



Fact Book

2013

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Disclaimer

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This presentation includes assumptions, estimates, forecasts and other forward-looking statements, including statements about our beliefs and expectations regarding future developments as well as their effect on the results of Continental. These statements are based on plans, estimates and projections as they are currently available to the management of Continental. Therefore, these statements speak only as of the date they are made, and we undertake no obligation to update publicly any of them in light of new information or future events. Furthermore, although the management is of the opinion that these statements, and their underlying beliefs and expectations, are realistic as of the date they are made, no guarantee can be given that the expected developments and effects will actually occur. Many factors may cause the actual development to be materially different from the expectations expressed here. Such factors include, for example and without limitation, changes in general economic and business conditions, fluctuations in currency exchange rates or interest rates, the introduction of competing products, the lack of acceptance for new products or services and changes in business strategy.

All statements with regard to markets or market position(s) of Continental or any of its competitors are estimates of Continental based on data available to Continental. Such data are neither comprehensive nor independently verified. Consequently, the data used are not adequate for and the statements based on such data are not meant to be an accurate or proper definition of regional and/or product markets or market shares of Continental and any of the participants in any market.

1

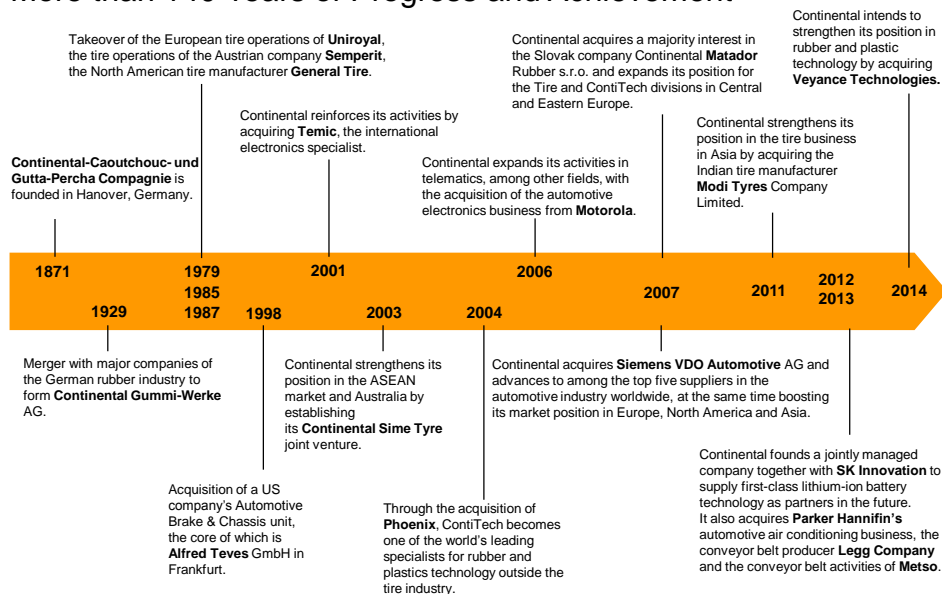
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I. Continental at a Glance

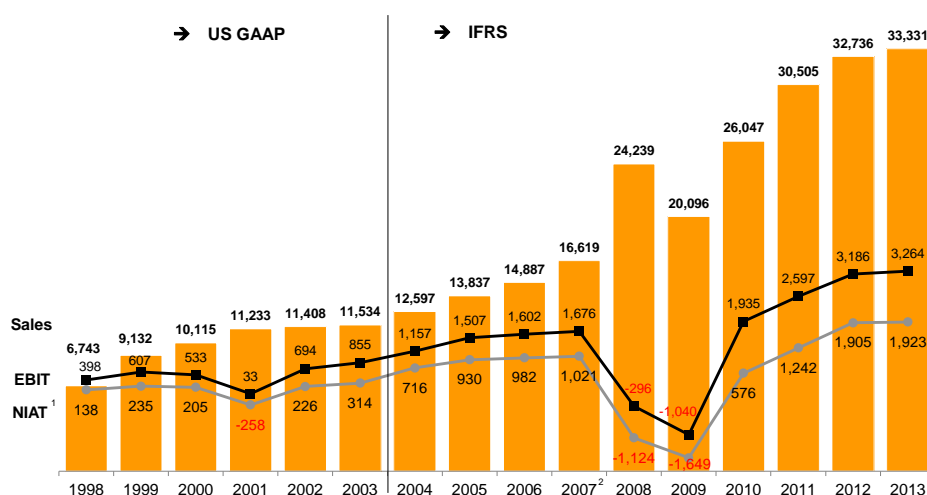
More than 140 Years of Progress and Achievement



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I. Continental at a Glance

Continental Corporation – Sales, EBIT & Net Income¹(in € mn)



¹ Net income attributable to the shareholders of the parent, from 1998 until 2003 US GAAP / from 2004 onwards IFRS.

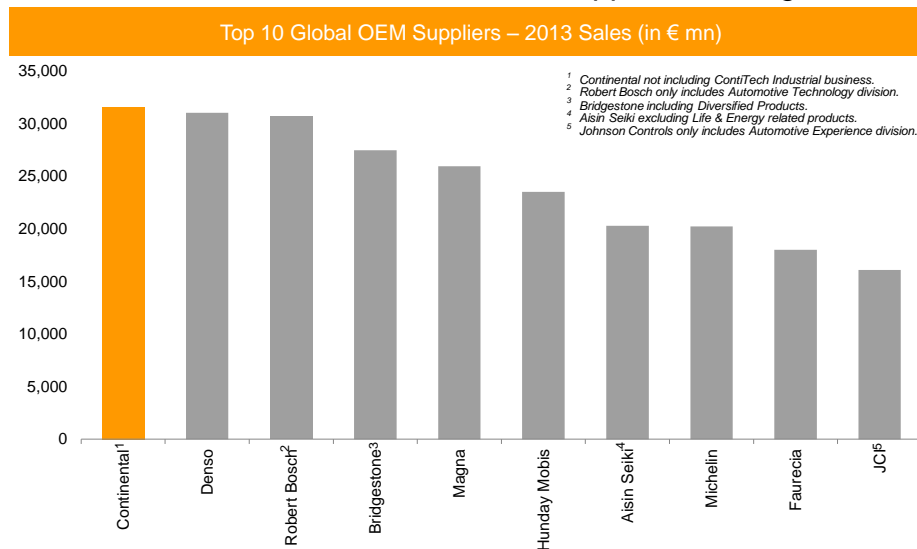
² Siemens VDO incorporated starting December 1, 2007.

IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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I. Continental at a Glance

Continental Ranks No. 1 in Worldwide Supplier Ranking

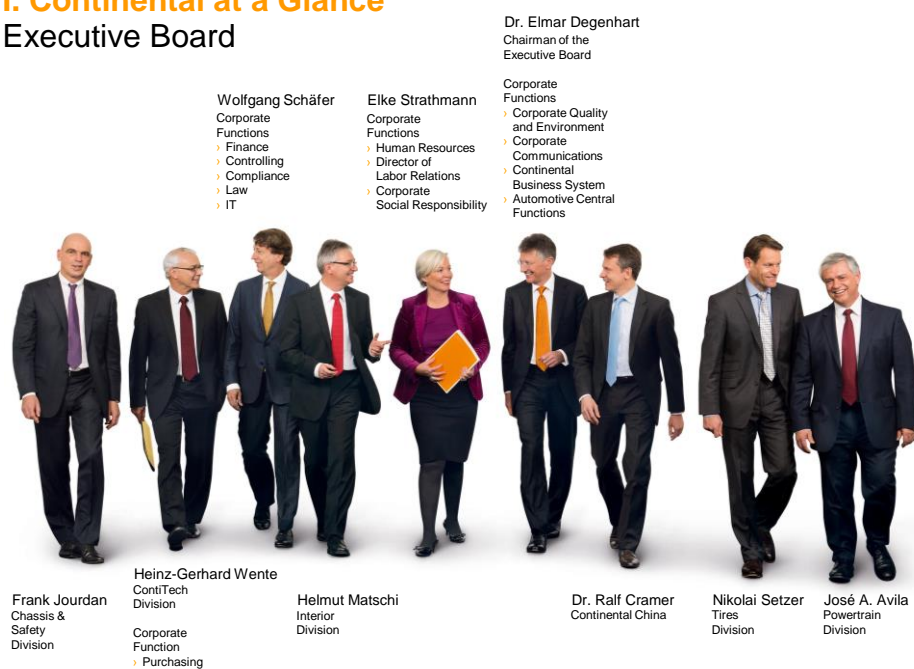


Source: Company filings. Calendarized to December year end. Based on average currency exchange rates 2013

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I. Continental at a Glance

Executive Board



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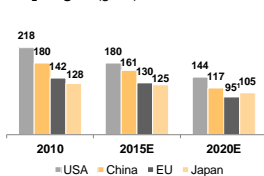
I. Continental at a Glance

Megatrends in the Automotive Industry

Environment – For clean power



CO₂ Targets (g/km)



¹ Mandatory for 95% of the OEM's fleets
Source: ICCT Int. Council of Clean Transportation, Global Passenger Vehicle FE/HH regulations (6/2012).

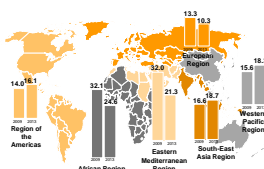
Information – For intelligent driving



Safety – For safe mobility



Road Traffic Deaths
Number of Road Traffic Deaths per 100,000 by Region¹

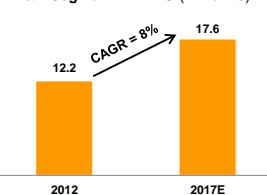


¹ Data based on framework created by the World Health Organization (WHO) for estimating road traffic mortality.
Source: Global Status Report on road safety, WHO 2013.

Affordable Cars – For global mobility



A&B Segment in BRIC (mn units)



Source: IHS January 2013.

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I. Continental at a Glance

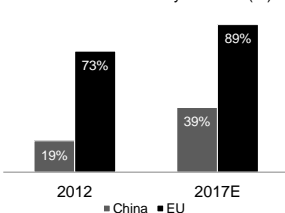
A Leading Global Supplier for Key Automotive Electronics Applications

Chassis & Safety

- › Actuation
- › Advanced driver assistance systems
- › Airbag electronics
- › Electronic brake systems (EBS)
- › Foundation brake systems

Sales 2013	€7,269 mn
% of total	22%
Adj. EBIT ¹	€690 mn
Adj. EBIT margin	9.5%

ESC² installation rate by markets (%)

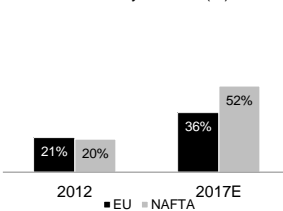


Powertrain

- › Diesel injection systems
- › Gasoline injection systems
- › Transmission control units
 - › Double clutch transmission control units

Sales 2013	€6,260 mn
% of total	19%
Adj. EBIT ¹	€318 mn
Adj. EBIT margin	5.1%

Gasoline direct injection systems installation rate by markets (%)

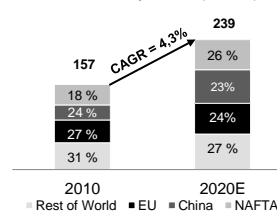


Interior

- › Body and security products
- › Commercial vehicle interiors
- › Device connectivity and telematics units
- › Instrumentation, displays and human machine interfaces

Sales 2013	€6,606 mn
% of total	20%
Adj. EBIT ¹	€585 mn
Adj. EBIT margin	8.9%

OEM Electronic Systems³ (in \$ bn)



¹ Before amortization of intangibles from PPA, consolidation and special effects.

² ESC: Electronic Stability Control is a type of electronic brake system.

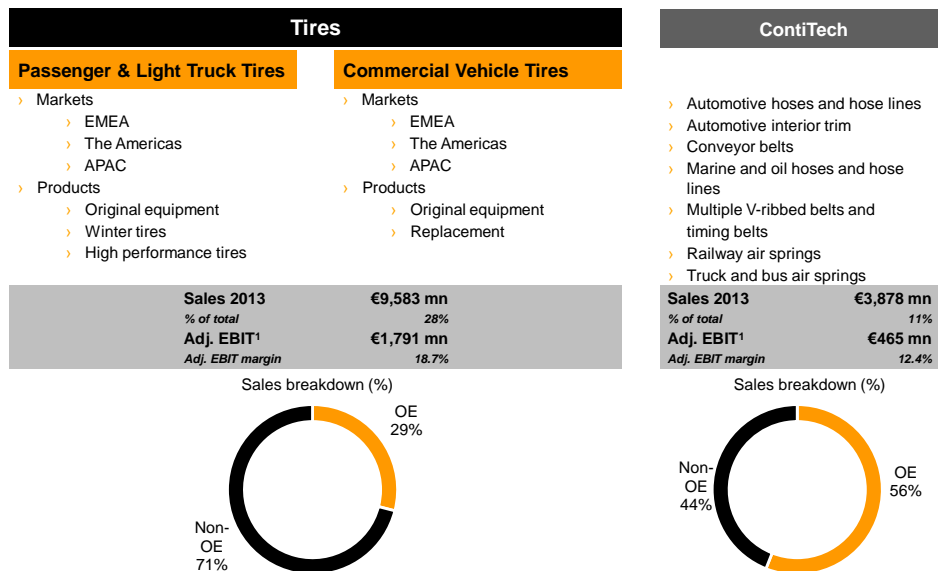
³ Source: IHS, The global outlook for automotive OEM electronic systems.

IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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I. Continental at a Glance

A Leading Global Supplier of Tire and Non-Tire Rubber Products

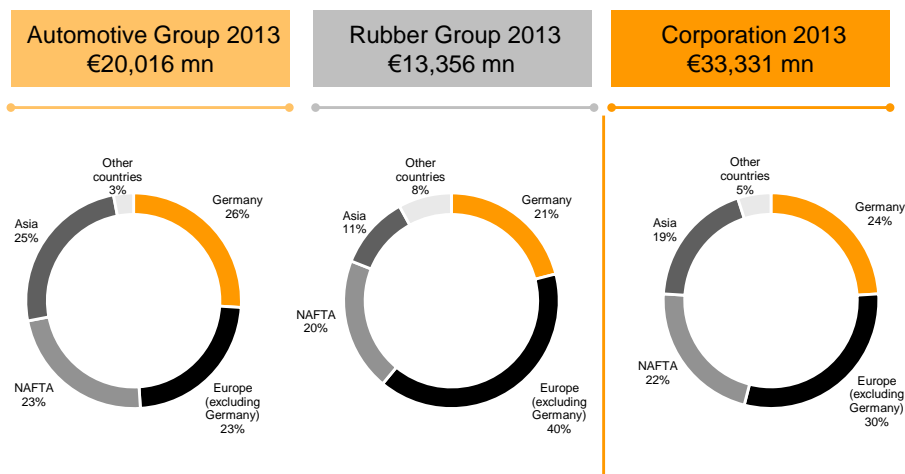


¹ Before amortization of intangibles from PPA, consolidation and special effects.
IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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I. Continental at a Glance

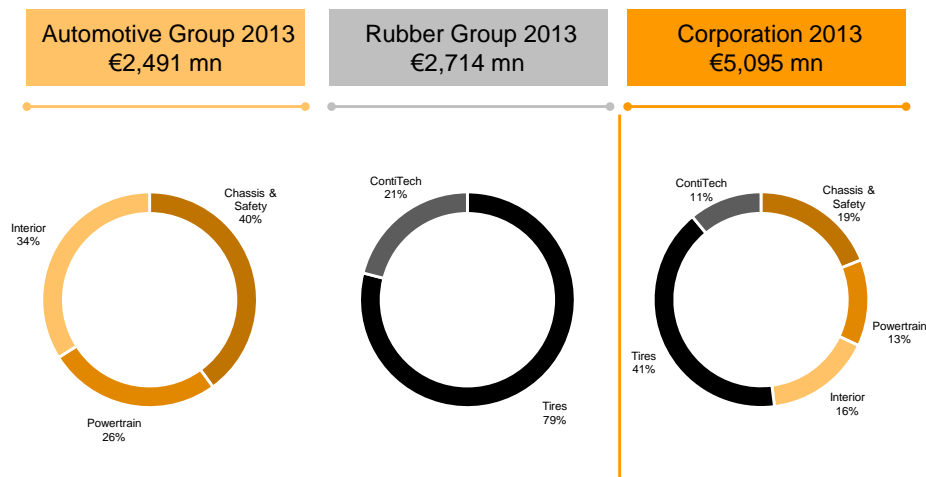
Sales by Markets



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I. Continental at a Glance

EBITDA by Group and Corporation



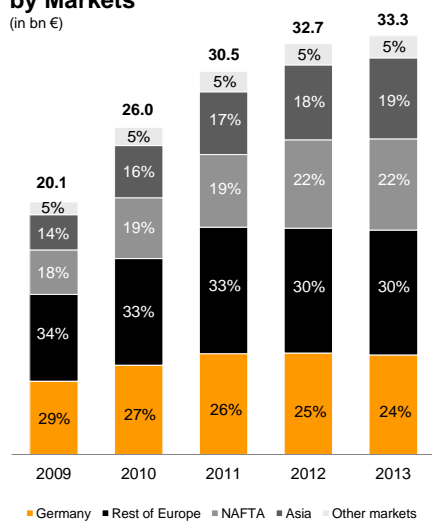
IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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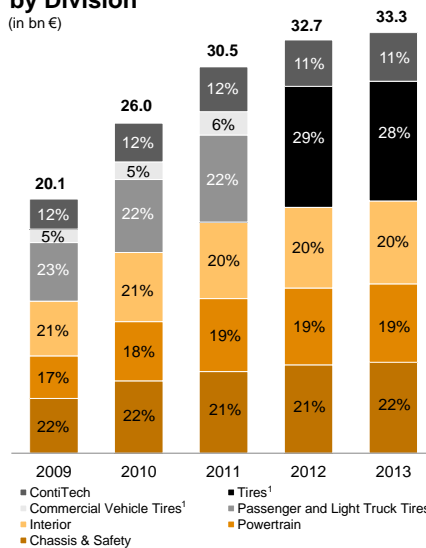
I. Continental at a Glance

Consolidated Sales

by Markets
(in bn €)



by Division
(in bn €)

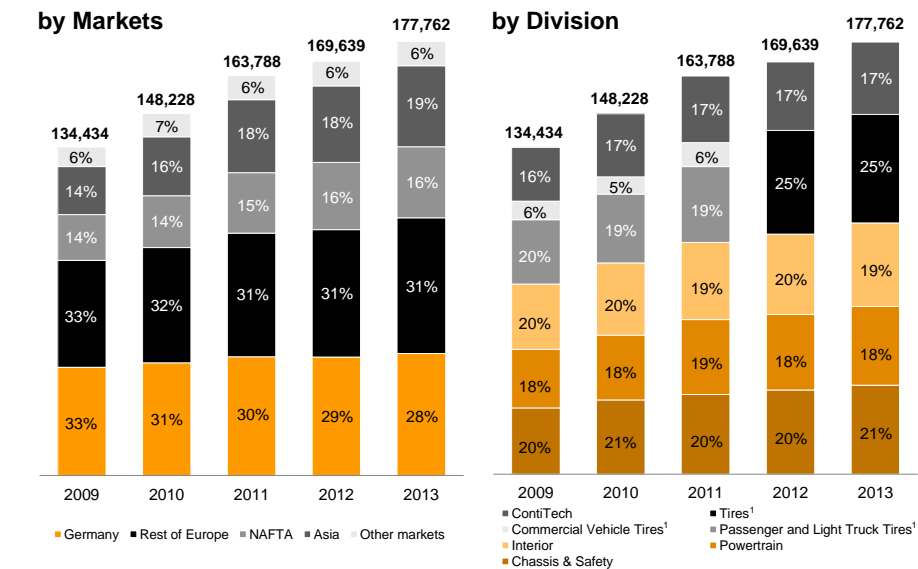


¹ Since 2012 reported as Tires.

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I. Continental at a Glance

Number of Employees



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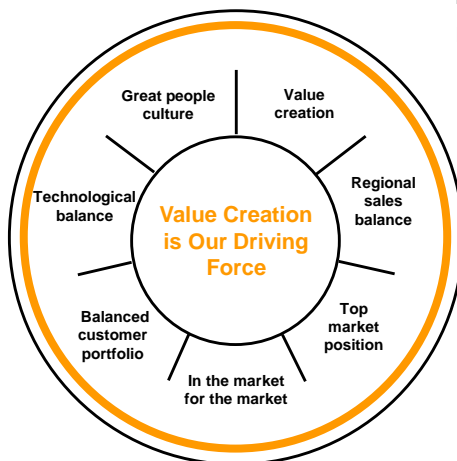
II. Continental Strategy

Systematic Entrepreneurial Approach



Environment –
For clean power

Information –
For intelligent driving



Safety –
For safe mobility

Affordable Cars –
For global mobility

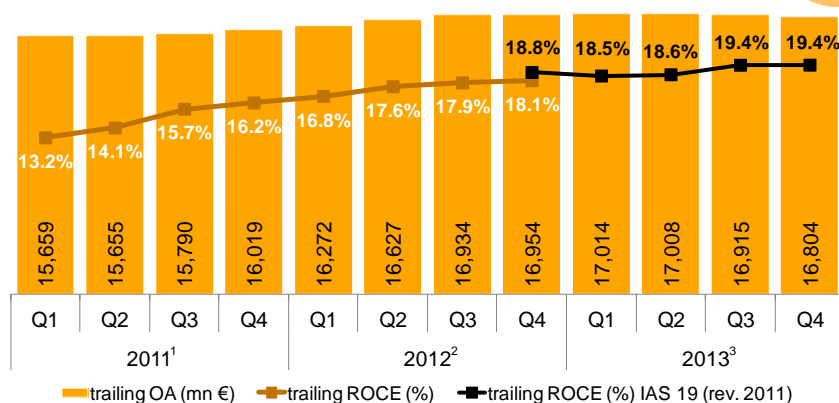
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II. Continental Strategy – Value Creation

Sustainable Value Creation



Goodwill amounts to €5.5 bn; ROCE will be impacted by Veyance acquisition



¹ Trailing operating assets are calculated as assets for the last twelve months (LTM).

² Trailing ROCE is calculated as reported EBIT for the last twelve months (LTM) divided by average operating assets (OA) for the LTM.

³ Q4/12, Q1/13, Q2/13, Q3/13 and Q4/13 applying IAS 19 (rev. 2011).

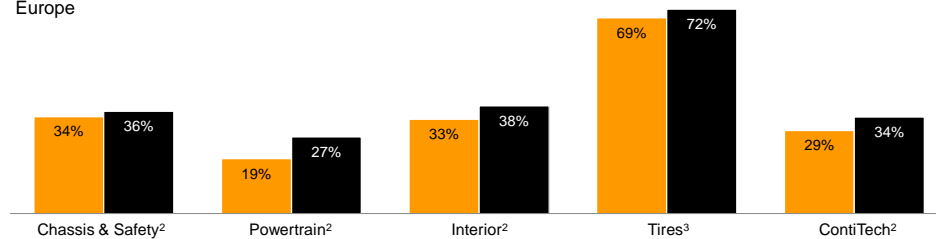
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II. Continental Strategy – Value Creation

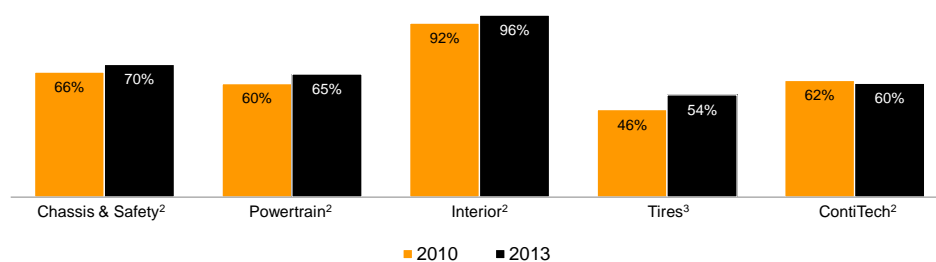
Cost Consciousness – Production in Best-Cost Countries¹



Europe



Rest of world



■ 2010 ■ 2013

¹ All years restated based on new definition of best-cost countries.

² Based on sales.

³ Based on units.

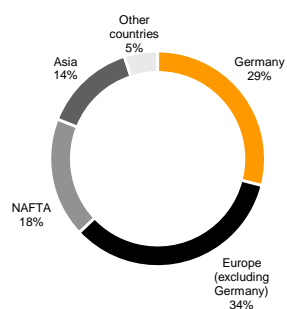
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II. Continental Strategy – Regional Sales Balance

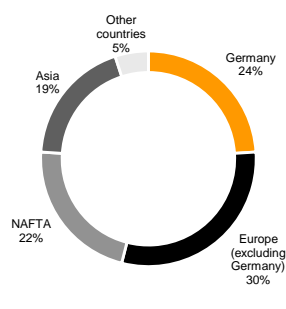
Balanced Distribution of Sales



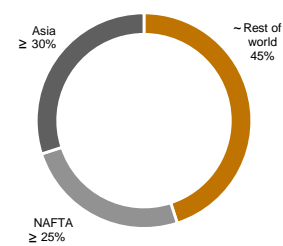
% of consolidated sales



Sales in 2009: €20.1 bn



Sales in 2013: €33.3 bn

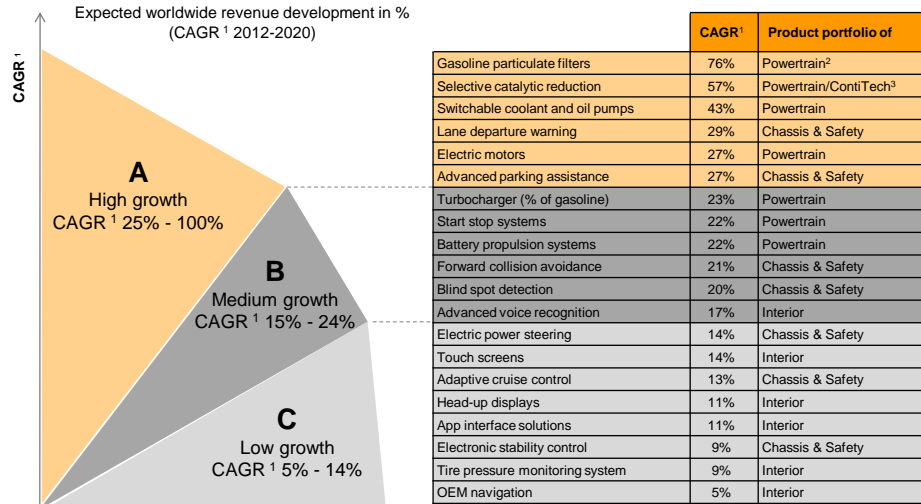


Mid- to long term

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II. Continental Strategy – Top Market Position

Best Positioned for the 20 Fastest Growing Automotive Technologies until 2020



Source: Based on Frost & Sullivan, November 2013, based on 2012 data.

