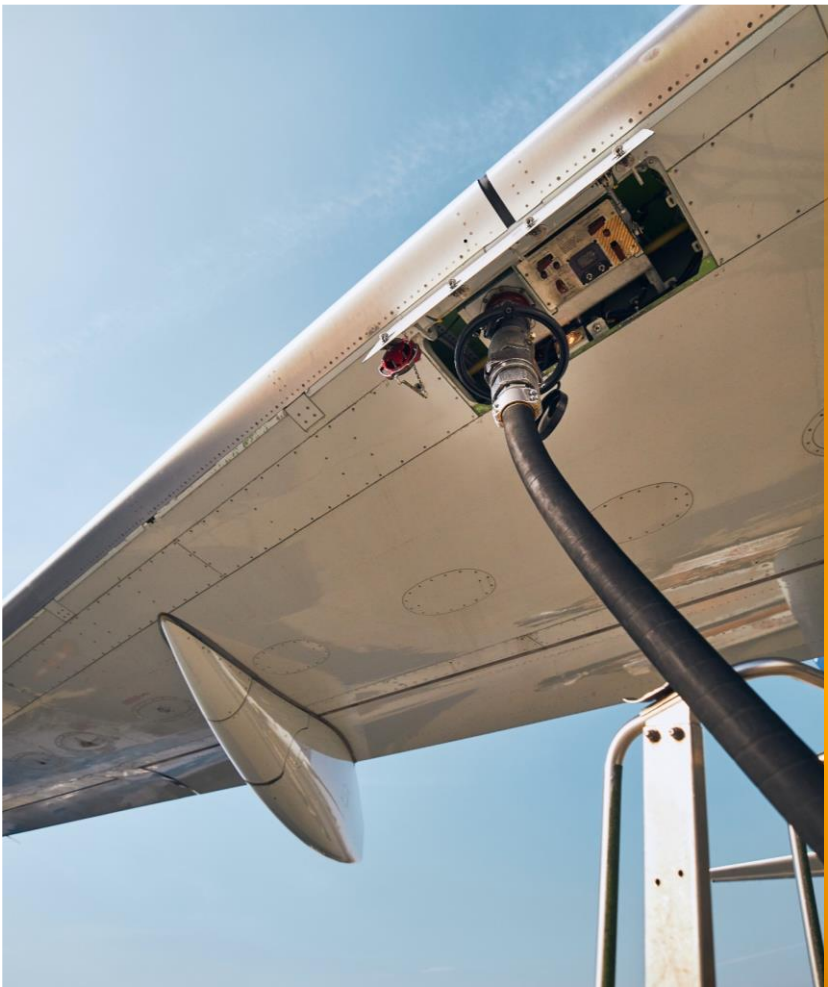




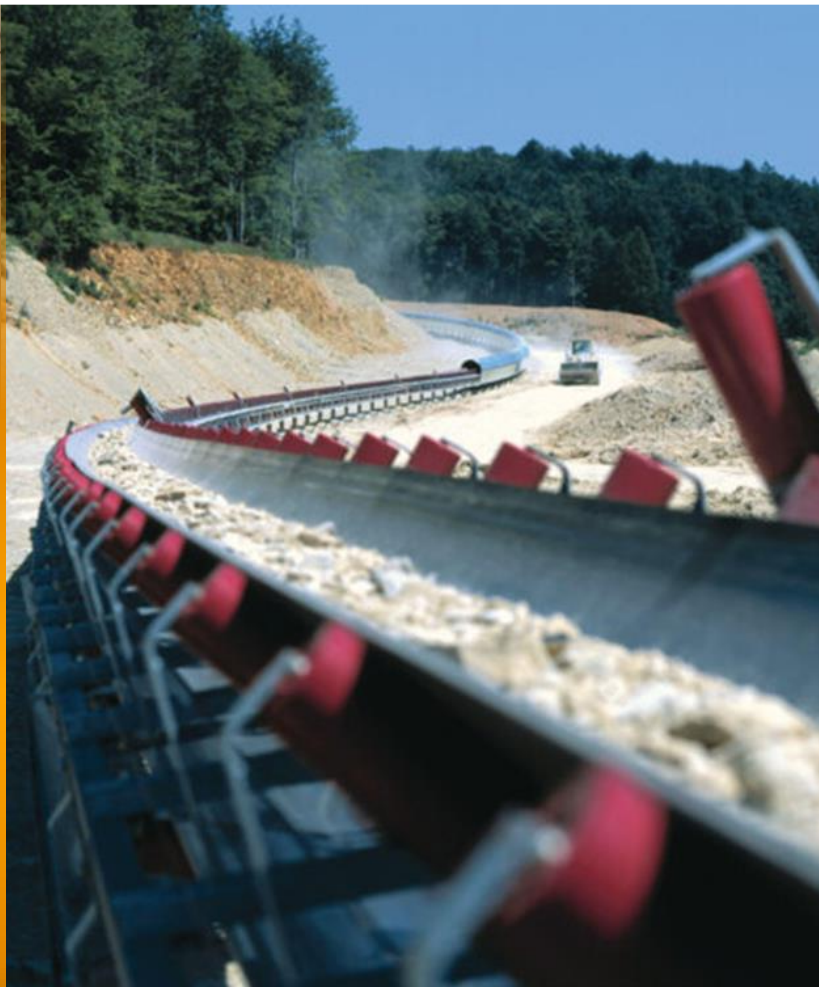
Philip Nelles
ContiTech

2023
CapitalMarketDay 

Hanover, December 4



We
CONNECT



We
CONVEY



We
COVER

ContiTech at a Glance



~**€6.8-7.2**
billion
in **sales**



~**42,500**
employees

Mixed portfolio with significant growth potential in industry



Regional balance with significant growth potential in APAC



First choice for material-driven solutions

Figures shown as of FY2023e

What Makes Us Unique?

We turn materials
into solutions

**Global expertise in
rubber & thermoplastics**

We solve problems
for demanding
industries

We partner with
customers to drive
technological
progress

**Unmatched
product portfolio**

We are perfectly positioned to succeed in exciting markets

Our Exciting Markets

Industry 55%



Construction
& Home



Mining Industry &
Quarries



Energy
Management



