance systems | 10. Transportation as a service.

Architecture and Network Solutions (ANS)

Enabler of SDV architectures

€5.6bn

Business Overview

Market & Position



Foundation

#1¹



- › Computing (High performance computer (HPC), Zone)
- › Connectivity / Telematics
- › Operating System / Middleware

- › **Growth Potential:** ANS market with >10% market⁷ CAGR from 2024 to 2029E
- › **Top Position:** Rank #1-3 within ~90% of key portfolio⁸ in 2024



Solutions

#1²



- › Edge ECUs⁵
- › Actuators and Sensors
- › Software Feature Set

- › **Shaping SDV Architectures:** Comprehensive portfolio of assets to build best value solutions
- › **Global Reach:** Leading player serving ~90% of top 20 volume OEMs⁹



Services

#4³



- › Architecture and Integration
- › Build to Print, Maintenance

- › **Holistic Innovator:** Track record in technology innovations, scaling and industrialization power
- › **Successful turnaround:** Achieved positive adj. EBIT-margins¹⁰ in 2023 and 2024 up from negative margins in 2022

Sales 2024⁴

Segment Sales Share 2024⁶

Indicative Market Position

Highlights

Internal estimates as used in footnote 1-3 and 8 for the market size incl. sales of competitors in 2024E are based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, January 2024 | 1. Market position based on foundation (incl. body controller, high performance computer, telematics, zone control units (ZCU), and Elektrobit non-service business) sales in 2024 compared to internal sales estimates of competitors in 2024E | 2. Market position based on solutions (incl. actuator controls, antennas, access solutions, data and energy hub, pneumatic seats, PV light) sales in 2024 compared to internal sales estimates of competitors in 2024E | 3. Market position based on services (incl. B2P and Elektrobit services business) sales in 2024 compared to internal sales estimates of competitors in 2024E | 4. Based on the Consolidated Financial Statements of Automotive for the financial year ended 31st December 2024 | 5. Electronic control unit | 6. Based on product clusters | 7. Based on Berylls industry study; market includes sales for HPC, ZCU, ECU, telematics systems, antennas, access solutions, SW stack, SW services, software development tools & services, w/o functional software for passenger cars and LCVs, w/o aftermarket | 8. Key portfolio includes body controllers, vehicle access, ZCU, actuators, antennas, telematics, PV light, PlaxidityX business; market position based on sales in 2024 for body controllers, vehicle access, telematics, PV light, actuators based on S&P Global Mobility, Automotive ECU Database 2025, February 2025; market position for antennas, ZCU, PlaxidityX business based on ANS sales for the respective product/ business in 2024 compared to internal sales estimates for competitors in 2024E | 9. Top 20 OEMs by light vehicle production volume in 2024 based on S&P Global Mobility, Global Light Vehicle Production Forecast, February 2025 | 10. Based on the Consolidated Financial Statements of Automotive.

Safety and Motion (SAM)

Efficient safety powerhouse

€7.5bn

Business Overview

Market & Position



Brake Systems

#1¹



- › Electronic Brake Systems
- › Wheel Brakes



Integrated Safety Systems

#1²



- › Airbag Control Unit
- › Satellites



Sensor Systems

#1³



- › Wheel Speed Sensors
- › E-Mobility Sensors



ESS⁵

#2⁴



- › Air Supply and Control Unit
- › Air Suspension

Sales 2024⁶

Segment Sales Share 2024⁷

Indicative Market Position

- › **Robust Market:** Indispensable safety offering with highest quality focus
- › **Leadership Position:** Leading in current safety technology and strategically positioned for upcoming safety technologies

Highlights

- › **Holistic Offering:** Hardware excellence paired with software competence
- › **Strong in China:** Through local-for-local approach
- › **Reliable Aftermarket:** Premium products and efficient aftermarket offering

Source: Berylls industry study

1. Market position based on sales in 2023 for "classical" braking systems and brake by wire for passenger cars and LCVs, w/o aftermarket compared to selection of relevant competitors | 2. Market position based on sales in 2023 for airbag control unit (incl. collision sensors) for passenger cars and LCVs, w/o aftermarket compared to selection of relevant competitors | 3. Market position based on sales in 2023 for sensor systems for passenger cars incl. LCVs, w/o aftermarket compared to selection of relevant competitors | 4. Market position based on sales in 2023 for electronic air suspension for passenger cars incl. LCVs, w/o aftermarket compared to selection of relevant competitors | 5. Electronic air suspension systems | 6. Based on the Consolidated Financial Statements of Automotive for the financial year ended 31st December 2024 | 7. Segment shares are shown excl. the aftermarket business which makes up c. 14% of total sales and sales for CCU, steering, washer and AMR which make up c. 2% of sales in 2024.

User Experience (UX)

The new horsepower

€3.1bn

Business Overview

Market & Position



Display Solution

#1¹



- › Multi Displays
- › Driver Information Displays
- › Center Displays



Head-up Display

#1²



- › Windshield & Augmented Reality HUDs
- › Scenic View Head-Up
- › Projection



Digital Cluster

Top 2³



- › Full Digital Cluster

- › **Structural Growth:** Significant upside potential to content per vehicle driving >5% market⁵ CAGR from 2024 to 2029E
- › **#1 Position:** ~15% global market share⁶ providing economies of scale

Highlights

- › **Strong Positioning:** Vastly independent from display producers (>10 qualified suppliers) and regulatory resilience⁷
- › **Technology Leadership:** Award-winning innovation with holistic user experience
- › **Vertical Integration:** Integrated offering, full flexibility to take make-or-buy decisions
- › **Attractive Production Set-up:** Megafactories with high standardization (~60 standard concepts in Megaprojects)



Sales 2024⁴



Segment Sales Share 2024⁸



Indicative Market Position

Internal estimates as used in footnote 1-3 for the market size (accessible market excl. BYD and Tesla) incl. sales of competitors in 2024E are based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, May 2023; as at the date of this presentation, the underlying data for the sales of competitors in 2024A was not available. The market positions of UX may be higher based on the sales of competitors in 2024A | 1. Market position based on display solutions (incl. center displays, FDC displays, multi large displays and other displays) sales in 2024 compared to internal sales estimates of competitors in 2024E | 2. Market position based on head-up displays (incl. augmented reality HUDs, combiner HUDs, scenic view HUDs, windshield HUDs) sales in 2024 compared to internal sales estimates of competitors in 2024E | 3. Market position based on digital cluster sales in 2024 compared to internal sales estimates of competitors in 2024E | 4. Based on the Consolidated Financial Statements of Automotive for the financial year ended 31st December 2024 | 5. Based on Berylls industry study; market includes sales for driver information displays w/ SW, display solutions w/o SW, and head-up displays for passenger cars and LCVs, w/o aftermarket | 6. Based on Berylls industry study; market size based on sales in 2024E for driver information displays w/ SW, display solutions w/o SW and head-up displays for passenger cars and LCVs, w/o aftermarket; market share derived as UX 2024 sales for display solutions, head-up displays and digital cluster compared to the market size | 7. Regulatory resilience through diversified production footprint and supply chain | 8. Excl. legacy business (c. 21% of sales in 2024).