**Tires at a Glance**

- ~€14-15 billion in sales
- ~56,900 employees
- High share of RE business on the back of a strong OE business
- Regional balance with significant growth opportunities in Americas and APAC

**Pie Chart Details**
- OE 25%
- Americas 35%
- APAC 14%
- EMEA 51%

Replacement 75%

Tires are our passion. We outperform the industry with customer-centric solutions and operational excellence.

*Shown figures as of FY2023e*
Resilience in Crises

Delivering profitable growth despite all headwinds
Financial Highlights

Sales growth

~4.3%  
CAGR¹ (2018-2023e)

Adj. EBIT²

~€1.7 bn  
on average (2018-2023e)

ROCE³

>20%  
in each of the last 10 years⁵

Cash generation⁴

~67%  
on average (2018-2023e)

Best-in-class value creation and cash generation

¹ CAGR: Compound annual growth rate. ² Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023e), and special effects. ³ Ratio of EBIT to average operating assets for a fiscal year. ⁴ Cash generation defined as (EBITDA - Capex) / EBITDA, potentially excluding major one-time items. ⁵ Excluding FY2020.
While the Industry Continues to Transform...

- Volatile macro environment
- Geopolitical conflicts and trade barriers
- Sustainability
- Electrification
- Digital transformation / AI
- Increasing regulation

- Customers seek greater collaboration
- OEMs require superior technical expertise
- Shift to higher rim sizes
- Greater importance of brand trust and tire performance
- Ever increasing demand for sustainable products & solutions
- Continuously increasing road freight transportation
- Rising demand for data-driven & connected solutions to achieve L0DC1

...we are turning change into profitable growth

1 Lowest overall driving costs
2024+ Era of Execution

OUR CORE

OUR OPPORTUNITY

Our customers’ ambitions are our driving force

OUR RESPONSIBILITY

OUR TEAM
OUR CORE
CORE Industry-Leading Operational Excellence

~80%  
Capacity in mega plants (>100kt p.a.)¹

~75%  
Best-cost locations¹

<8  
Customer satisfaction (measured in OE ppm)²

Operational excellence is the foundation of our financial performance

¹ As of 2023e, in tonnage (total tires). 2 ppm – parts per million, average 2018-2023e.
²
CORE Major Benefits of Electrification

Accelerating opportunities from EVs

› BEV characteristics drive higher demand for UHP tires
› OE favor premium tires meeting quality and technology requirements
› “OE to replacement” consumer brand loyalty higher for BEV

Driven by our strong OE market position

All the world’s most successful BEV manufacturers trust Continental tires
CORE Boosting Our Mix Through UHP¹ Growth

Our exceptional product line-up translates into ...

...an increasing share of our ultra-high-performance tires

UHP share growth for Continental branded tires (PLT²)

<table>
<thead>
<tr>
<th>Year</th>
<th>UHP share of PLT sales</th>
<th>UHP share of PLT units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>31%</td>
<td>45%</td>
</tr>
<tr>
<td>2023e</td>
<td>57%</td>
<td>45%</td>
</tr>
</tbody>
</table>

...outperforming the market

~7%

Market growth UHP segment (CAGR 2018-22)³ ⁴

~11%

Growth of Conti UHP segment (CAGR 2018-22)³ ⁴

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¹ Ultra-high performance are tires ≥ 18". ² PLT: Passenger car and light truck tires. ³ CAGR: Compound annual growth rate. ⁴ Based on external data providers and internal estimates for markets in Western & Central Europe (incl. Türkiye), China, USA and Canada.
CORE Seizing Growth Opportunities in APAC and Americas

Increasing global presence

Supported by continued investment in our manufacturing and supply chain set-up

~€1.6 bn invested in APAC/AM plants

Plant expansions
- Hefei (China)
- Rayong (Thailand)
- Clinton (USA)
- Carnacar (Brazil)

Greater manufacturing responsiveness and solutions tailored to local requirements underpinning our customer centricity

1 Figures relating to 2018-2023e period.
CORE Manufacturing Footprint

Production plants\(^1\)

<table>
<thead>
<tr>
<th>Region</th>
<th>AMERICAS</th>
<th>EMEA</th>
<th>APAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>7</td>
<td>7</td>
<td>6</td>
</tr>
</tbody>
</table>

Tonnage\(^2\) (CAGR\(^3\) in %)

\(^1\) As of December 2023, excl. plants for semi products and retread production facilities.