Commercial
Vehicles



ICE Passenger
Vehicles



Electric Passenger
Vehicles



Off-Highway
Mobility



Material Handling &
Manufacturing



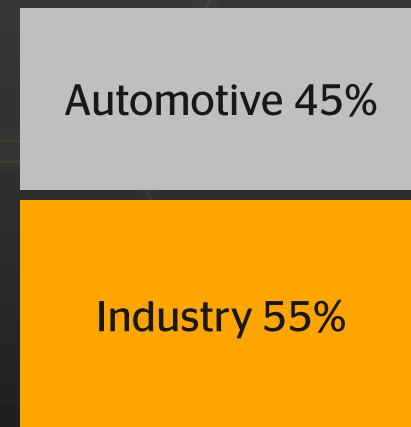
Printing & Packaging
Technology

Automotive 45%

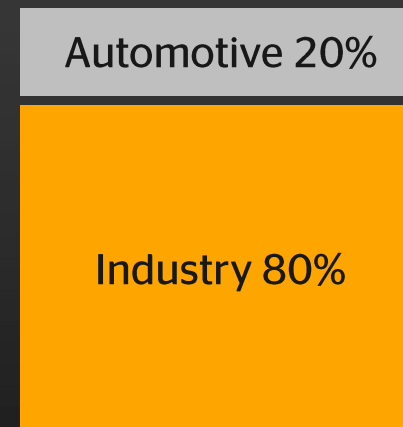
2024+ Era of Execution

Strengthening industry

2023e



Ambition



Why do we shift to industry?

- › High-quality business
- › Broader revenue streams
- › Longer product life cycles
- › Less cyclical
- › Seizing new growth opportunities

Enhancing value creation through targeted capital allocation

A composite image representing industry, featuring wind turbines, a construction site, a city skyline, and a truck. The word "INDUSTRY" is overlaid in the center in a bold, orange, sans-serif font.

INDUSTRY

Industry Clear Strategic Direction

Strengthening industry

Ambition

Industry

How will we do it?