¹ Compound annual growth rate.

² Emitec.

³ No complete system but electronics or components.

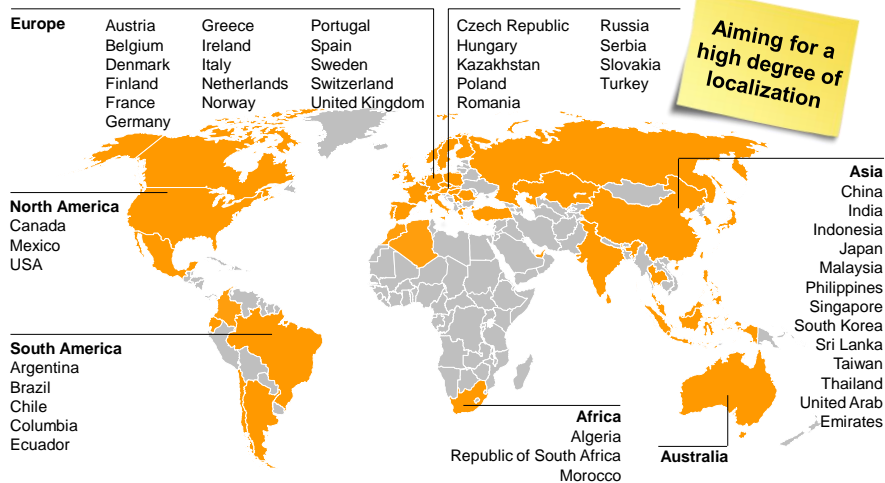
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II. Continental Strategy – In the Market for the Market

Continental Corporation Worldwide



More than 300 sites for production, R&D and sales in 49 countries. Headquarter in Hanover, Germany.

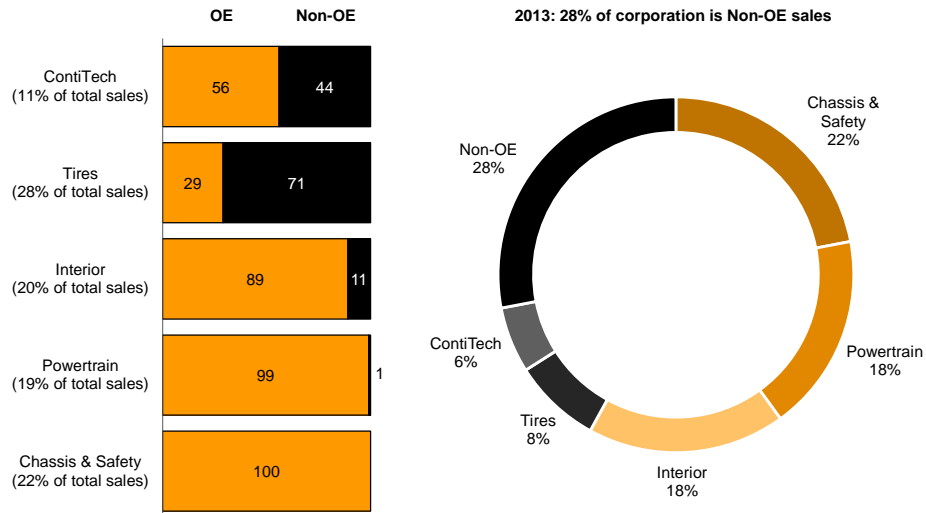


Status: January 2014.

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II. Continental Strategy – Balanced Customer Portfolio

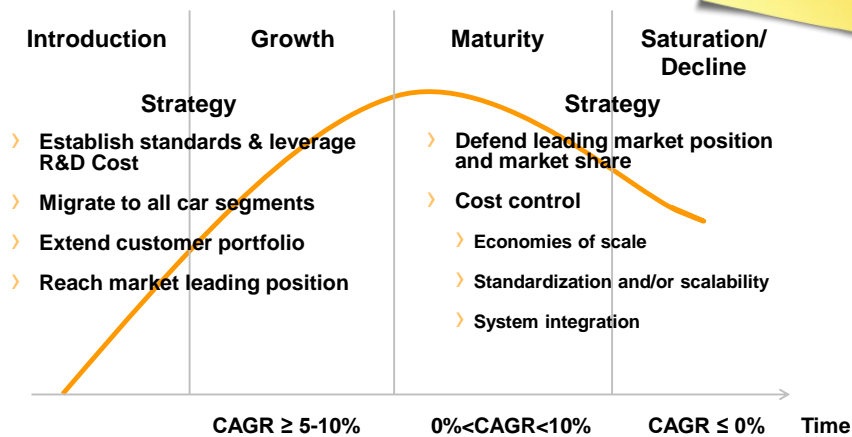
Sales OE Automotive/Non-OE Automotive



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II. Continental Strategy – Technological Balance

Technological Balance



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II. Continental Strategy – Great People Culture

Great People Culture



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III. Continental Megatrends

We Shape the Megatrends in the Automotive Industry

Environment – For clean power



Information – For intelligent driving



Safety – For safe mobility



Affordable Cars – For global mobility



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III. Continental Megatrend: Environment

Initiatives in EU, USA and Japan – Towards Cleaner Mobility

EU ¹	USA ^{2,3}	Japan ⁴
<p>EU aims to reduce CO₂ emissions by improvement in vehicle technology:</p> <ul style="list-style-type: none"> For passenger cars, EU targets average CO₂ emissions at: <ul style="list-style-type: none"> 130 g/km* from 2015 95 g/km from 2020 For passenger cars, excess emissions surcharges will be implemented in steps from 2012 onwards (100% penalty only starting in 2015 for not meeting targets) For light commercial vehicles, EU targets average CO₂ emissions at: <ul style="list-style-type: none"> 175 g/km from 2017 147 g/km from 2020 	<p>NHTSA⁵ and EPA⁶ to establish a National Fuel Efficiency Policy (NFEF):</p> <ul style="list-style-type: none"> For passenger cars and light trucks combined, CAFE⁷ set to increase to: <ul style="list-style-type: none"> 35.5 mpg* by 2016⁸ 54.5 mpg by 2025⁹ 	<p>ECCJ⁹ aims to improve fuel efficiency standards by 23.5% by 2015 vs. 2004:</p> <ul style="list-style-type: none"> For passenger cars and light duty trucks (<3.5 metric tons), the aim is to increase average level of fuel efficiency to: <ul style="list-style-type: none"> 16.8 km/l* by 2015¹⁰
Test cycle: NEDC (New European Driving Cycle)	Test cycle: CAFE (Corporate Average Fuel Economy)	Test cycle: JC08 (Japanese Cycle)
* Gram per kilometer	* Miles per gallon	* Kilometers per liter
Emerging markets likely to follow Europe/USA/Japan on fuel efficiency standards		

¹ Regulations (EC) No. 443/2009 and (EU) No. 510/2011.

² US Federal Register (May 7th, 2010): Light-Duty Vehicle Greenhouse Gas Emission Standards and Corporate Average Fuel Economy Standards; Final Rule.

³ US Federal Register (Oct. 15th, 2012): 2017 and Later Model Year Light-Duty Vehicle Greenhouse Gas Emissions and Corporate Average Fuel Economy Standards; Final Rule.

⁴ Refers to "Act on the Rational Use of Energy" of the Ministry of Economics, Trade and Industry (METI) and Ministry of Land, Infrastructure, Transport and Tourism (MLIT).

⁵ NHTSA: National Highway Traffic Safety Administration.

⁶ EPA: Environmental Protection Agency.

⁷ CAFE: Corporate Average Fuel Economy.

⁸ 35.5 mpg CAFE = 249 g/mile CAFE = 171 g/km NEDC; 54.5 mpg CAFE = 162 g/mile CAFE = 106.9 g/km NEDC.

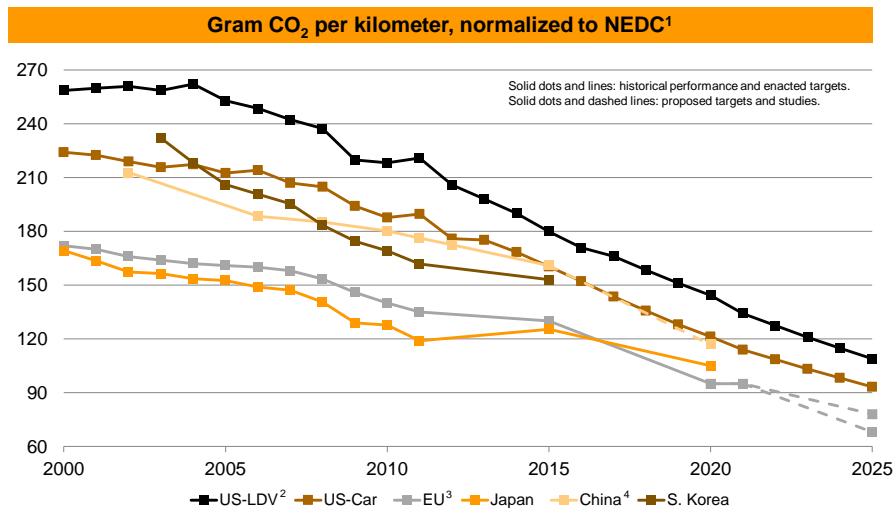
⁹ ECCJ: Energy Conservation Center Japan.

¹⁰ 16.8 km/l JC08 = 139.2 g/km JC08 = 125 g/km NEDC.

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III. Continental Megatrend: Environment

Initiatives Towards Cleaner Mobility in Various Markets



Source: International Council on Clean Transportation and Zeit Online "EU-Staaten einig über Klimaauflagen für Neuwagen" – 04.03.2014

¹ New European Driving Cycle.

² US light-duty vehicles include light commercial vehicles.

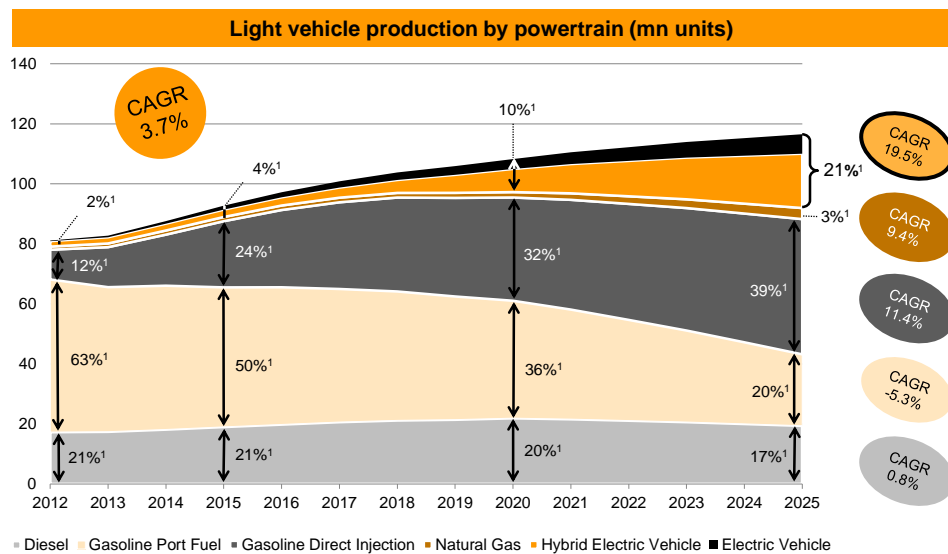
³ In 2020 mandatory for 95% of the OEM's fleets. As of 2021 mandatory for 100%.

⁴ China's target reflects gasoline fleet scenario. If other fuel types are included, the target is lower.

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III. Continental Megatrend: Environment

Engine Development Roadmap



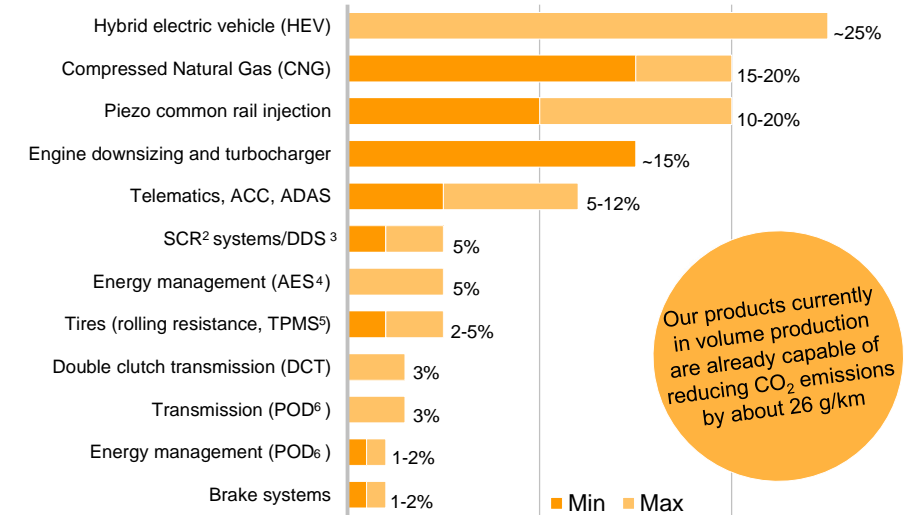
Source: IHS and Continental estimates Q1/2013.