\(^2\) Estimated production tonnage (in k ton for all tires).

\(^3\) CAGR: Compound annual growth rate.
OUR RESPONSIBILITY
### Ambitious Sustainability Roadmap as Key Differentiator

**Example: Industry benchmark 2022 - Operations**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Tires Industry</th>
<th>Conti Tires</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Intensity</strong></td>
<td></td>
<td></td>
<td>-22%</td>
</tr>
<tr>
<td>Energy usage per output (GJ/t)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Renewable Electricity Mix</strong></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Share of renewables in electricity mix</td>
<td></td>
<td></td>
<td>35%</td>
</tr>
<tr>
<td><strong>Water Intensity</strong></td>
<td></td>
<td></td>
<td>-50%</td>
</tr>
<tr>
<td>Water usage per output (m³/t)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CO₂ Emissions Intensity</strong></td>
<td></td>
<td></td>
<td>-60%</td>
</tr>
<tr>
<td>Scope 1 &amp; 2 CO₂ emissions per output (tCO₂/t)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Our aim is to be the most environmentally and socially responsible tire company:**

- Leveraging global economies of scale
- Differentiating through technological leadership
- Increasing efficiency gains
- Actively turning challenges into opportunities

2. Member of RE100 initiative that fosters the use of renewable energy. Use of energy attribute certificates starting 2020 leading to carbon neutral electricity supply.
3. Driven by RE100 electricity mix.
RESPONSIBILITY Business Opportunities Arising From Sustainability

Sustainable tire innovations
UltraContact NXT
Conti EcoPlus HT 3+

Retreading & renewing
ContiLifeCycle

Circular solutions

Sustainability advantage
Customer benefits
Business opportunities

Innovation leader in a dynamic environment
OUR OPPORTUNITY
OPPORTUNITY Gaining Traction in Profit Pools

- Electrification and UHP growth propelling favorable mix development
- Significant regional growth opportunities in APAC and Americas
- Sustainability as key differentiator through premium positioning and technology expertise

Our CORE and our RESPONSIBILITY result in attractive opportunities for profitable growth – with more to come
OPPORTUNITY Integrated Solutions for Fleets

In-house automotive expertise as unique differentiator in tires industry

- Electronics & sensors portfolio
- Fleet management solutions
- Remote vehicle diagnostics

Growing our data-driven services

- ~45% year-on-year
  Active ContiConnect customers
- ~45% p.a.
  Active yard readers installed¹
- ~50% p.a.
  Connected vehicles¹

Holistic data-driven fleet management solutions for commercial customers

- Achieving LODC² for our customers
- Creates pull effects for our business

Data as of October 2023. 1 CAGR compared to 2018. 2 Lowest Overall Driving Costs.
Tires Financial Outlook - Updated Mid-term Targets

Sales

- ~€14-15 bn
- ~€15-16 bn
- ~€17-18 bn

Adj. EBIT\(^1\)(%)

- ~12.5-13.5
- ~13-16

2023e

Volume/ Efficiency

Price/Mix vs. RawMat

Cost management

Short-term

Mid-term

1 Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023e), and special effects. Considering current portfolio.
**Tires Mid-term Financial Outlook**

- **Sales**: ~€17-18 bn
- **ROCE**: >23%
- **Adj. EBIT margin**: ~13-16%
- **Cash generation**: >60%

We will continue to outperform in value creation 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 (EBITDA - Capex) / EBITDA, potentially excluding major one-time items. Considering current portfolio.
Tires Clear Path of Continued Value Creation

- Highly resilient business outperforming regardless of the circumstances
- Industry benchmark in value creation and cash generation performance
- Effective capital allocation in strategic profit pools

Well-positioned industry leader to continue reliable outperformance in the future
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