Continue to grow

- › **Organically**
 - › Increasing market penetration
 - › Expansion of product portfolio
 - › Developing market presence
 - › Diversifying through venture units
- › **Inorganically through M&A**

Ramping up hydraulic greenfield in Mexico

Capturing share in replacement

Growing APAC sales

Bal.On



Industry Growth Engines

Trends drive technological progress while fueling growth for our industries

Resource scarcity

Circular economy

Smart materials

Urbanization

Localization

Digitalization

Industry 4.0

Sustainability

Great potential for high-quality business through increasing demand for material-driven solutions

Industry Growth Engine Construction & Home



Industry Growth Engine Construction & Home

Total addressable market:

Value 2023e-2028e

€6.5-7 bn

Growth CAGR

2%

ContiTech sales:

Sales share 2023e

8%

Growth CAGR 2023e-2028e

6%

Expansion, renewal and upgrade of residential, commercial and infrastructure

Our advantage:

High demand for efficient material handling solutions and advanced materials



Our levers:

- › Extremely compatible with existing solution portfolio
- › Leading position in surface solutions such as sustainable coverings with great functions in awarded designs

Industry Growth Engine Energy Management



Industry Growth Engine Energy Management

Total addressable market:

Value 2023e-2028e

€2-2.5 bn

Growth CAGR

5%

ContiTech sales:

Sales share 2023e

7%

Growth CAGR 2023e-2028e

5%

Transformation towards efficiency,
decarbonization and localization

Our advantage:

High demand for collaboration to
develop game-changing
solutions fast



Our levers:

- › Partnering with key players gives us a speed-to-market advantage
- › Elevating technological progress via adapted solution portfolio

Industry Growth Engine Off-Highway Mobility



Industry Growth Engine Off-Highway Mobility

Total addressable market:

Value 2023e-2028e

€15.5-18 bn

Growth CAGR

3%

ContiTech sales:

Sales share 2023e

5%

Growth CAGR 2023e-2028e

9%

Demand for technological upgrades, increasing efficiency and new materials drives growth

Our advantage:

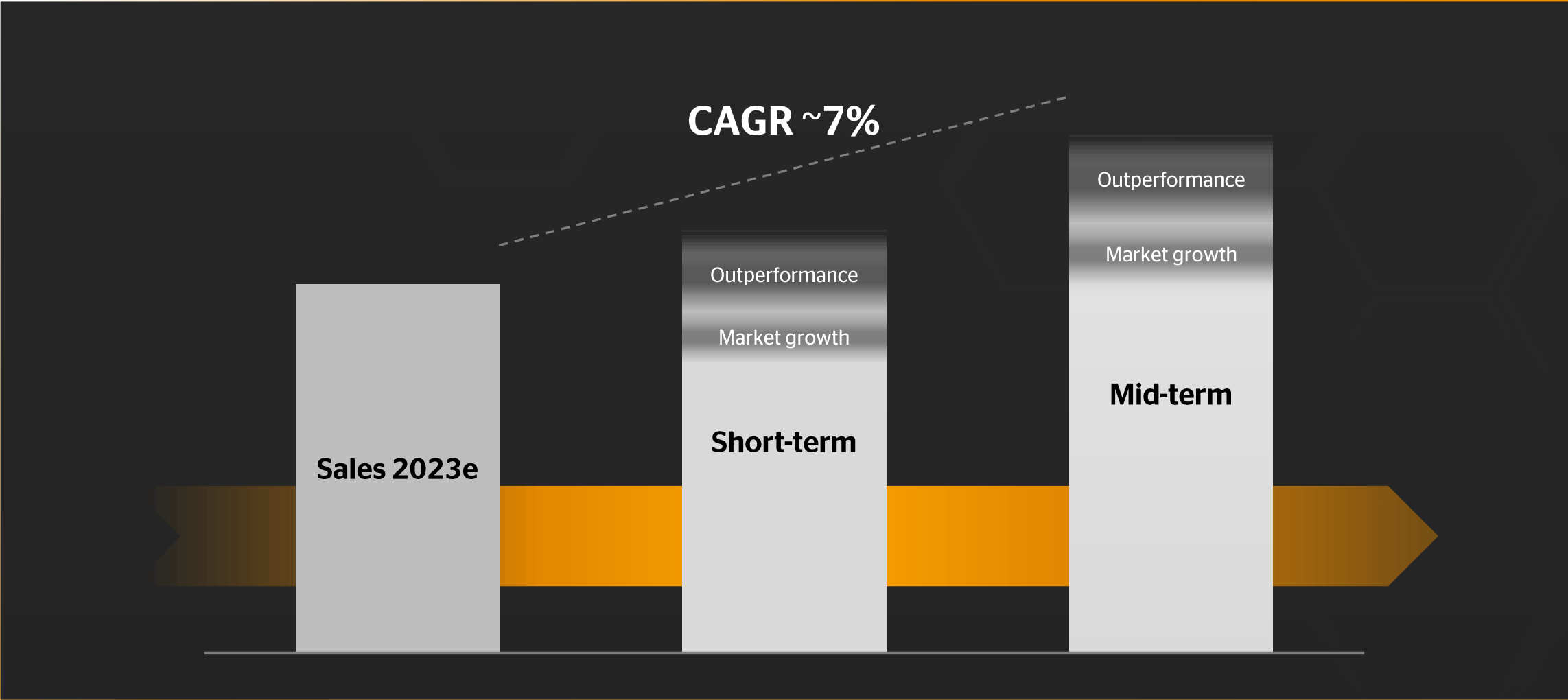
Strong demand for high-performance, long-lasting, easy-to-maintain, lightweight products