¹ Percentage of worldwide light vehicle production volume.

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III. Continental Megatrend: Environment

Reduction of CO₂ Emissions¹: Solutions by Continental



¹ Saving potential compared with gasoline direct injection Euro 5.

² Selective Catalytic Reduction.

³ DEKA injector for diesel dosing into exhaust gas.

⁴ Advanced Energy Supply.

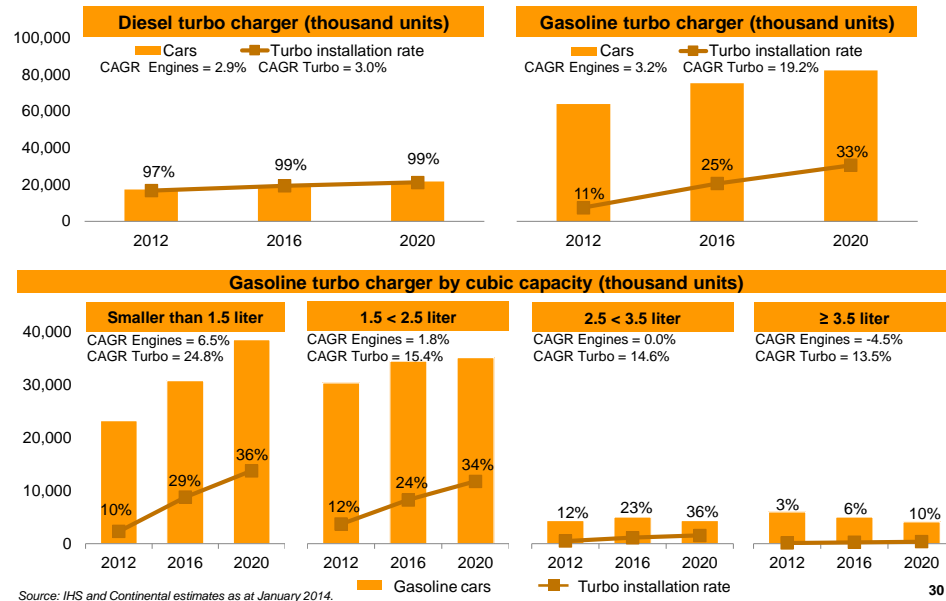
⁵ Tire Pressure Monitoring System.

⁶ Power-On-Demand.

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III. Continental Megatrend: Environment







Development of Worldwide Turbo Charger Volumes



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III. Continental Megatrend: Information

Interior: Examples of market specific Initiatives and Projects

Environment	Safety	Information
<ul style="list-style-type: none"> › Tire pressure monitoring system (TPMS)^{1,2,3,4,13,14} › Electric vehicle market push^{5,6} 	<ul style="list-style-type: none"> › E-call^{5,7,15,16} › Hands-free telephony⁸ › Stolen vehicle tracking⁹ › Rear detection system¹⁰ 	<ul style="list-style-type: none"> › Digital tachograph (DTCO)¹¹ › Electronic onboard recorder (EOBR)¹² › Intelligent transport systems (ITS)^{5,6}
     	<p>Test field "HeERO"</p> <p>ELVIRE ID4EV</p>	<p>ERTICO Sim-TD</p>
<p>¹ Regulation (EC) No. 661/2009 for Passenger Vehicles.</p> <p>² Federal Motor Vehicle Safety Standard No. 138 of NHTSA for passenger vehicles.</p> <p>³ Source: Ministry of Land, Infrastructure, Transport and Tourism (MLIT) in Japan.</p> <p>⁴ Korean Motor Vehicle Safety Standard (KMVSS) - MLTM Notification 2010-631.</p> <p>⁵ Directive 2010/40/EU of the European Parliament and of the Council of July 2010.</p> <p>⁶ COM(2011) 144 final.</p> <p>⁷ Recommendation adopted by the European Commission September 2011.</p> <p>⁸ Several national laws and regulations in Asia/ Europe/ NAFTA/ Africa.</p>	<p>⁹ CONTRAN 245/2007 - no final rule in place.</p> <p>¹⁰ For single-unit trucks, FMVSS 111 - no final rule in place.</p> <p>¹¹ Proposed revision of Regulation (EEC) No. 3821/85.</p> <p>¹² FMCSA Proposed rule 395 January 2011 / President signed legislation MAP21 in July 2012.</p> <p>¹³ House Bill for Commercial Vehicle Safety - H.R. 4348 29.06.2012 TPMS for Motorcoaches.</p> <p>¹⁴ DG CLIMA 2013 study on TPMS Cost / Benefit for Commercial Vehicles.</p> <p>¹⁵ Russia ERA specifications - no final rule in place.</p> <p>¹⁶ European Commission Brussels, C(2012) 8509 final.</p>	
<p>European Projects:</p> <p>ELVIRE = Electric vehicle communication to infrastructure, road services and energy supply.</p> <p>ID4EV = Intelligent dynamics for fully electric vehicles.</p> <p>HeERO = Harmonized eCall European pilot.</p> <p>ERTICO = European road transport telematics implementation coordination organisation.</p> <p>Sim-TD = Safe and intelligent mobility – field test Germany.</p>		

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III. Continental Megatrend: Information

Interior: The Car Will Be Connected to Its Environment

With our intuitive and ergonomic human-machine interface (HMI), we capture commands, prioritize and present information.

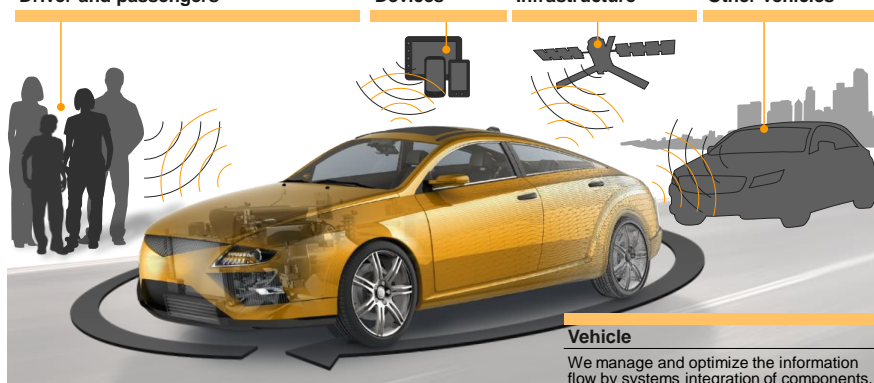
Driver and passengers

We add new functions by providing a connection to the outside world as well as value-added services.

Devices

Infrastructure

Other vehicles



Our Mission: Information management in the vehicle for driver and passengers – a key to realizing clean power and zero accidents

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III. Continental Megatrend: Information

Interior: Product Highlights for Intelligent Mobility

**We inform
you well**



**We
connect**



**All at
lower cost**



Existing solutions:

- › Freely programmable cluster
- › Multimedia and telematics platforms
- › Tire information systems
- › Head-up displays
- › Intelligent fleet management

Innovations:

- › Holistic HMI
- › Intelligent antenna module
- › Digital key, NFC
- › Augmented reality head-up displays
- › ITS services and apps

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III. Continental Megatrend: Safety

Marketspecific Initiatives – Towards Safer Mobility

EU	USA	Japan
<ul style="list-style-type: none"> › Electronic stability control (ESC) <ul style="list-style-type: none"> › mandatory as of Nov. 2011 for all new types of vehicles › mandatory as of Nov. 2014 for all new vehicles¹ › Tire pressure monitoring system (TPMS) <ul style="list-style-type: none"> › mandatory as of Nov. 2012 for all new types of passenger cars › mandatory as of Nov. 2014 for all new passenger cars² › Advanced emergency braking system and lane departure warning <ul style="list-style-type: none"> › mandatory as of Nov. 2013 for all new types of heavy commercial vehicles and buses › mandatory as of Nov. 2015 for all new heavy commercial vehicles and buses² › Brake assist system <ul style="list-style-type: none"> › mandatory as of Nov. 2009 for all new types of passenger cars › mandatory as of Nov. 2011 for all new passenger cars³ › Motorcycle anti-lock brake system (ABS) <ul style="list-style-type: none"> › mandatory as of Jan. 2016 for all new types of vehicles › mandatory as of Jan. 2017 for all new vehicles⁴ 	<ul style="list-style-type: none"> › Electronic stability control (ESC) <ul style="list-style-type: none"> › mandatory since 2011 for all new light vehicles⁵ › Tire pressure monitoring system (TPMS) <ul style="list-style-type: none"> › mandatory as of Sept. 2007 for all new light vehicles⁶ 	<ul style="list-style-type: none"> › Electronic stability control (ESC) <ul style="list-style-type: none"> › mandatory as of Oct. 2012 for all new types of passenger cars › mandatory as of Oct. 2014 for all new passenger cars⁹ › Advanced emergency braking system and lane departure warning <ul style="list-style-type: none"> › expected to be mandatory for all new heavy commercial vehicles and buses following the EU decision¹⁰
	Brazil <ul style="list-style-type: none"> › Anti-lock brake system (ABS) <ul style="list-style-type: none"> › mandatory as of Jan. 2014 for all new passenger cars, after phase-in which began in 2010⁷ 	
	Russia <ul style="list-style-type: none"> › Electronic stability control (ESC) <ul style="list-style-type: none"> › mandatory as of Jan. 2014 for all new types of light vehicles › mandatory as of Jan. 2016 for all new light vehicles⁸ › Tire pressure monitoring system (TPMS) <ul style="list-style-type: none"> › mandatory as of Jan. 2016 for all new types of light vehicles⁸ 	South Korea <ul style="list-style-type: none"> › Electronic stability control (ESC) <ul style="list-style-type: none"> › mandatory as of Jan. 2012 for all new light vehicles¹¹ › Tire pressure monitoring system (TPMS) <ul style="list-style-type: none"> › mandatory as of Jan. 2013 for all new passenger cars¹¹
Other emerging markets likely to follow EU/USA on ESC regulation		

¹ Regulation (EC) No. 661/2009; refers to all vehicles of category M and N.

² Commission Implementation Regulations for (EC) No. 661/2009: 347/2012 (Advanced Emergency Braking Systems); 351/2012 (Lane Departure Warning).

³ Regulation (EC) No. 78/2009; refers to passenger cars for maximum 8 passengers plus driver.

⁴ COM(2010) 542 from Oct. 2010. ABS mandatory for motorcycles with engine capacity of >125 ccm. ABS or combined brake system (CBS) mandatory for engine capacity of ≤125 ccm.

⁵ Federal Motor Vehicle Safety Standard (FMVSS) No. 126 of the National Highway Traffic Safety Administration (NHTSA); refers to vehicles with a gross vehicle weight of ≤4.536 t.

⁶ Federal Motor Vehicle Safety Standard (FMVSS) No. 138 of the National Highway Traffic Safety Administration (NHTSA); refers to vehicles with a gross vehicle weight of ≤4.536 t.

⁷ CONTRAN 312/2009.

⁸ Russia Decree 720/2009; refers to passenger cars, buses with a weight of ≤5 t and light trucks with a weight of ≤3.5 t.

⁹ Source: Ministry of Land, Infrastructure, Transport and Tourism (MLIT) in Japan.

¹⁰ Japan expected to adopt EU regulation. Final decision on timing pending.

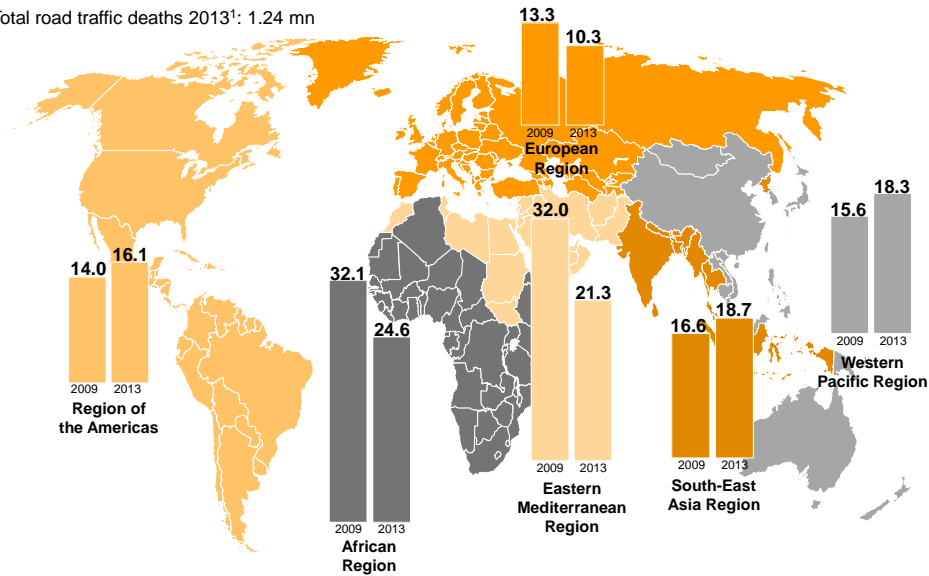
¹¹ G/TBT/N/KOR/286 and MLTM Notification 2010-631 (Ministry of Land, Transport and Maritime Affairs).

