ContiTech at a Glance

Mixed portfolio with significant growth potential in industry

~€6.8–7.2 billion in sales

~42,500 employees

Regional balance with significant growth potential in APAC

Industry 55%

Automotive 45%

APAC 19%

EMEA 44%

Americas 37%

First choice for material-driven solutions

Figures shown as of FY2023e
What Makes Us Unique?

- We turn materials into solutions
- We partner with customers to drive technological progress
- We solve problems for demanding industries

Global expertise in rubber & thermoplastics

Unmatched product portfolio

We are perfectly positioned to succeed in exciting markets
Our Exciting Markets

Industry 55%

Construction & Home
Mining Industry & Quarries
Energy Management
Off-Highway Mobility
Material Handling & Manufacturing
Printing & Packaging Technology
Commercial Vehicles
ICE Passenger Vehicles
Electric Passenger Vehicles

Automotive 45%
2024+ Era of Execution

Strengthening industry

2023e
- Automotive 45%
- Industry 55%

Ambition
- Automotive 20%
- Industry 80%

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
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

Capturing share in replacement

Ramping up hydraulic greenfield in Mexico

Growing APAC sales

B&On
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

Total addressable market: Based on internal research. CAGR: Compound annual growth rate.
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

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Total addressable market: Based on internal research. CAGR: Compound annual growth rate.
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

Total addressable market: Based on internal research. CAGR: Compound annual growth rate
Industry Our Growth Ambition

CAGR \sim 7\%

Sales 2023e  
Outperformance  
Market growth

Short-term

Outperformance  
Market growth

Mid-term

CAGR: Compound annual growth rate
AUTOMOTIVE
**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

Total addressable market: Based on internal research. CAGR: Compound annual growth rate.
Automotive Strong Portfolio Management

CAGR ~2%

Sales 2023e
Growth in selected businesses
Product & customer portfolio

Short-term

Mid-term
Growth in selected businesses
Product & customer portfolio

CAGR: Compound annual growth rate
ContiTech Ensure Success

Consolidated: Scaling size & expertise
Smart: Towards 4.0
Automated: Efficiency & labor independency
Green: Net zero 2040

2023: Streamlined organization
2024+: Best-cost business hubs

Operational excellence
Fixed-cost management

Reduce costs by ~2% of sales mid-term
ContiTech Financial Outlook – Mid-term Targets

Sales

~€6.8-7.2 bn

~€7-8 bn

~€8-9 bn

Industry/Auto

60 / 40

80 / 20

2023e

VOLUME

SELF-HELP

Short-term

VOLUME

SELF-HELP

Mid-term

Ambition

Adj. EBIT¹ (%)

~6-7

Market

Industry

Automotive

Cost Management

>9

Market

Industry

Automotive

Cost Management

~9-11

~13-15

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

Adj. EBIT\(^1\) margin

~9-11%

ROCE\(^2\)

>22%

Cash generation\(^3\)

>65%

Strong ROCE and cash generation

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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.
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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