Our levers:

- › Partnering with OEs to set standards
- › Elevating technological progress via tech transfer from commercial vehicles

Industry Our Growth Ambition



CAGR: Compound annual growth rate

A collage of industrial and construction scenes. In the background, there are wind turbines on the left, a city skyline with skyscrapers in the center, a construction site with cranes on the right, and a large truck in the foreground. The entire image is dimmed and has a semi-transparent horizontal band across the middle.

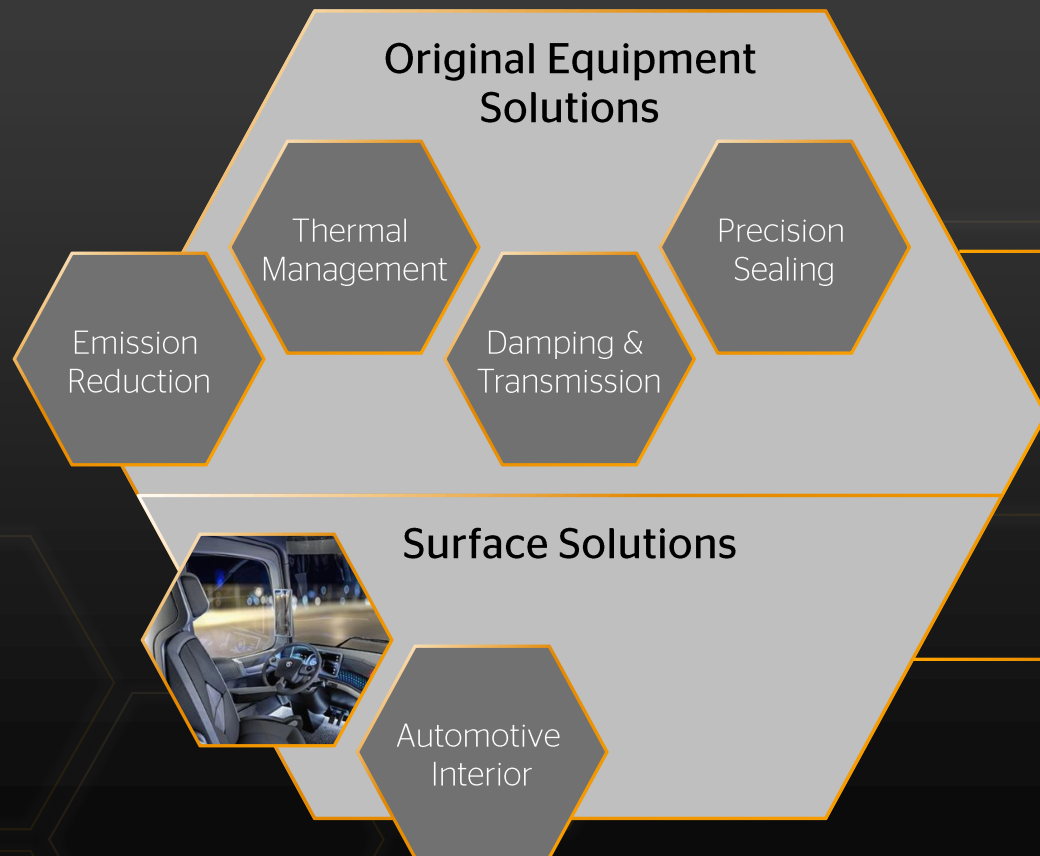
AUTOMOTIVE

Automotive Clear Strategic Direction

Ambition

Automotive

Increasing profits and selective growth



How will we do it?