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III. Continental Megatrend: Safety

Road Traffic Deaths per 100,000 Inhabitants by Region¹

Total road traffic deaths 2013¹: 1.24 mn



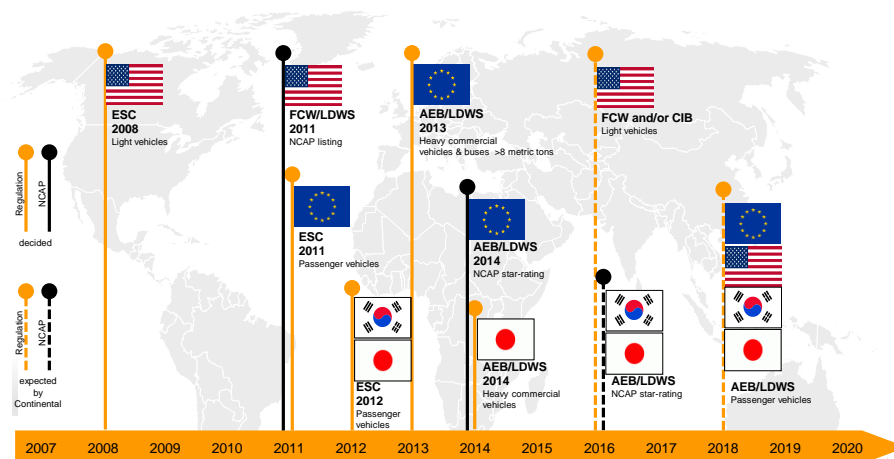
Source: Global Status Report on Road Safety, World Health Organization (WHO) 2009 and 2013.

¹ Data based on framework created by the World Health Organization (WHO) for estimating road traffic mortality.

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III. Continental Megatrend: Safety

Global Development of Active Safety Regulations & Ratings

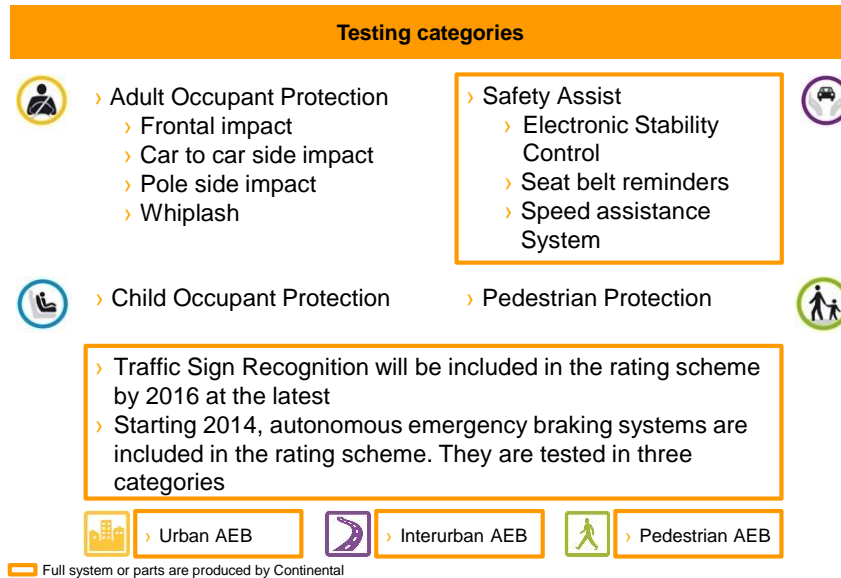


ESC = Electronic Stability Control; FCWS = Forward Collision Warning System; LDWS = Lane Departure Warning System; AEB = Advanced Emergency Braking System; CIBS = Crash Imminent Braking System
 NCAP = New Car Assessment Program; EC = European Commission; NHTSA = National Highway Traffic Safety Administration (USA); MLIT = Ministry of Land, Infrastructure, Transport and Tourism (Japan); MLTM = Ministry of Land, Transport and Marine Affairs (South Korea)

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III. Continental Megatrend: Safety

Euro NCAP 5 Star Rating Requirements

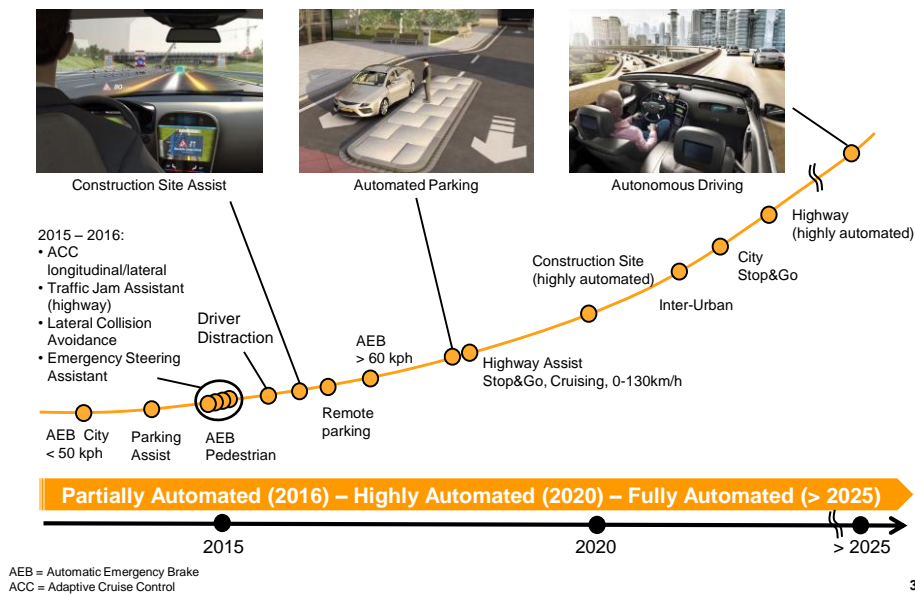


Sources: Homepage Euro NCAP and AutoMotorSport – "Sind unsere Autos wirklich sicher" – July 11, 2012.

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III. Continental Megatrend: Safety

History and roadmap for Accident-Free Driving



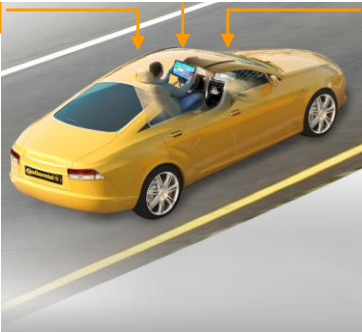
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III. Continental Megatrend: Safety
Future Automotive Trends



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III. Continental Megatrend: Safety
Future Automotive Trends Require System Competence

Driver			
Attention management	✓	Interior camera	✓
		Speech recognition	✓
		Augmented reality head-up display	✓
Environment			Vehicle
Radar	✓		Brake
Camera	✓		Sensors
Laser	✓		Motor
Ultrasonic sensors	✓		E/E architecture/bus
Digital maps	✓		Transmission
Cooperative cars	✓		Actuators
Backend	!		



Continental spent more than €100 mn in R&D for advanced driver assistance systems and automated driving. More than 1,300 engineers are working intensively on these topics.

✓ = Continental portfolio

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III. Continental Megatrend: Safety

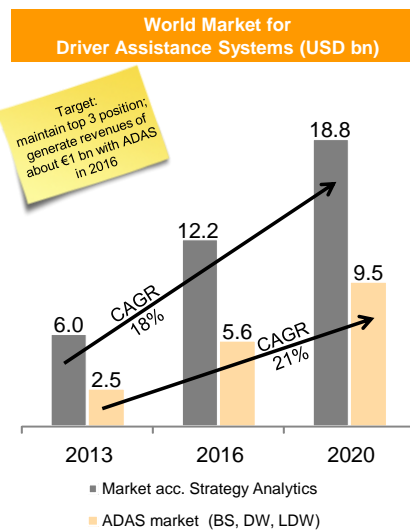
World Market Forecast¹ for Driver Assistance Systems

Selected System	System Definition ²
Blindspot (BS)	Covers the blindspot between coverage offered by the central rear view mirror and the door-mounted mirrors
Distance Warning (DW)	Covers all distance warning systems that form the basis of either intelligent cruise control or collision avoidance systems
Lane Departure Warnings (LDWS)	Warns the driver if (s)he may be unintentionally driving out of the desired lane
Drowsiness Monitor	Warns the driver that (s)he has either fallen asleep, or is in danger of doing so
E-Call Telematics	Automatically transmits an emergency call in case of an accident
Head-Up Display (HUD)	Displays most important driver information in the windshield of the vehicle
Parking / Reversing	Uses Ultrasonic and Radar Sensors as well as camera based parking aids
Night Vision	Improves driver's night vision by using any form of imaging system (normally viewed on a HUD)

■ Products of Continental's ADAS business unit
 ■ Products of other Continental business units

¹ Source: Strategy Analytics, November 2013.

² System as defined by Strategy Analytics incl. wiring, connectors, displays etc.



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III. Continental Megatrend: Safety

Winter Tire Regulation¹

Europe: Winter tires mandatory or situationally mandatory

November 1 to April 15 when winter weather conditions prevail	November 15 to April 1	Mandatory when winter weather conditions prevail
November 15 to April 15 when winter weather conditions prevail	December 1 to end of February	November 1 to April 1
Mandatory when winter weather conditions prevail	November 1 to April 1	November 15 to March 31 when roads are snowy/icy
November 1 to March 31	Mandatory when winter weather conditions prevail	November 15 to March 15 when winter weather conditions prevail
December 1 to end of February	November 15 to March 15 when winter weather conditions prevail	December 1 to March 31 when winter weather conditions prevail
December 1 to end of February	Mandatory when winter weather conditions prevail	December 1 to April 1 for commercially used vehicles
Mandatory when winter weather conditions prevail	November 1 to March 31	November 1 to March 31

Europe: Winter tires partly mandatory

Mandatory on certain roads – marked with signs	Drivers may be held liable if they cause an accident with summer tires mounted when winter weather conditions prevail
--	---

Canada: Winter tires partly mandatory

Mandatory in Québec December 15 to March 15; mandatory on certain roads in the mountains of Canada when winter weather conditions prevail



The snowflake symbol: This symbol can be displayed on a tire if it tests better than a reference standard tire with M+S² marking when ABS-braking on snow.

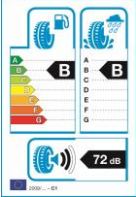




¹ Source: Continental AG and websites of country ministries, automobile associations and ETRMA (European Tyre and Rubber Manufacturers' Association).

² Mud + snow. The M+S marking is given by the manufacturer and is not linked to a performance definition.

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III. Continental Megatrend: Safety and Environment

Tire Labeling Initiatives in Europe, USA, Japan, South Korea and Brazil¹

EU ²	USA ³	Japan ⁴	South Korea ⁵	Brazil ⁶
 <ul style="list-style-type: none"> Mandatory as of November 2012 Applies to all tires sold. Information to be shown: rolling resistance (fuel efficiency), wet grip (braking performance on wet roads) and noise performance (external rolling noise). Either directly on the tire by means of a label or in some other way Self-certification policy EU member states are responsible for market surveillance 	 <p>Label proposed by NHTSA³</p> <ul style="list-style-type: none"> Final decision pending The NHTSA Tire Fuel Efficiency Consumer Information Program proposes to inform consumers about the effect of tires on fuel efficiency, safety, and durability The program aims to implement a national tire fuel efficiency rating system for replacement tires, with the information provided to consumers at the point of sale and online 	 <ul style="list-style-type: none"> Voluntary since 2010 Introduced by JATMA⁴ Applies to replacement summer tires for passenger cars; includes information on rolling resistance and wet grip performance Tires with a grading of A and above for rolling resistance performance are defined as "fuel efficient tires" and are marked with an additional symbol (the lower of the symbols above) 	 <ul style="list-style-type: none"> Mandatory as of November 2012 Introduced by MKE⁵ Applies to all tires sold in South Korea (OE and replacement) for passenger cars and light trucks; includes information on rolling resistance and wet grip performance The label has to be attached to the tread of each tire; for OE tires the information has to be provided in the car manual Registration of all products required 	 <ul style="list-style-type: none"> Available as of April 2015 Mandatory as of October 2016 Introduced by INMETRO⁶ Applies to all tires sold (with certain exceptions). Includes information on rolling resistance, wet grip and noise performance Certification to be carried out by a product certification body accredited by INMETRO

¹ Similar initiatives in Australia, China, Gulf countries, Israel, South Africa.

² Regulation (EC) No. 1222/2009 of the European Parliament and of the Council and Commission Regulations (EU) No. 228/2011 and (EU) No. 1235/2011. Also implemented in Norway, Switzerland and Turkey.

³ Source: National Highway Traffic Safety Administration (NHTSA).

⁴ Source: Japan Automobile Tyre Manufacturers Association (JATMA).

⁵ Source: South Korean Ministry of Knowledge Economy (MKE).

⁶ Source: National Institute of Metrology, Quality and Technology (INMETRO).

III. Continental

Tires: Key Initiatives 2001 – Vision 2025

Stage 1: 2001 – 2010	Stage 2: 2011 – 2015	Stage 3: 2016 – 2025
Create Value <ul style="list-style-type: none"> Global footprint and business optimized Strong cost focus Global presence of CVT sustained (SAM/APAC) Turnaround of PLT business in NAFTA succeeded Worldwide technology gap to competition closed 	Sustain Value <ul style="list-style-type: none"> Accelerate global growth (focus on BRIC countries) Leverage cost position Improve technology position to establish among "Best In Class" 	Enhance Value <ul style="list-style-type: none"> Balanced global footprint Benefit from excellent cost position Achieve podium position in technology worldwide

Continuous value creation is our driving force!

III. Continental

Tires Sales and Growth Pillars – Supporting Elements of our Vision 2025

Passenger & Light Truck Tires

- › Ramp up greenfields
- › Continuously invest in R&D and technology
- › Expand retail position
- › Manage brand awareness via communication roadmap



Truck Tires

- › Accelerate growth on extended lifecycle solutions
- › Expand retail position
- › Provide a strong manufacturing footprint in BRIC



Specialty Tires

Commercial Segment

- › Selective growth in commercial specialty tires
- › Support end customer focus with strong service providers

Consumer Segment (2 Wheel)

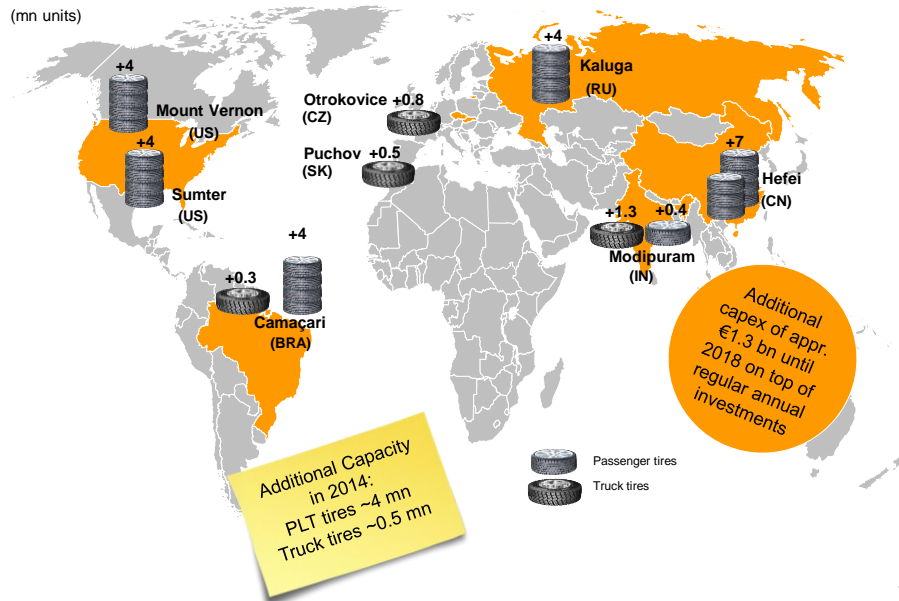
- › Capacity increase (i.e. existing plants, greenfields, M&A)
- › Expansion of worldwide presence by eliminating white spots
- › Establish new channel of direct sales to retail level

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III. Continental

Additional Tire Production Capacity of 26 mn Units by 2017/18

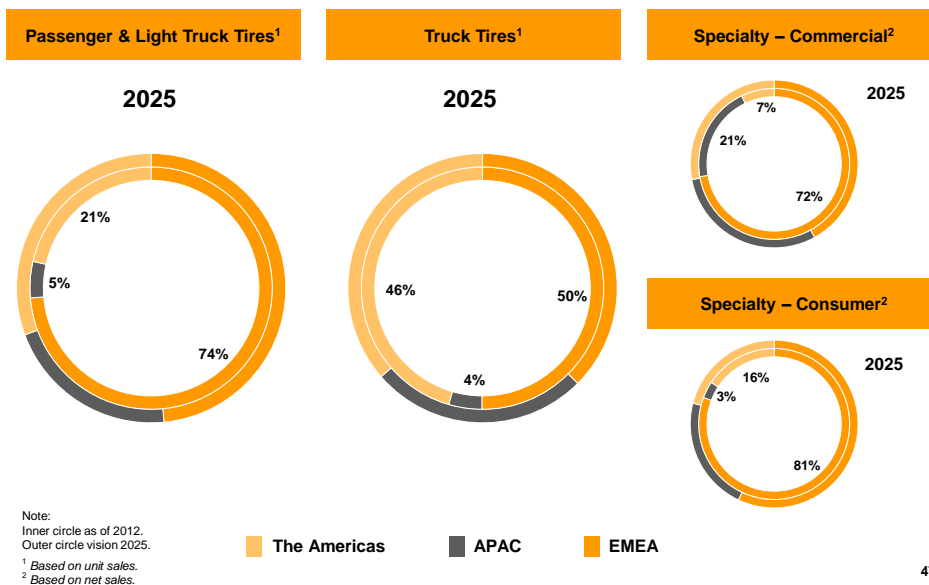
(mn units)



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III. Continental

Tires Vision 2025 – Towards a more Balanced Footprint



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III. Continental Megatrend: Environment

ContiTech: Engineering Green Value



Engineering Green Value: Maxim for our strategic orientation

- › Technological expertise for customer-specific solutions made from rubber and plastic
- › Sustainable management with long-sighted economic, ecological and social solutions
- › Creating added value for our customers, human beings and the environment



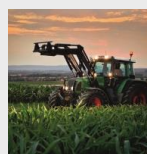
Components for engine downsizing¹



Health-friendly interiors¹



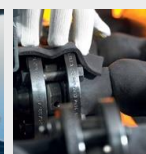
Lightweight engineering¹



Emissions-reducing hoses¹



Eco-friendly drive belts¹



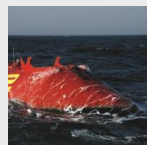
Flexible insulation for energy saving¹



Climate-friendly conveyor belts



Carbon-neutral printing blankets



Secure wave power



Perfect mount for wind power



Modules for efficient solar energy



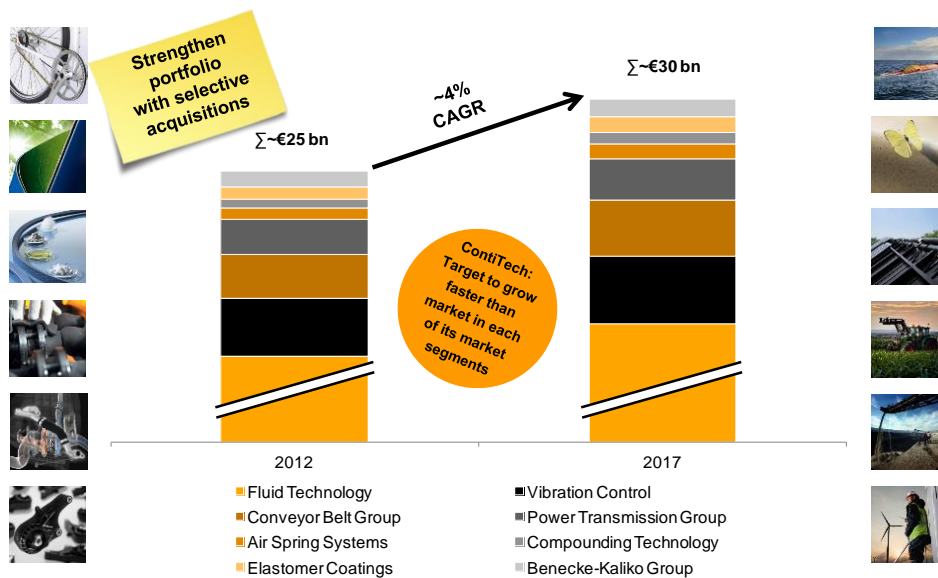
Timing Belts Drive System for two-wheeler

¹ Technologies also supplied to the automotive industry.

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III. Continental Megatrend: Environment

ContiTech: Cumulative Market for ContiTech Products



Source: Continental estimates.

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Topics

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IV. Continental Corporation

Key Consolidated Figures

(in mn €)	2011	2012 ⁵	2013 ⁵
Sales	30,504.9	32,736.2	33,331.0
EBITDA	4,228.0	4,967.4	5,095.0
in % of sales	13.9	15.2	15.3
EBIT	2,596.9	3,186.2	3,263.7
in % of sales	8.5	9.7	9.8
EBIT adjusted ¹		3,611.5	3,736.5
in % of sales ¹		11.0	11.3
Operating assets (average)	16,019.0	16,953.8	16,804.0
ROCE (average) in %	16.2	18.8	19.4
R, D & E expense	1,608.7	1,744.8	1,878.4
in % of sales	5.3	5.3	5.6
Capex ²	1,711.3	2,019.4	1,981.1
in % of sales	5.6	6.2	5.9
Depreciation & amortization ³	1,631.1	1,781.2	1,831.3
in % of sales	5.3	5.4	5.5
thereof impairment ⁴	20.4	49.9	126.7

¹ EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

² Capital expenditure on property, plant and equipment, and software.

³ Excluding write-downs of investments.

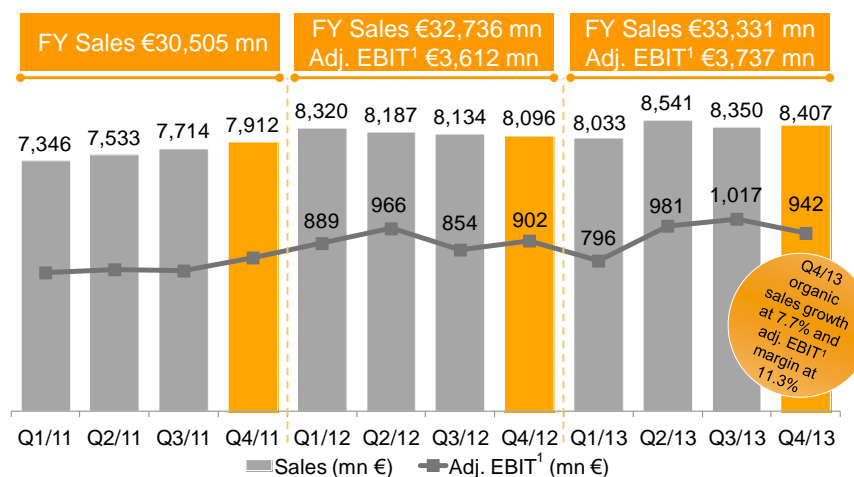
⁴ Impairment also includes necessary reversals of impairment losses.

⁵ IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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IV. Continental Corporation

Sales and Adjusted EBIT¹ by Quarter



¹ Before amortization of intangibles from PPA, consolidation and special effects; applying IAS 19 (rev. 2011) for 2012 & 2013.

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IV. Continental Corporation

Key Historical Financials and Credit Metrics - IAS 19 (rev. 2011) applied⁶

(mn €) ¹	2008	2009	2010	2011	2012	2013
Cash Flow Statement						
Adjusted EBITDA ²	3,001	2,354	3,662	4,247	4,822	5,094
Reported EBITDA	2,771	1,591	3,588	4,228	4,967	5,095
Net cash interest paid	-519	-727	-703	-662	-575	-534
Tax paid	-282	-205	-493	-466	-684	-805
Change in net working capital ³	275	595	-497	-556	564	-4
Other ⁴	-360	1,173	-46	-256	-488	-30
Cash flow arising from operating activities	1,885	2,427	1,849	2,289	3,785	3,722
Cash flow arising from investing activities	-1,256	-787	-1,282	-1,798	-2,132	-1,904
- thereof capex in PPE and intangibles	-1,621	-911	-1,324	-1,813	-2,081	-2,024
Cash flow before financing activities	629	1,640	567	491	1,653	1,818
Balance Sheet						
Cash and cash equivalents	1,569	1,713	1,471	1,541	2,397	2,045
Derivative instruments and interest-bearing investments	64	104	202	249	536	303
Total indebtedness	12,117	10,713	8,991	8,562	8,253	6,638
Net Indebtedness	10,484	8,896	7,317	6,772	5,320	4,289
Credit Ratios						
Net indebtedness / adj. EBITDA ²	3.5x	3.8x	2.0x	1.6x	1.1x	0.8x
Net cash interest paid coverage (Ratio) ⁵	5.8x	3.2x	5.2x	6.4x	8.4x	9.5x

¹ Amounts shown may contain rounding differences.

² Adjusted EBITDA from 2009 on as defined in syndicated loan but IAS 19 (rev. 2011) not applied in 2012.

³ Includes changes in inventories, trade accounts receivable, trade accounts payable and discounted notes.

⁴ Includes dividends received, income from at-equity accounted and other investments incl. impairments, gains and losses from disposals, other non-cash items as well as changes in pension and similar obligations (including effects from transactions regarding contractual trust arrangements [CTA] in 2009) and in other assets and liabilities.