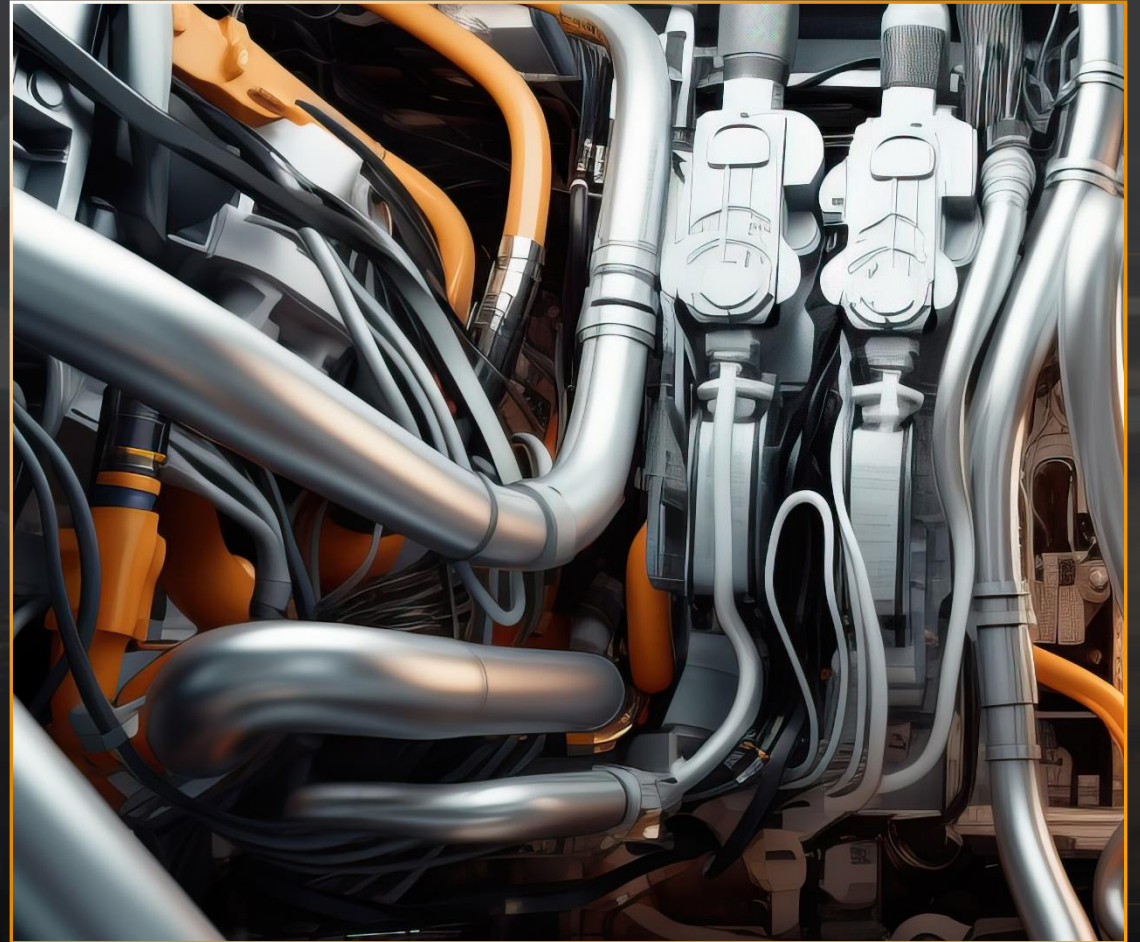
Short-term performance improvements

- › Customer and product portfolio measures
- › Strict cost management
- › Limited capital allocation on selective growth areas
- › Legal and physical independence in 2025

Increasing market penetration

- › Growth with established and emerging players

Automotive Growth Engine Electric Vehicles



Automotive Growth Engine Electric Vehicles

Total addressable market:

Value 2023e-2028e

€5.5-18 bn

Growth CAGR

27%

ContiTech sales:

Sales share 2023e

5%

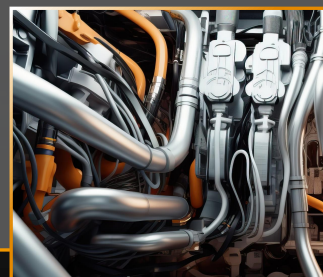
Growth CAGR 2023e-2028e

21%

Transition to batteries, new materials and net zero components

Our advantage:

Strong demand for customized technical solutions and unique designs



Our levers:

- › Technical expertise to offer lightweight multi-material and multi-component solutions and stunning interior designs with unique functionality

Automotive Strong Portfolio Management

CAGR ~2%

Sales 2023e

Growth in selected
businesses

Product & customer
portfolio

Short-term

Growth in selected
businesses

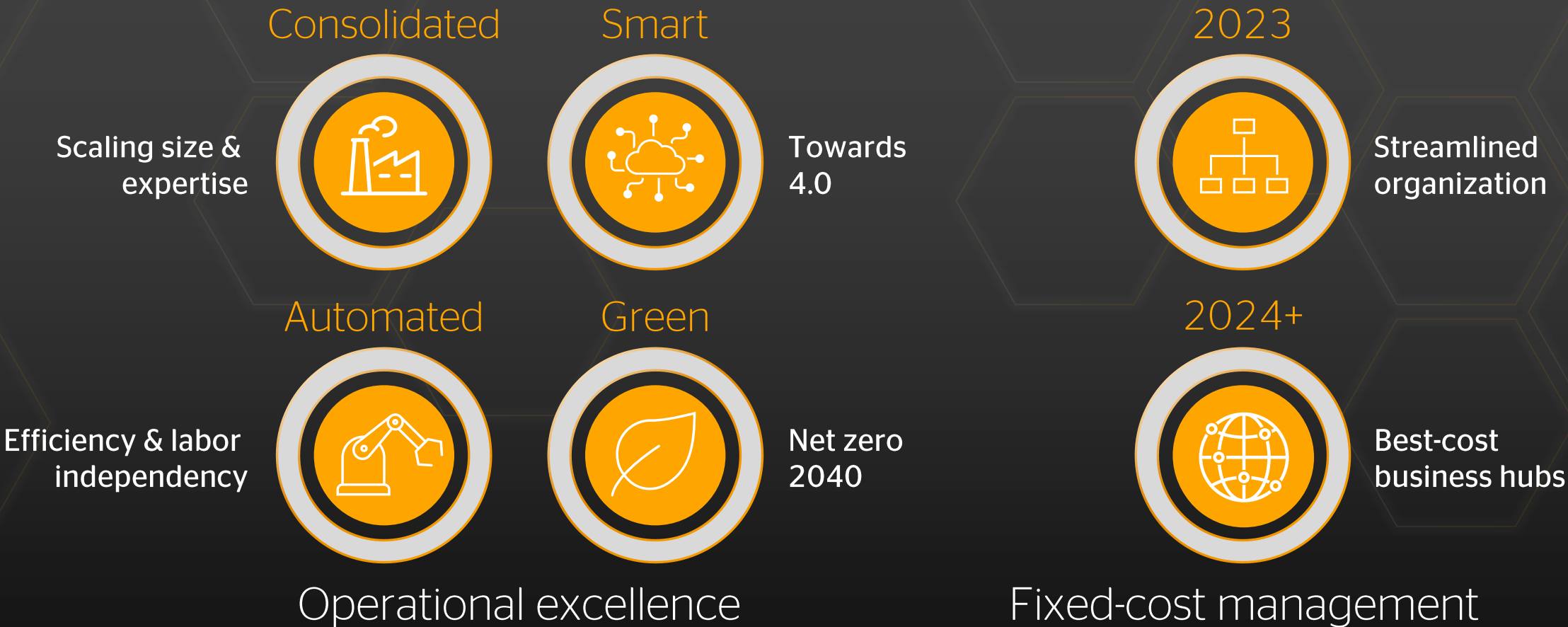
Product & customer
portfolio

Mid-term

A collage of industrial and construction scenes. On the left, there are several wind turbines in a field. In the center, a city skyline with tall buildings is visible. To the right, there's a construction site with cranes and a large truck. The background is a mix of these elements, creating a sense of industry and progress.