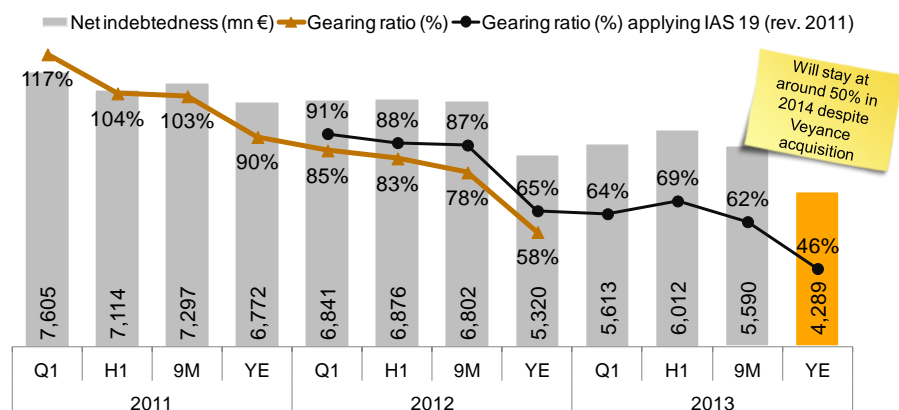
⁵ Adj. EBITDA to net cash interest paid.

⁶ For 2012 & 2013 only.

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IV. Continental Corporation

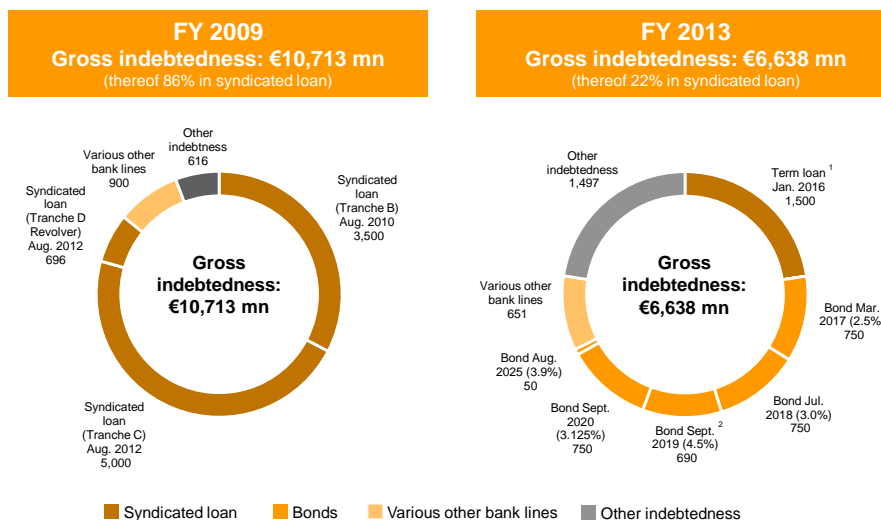
Development of Net Indebtedness and Gearing Ratio



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IV. Continental Corporation

Gross Indebtedness by Source



¹ Term loan and revolving facility repayment in Jan. 2016 / Jan. 2018; no amounts drawn under the revolving credit facility (RCF) as at Dec. 31, 2013. RCF has a total volume of €3,000 mn.

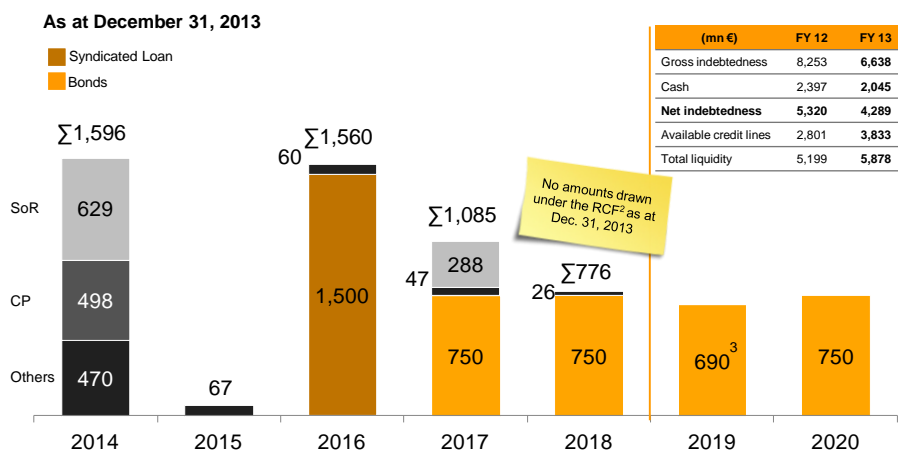
² Nominal amount \$950 mn (exchange rate at Dec. 31, 2013: 1.3764).

Note: Bond values and the values for the syndicated loan are nominal values, all others book values.

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IV. Continental Corporation

Maturities¹ for Gross Indebtedness (mn €)



¹ Maturities later than 2018 are bond maturities only; all bond and syndicated loan amounts shown are nominal values; maturities do not add up to gross indebtedness amounting to €6,637.5 mn as at Dec. 31, 2013; CP = Commercial Paper; SoR = Sales of receivables (€916.2 mn total amount as at Dec. 31, 2013).

² No amounts drawn under the revolving credit facility (RCF) as at Dec. 31, 2013. RCF has a total volume of €3,000 mn.

³ Nominal amount \$950 mn (exchange rate as at Dec. 31, 2013: 1.3764).

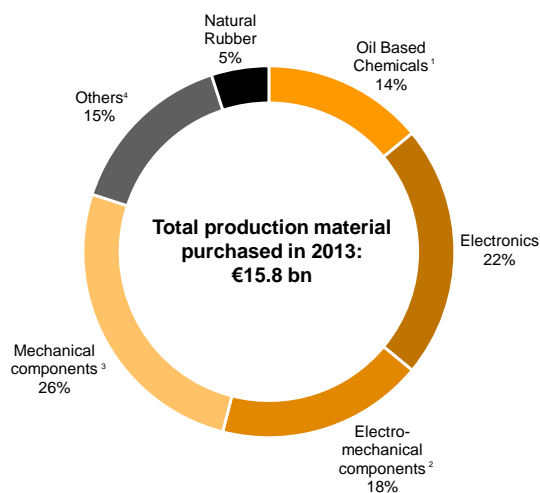
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IV. Continental Corporation

Purchasing – Production Materials 2013

Purchasing Contracts

- › Continental has a wide range of sources for production materials worldwide.
- › A specific strategy for each production material group is set up and the appropriate supplier panel is selected. This way we ensure the competitiveness and availability of the materials.
- › For some materials, like certain oil based chemicals or natural rubber, prices might have a long lead time until they become fully reflected in the cost of our final products.

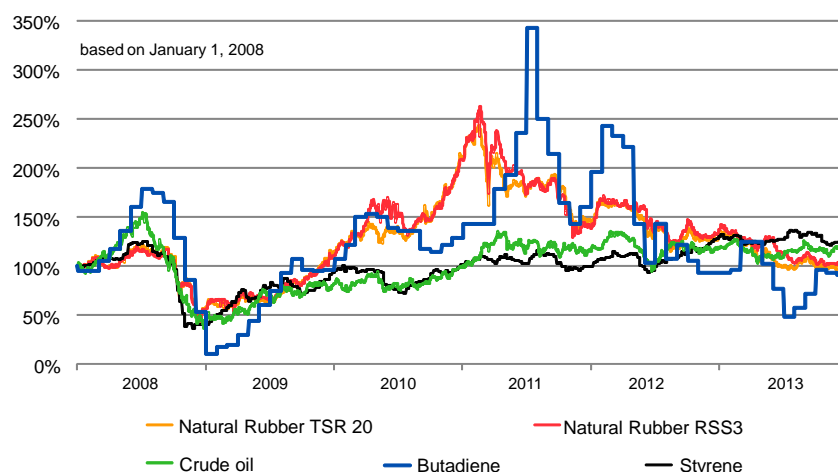


¹ E.g. synthetic rubber, carbon black.
² E.g. printed circuit boards, connectors, motors.
³ E.g. stamped parts, turn parts, castings.
⁴ E.g. textiles, plastics.

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IV. Continental Corporation

Development of Raw Material Prices



Sources:
 Natural Rubber: Rolling 1-month contracts from the Rubber Trade Association (€ cents per kg).
 Crude Oil: Europe Brent Forties Oseberg Ekofisk price from Bloomberg (U.S. \$ per metric ton).
 Butadiene: Western Europe spot price from IHS (U.S. \$ per metric ton).
 Styrene: South Korea export price (FOB) from Polymerupdate.com (U.S. \$ per metric ton).

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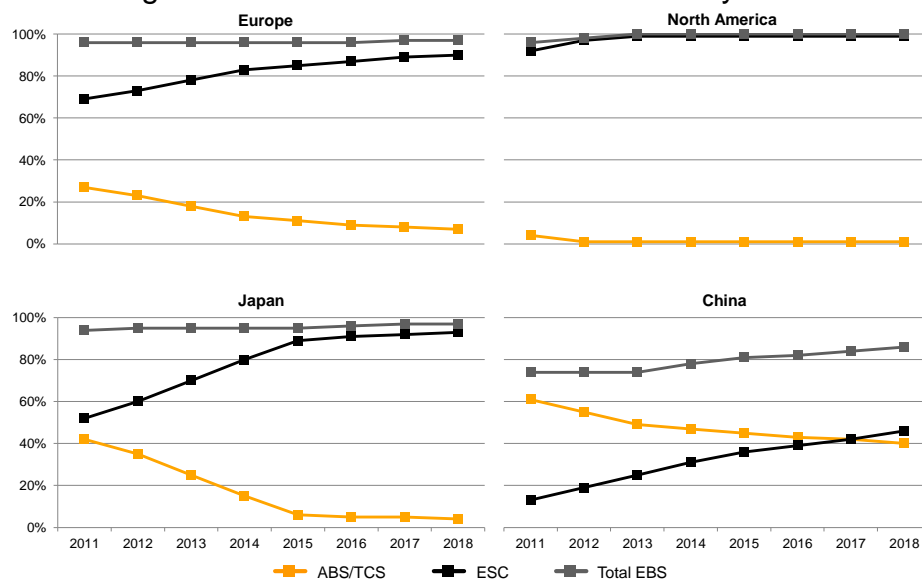
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V. Market Data

Increasing Installation Rates of Electronic Brake Systems

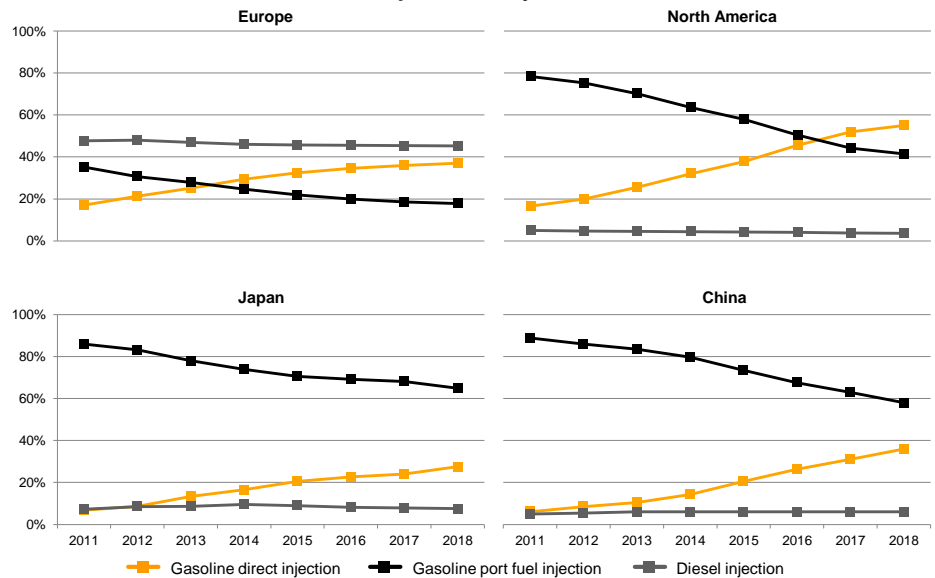


Source: Continental estimates.

60

V. Market Data

Installation Rates of Fuel Injection Systems¹

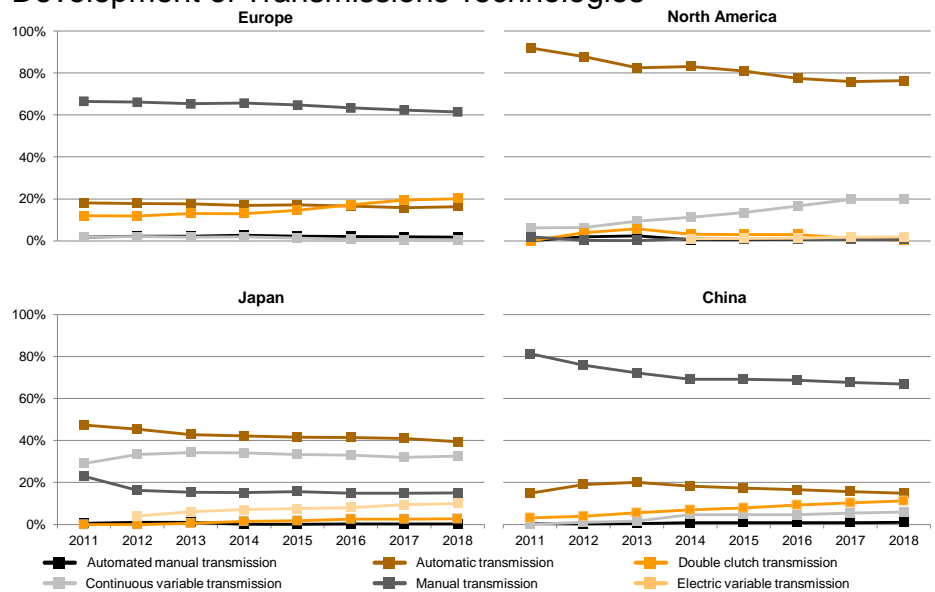


Source: Continental estimates.
¹ Based on production of diesel and gasoline engines for passenger cars & light vehicles.