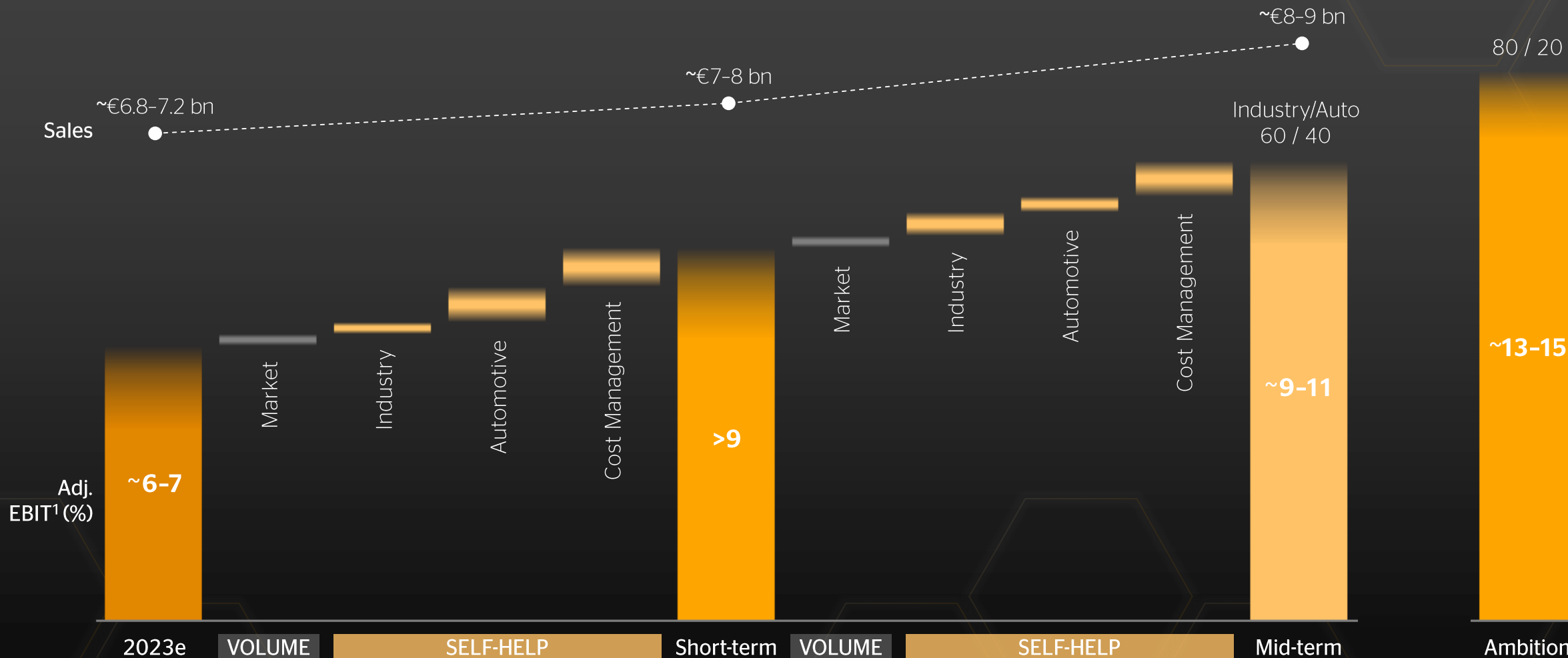
ENSURE SUCCESS

ContiTech Ensure Success



Reduce costs by ~2% of sales mid-term

ContiTech Financial Outlook - Mid-term Targets



1 Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023e), and special effects. Considering current portfolio.

ContiTech Mid-term Financial Outlook

Sales



~€8-9 bn

ROCE²



>22%

Adj. EBIT¹ margin



~9-11%

Cash generation³



>65%

Strong ROCE and cash generation

¹ Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023e), and special effects. ² Ratio of EBIT to average operating assets for a fiscal year.

³ Cash generation defined as (EBITDA - Capex)/ EBITDA, potentially excluding major one-time items. Considering current portfolio.

ContiTech Continuing Value Creation

➤ Strategic capital allocation towards high-quality industry business

➤ Stronger industry OE position translates further into profitable replacement business

➤ Long-term value creation through market and customer focus

Reliable profitability and upside potential through increased industry share

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