61

V. Market Data

Development of Transmissions Technologies¹



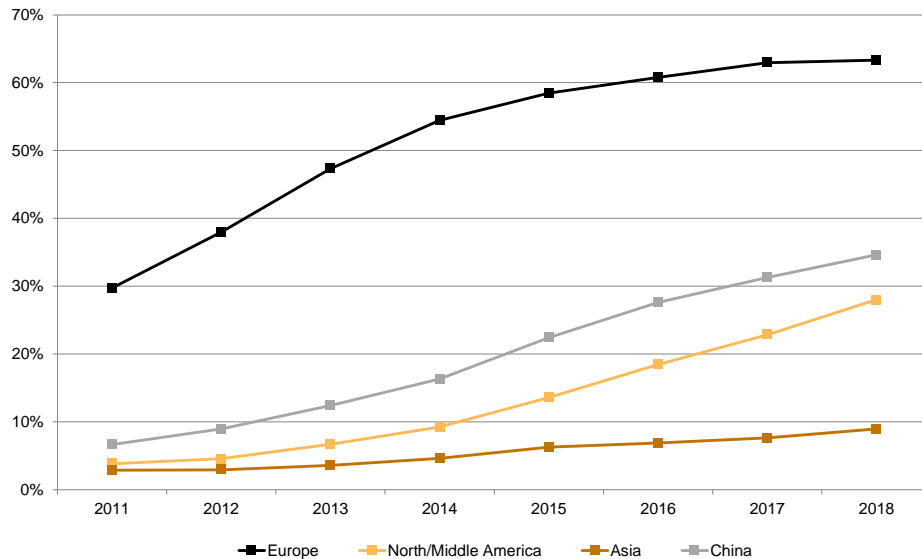
Source: Continental estimates.

¹ Based on production of transmissions for passenger cars and light vehicles.

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V. Market Data

Increasing Installation Rates of Turbocharger in Gasoline Engines

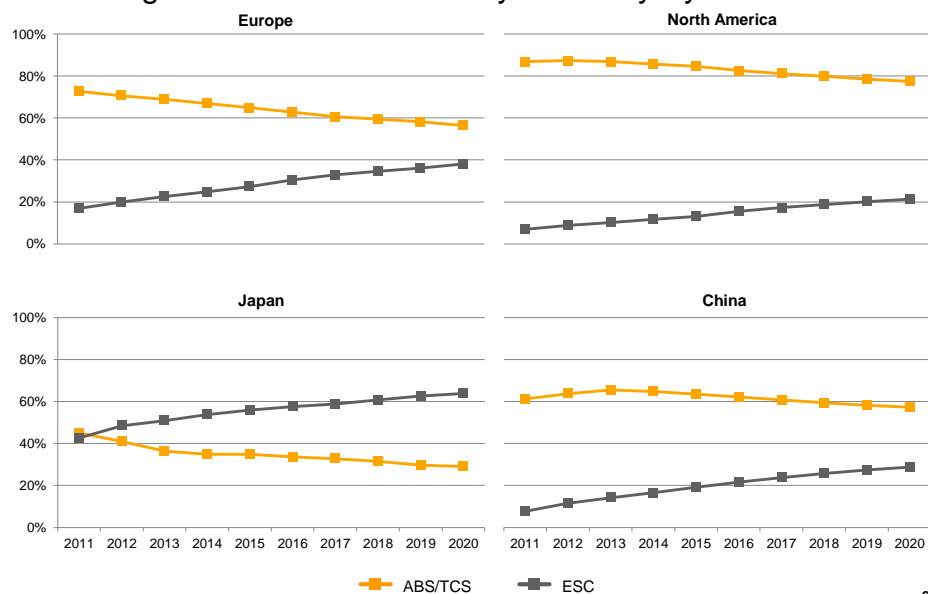


Source: IHS 01/2014.

63

V. Market Data

Increasing Installation Rates of Keyless Entry Systems

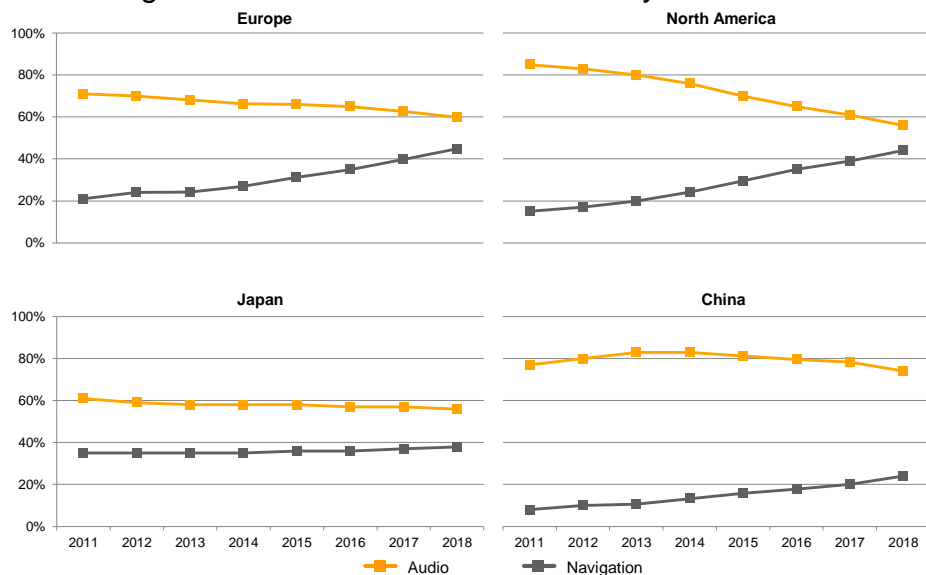


Source: Continental estimates.

64

V. Market Data

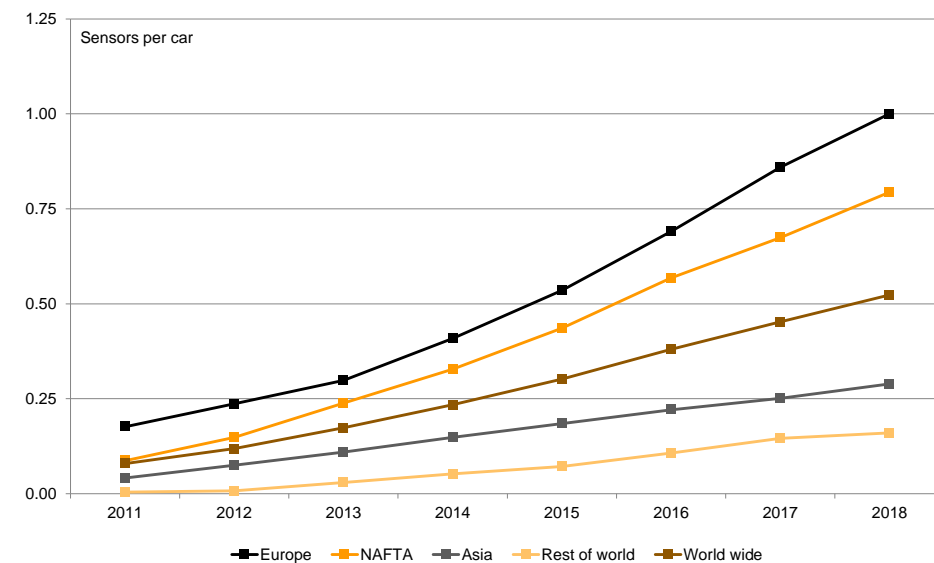
Increasing Installation Rates of Multimedia Systems¹



65

V. Market Data

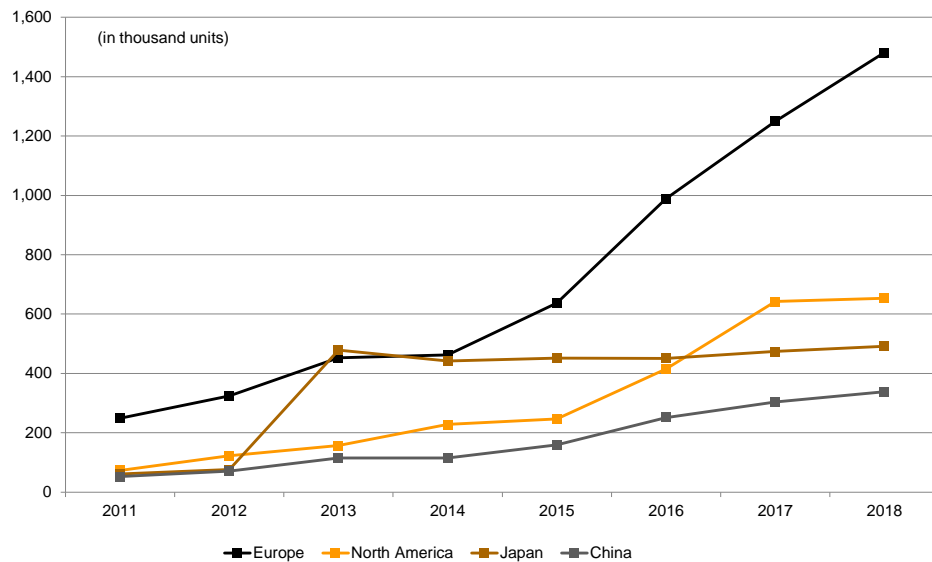
Increasing Installation Rates of Advanced Driver Assistance Systems¹



66

V. Market Data

Increasing Installation Rates of Head-Up Displays



Source: Continental estimates.

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V. Market Data

Production of Light Vehicles 2011 - 2014

(in mn units)	2011	2012 ¹	2013 ¹	2014 ¹
Europe²	20.2	19.3	19.3	19.5
NAFTA	13.1	15.4	16.2	16.7
South America	4.3	4.3	4.5	4.3
Asia	36.8	40.6	42.3	43.8
Other markets	2.5	1.9	1.7	1.7
Total	76.9	81.5	84.0	86.0

Source: IHS and Continental estimates.

¹ Estimates for passenger cars and light trucks < 6 tons (including vans).

² West, Central and East incl. Russia and Turkey.

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V. Market Data

Production of Heavy Vehicles 2011 - 2014

(in thousand units)	2011	2012 ¹	2013 ¹	2014 ¹
Europe²	632	581	580	574
NAFTA	452	487	477	510
South America	279	183	256	246
Asia	2,004	1,832	1,928	1,967
Other markets	3	3	3	3
Total	3,370	3,086	3,244	3,300

Source: IHS and Continental estimates.

¹ Estimates for trucks > 6 tons.

² West, Central and East incl. Russia and Turkey.

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V. Market Data

Replacement Passenger, Light Truck and 4x4 Tires 2011 - 2014

(in mn units)	2011	2012 ¹	2013 ¹	2014 ¹
Europe²	343	312	310	316
NAFTA	258	254	264	269
South America	58	59	63	66
Asia	266	277	294	313
Other markets	102	107	112	112
Total	1,027	1,009	1,043	1,076

Source: LMC World Tyre Forecast Service and Continental estimates.

¹ Estimates.

² West, Central and East incl. Turkey and Russia.

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V. Market Data

Replacement Truck Tires 2011 - 2014

(in mn units)	2011	2012 ¹	2013 ¹	2014 ¹
Europe²	23.8	20.9	22.8	23.5
NAFTA	20.7	20.0	19.7	20.1
South America	13.0	12.5	13.3	13.8
Asia	65.7	67.3	71.0	73.9
Other markets	16.5	17.2	18.4	19.0
Total	139.7	137.9	145.2	150.3

Source: LMC World Tyre Forecast Service and Continental estimates.

¹ Estimates.

² West, Central and East incl. Turkey and Russia.

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VI. Automotive Group

Key Figures

(in mn €)	2011	2012 ⁵	2013 ⁵
Sales	18,354.2	19,505.1	20,016.1
EBITDA	2,225.8	2,470.3	2,490.5
in % of sales	12.1	12.7	12.4
EBIT	1,024.5	1,134.5	1,158.9
in % of sales	5.6	5.8	5.8
EBIT adjusted ¹		1,601.5	1,592.9
in % of sales ¹		8.2	8.0
Operating assets (average)	11,427.2	11,438.5	10,958.9
ROCE (average) in %	9.0	9.9	10.6
R, D & E expense	1,367.5	1,475.3	1,589.1
in % of sales	7.5	7.6	7.9
Capex ²	968.5	1,035.9	1,015.5
in % of sales	5.3	5.3	5.1
Depreciation & amortization ³	1,201.3	1,335.8	1,331.6
in % of sales	6.5	6.8	6.7
thereof impairment ⁴	22.8	75.0	127.8

¹ EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

² Capital expenditure on property, plant and equipment, and software.

³ Excluding write-downs of investments.

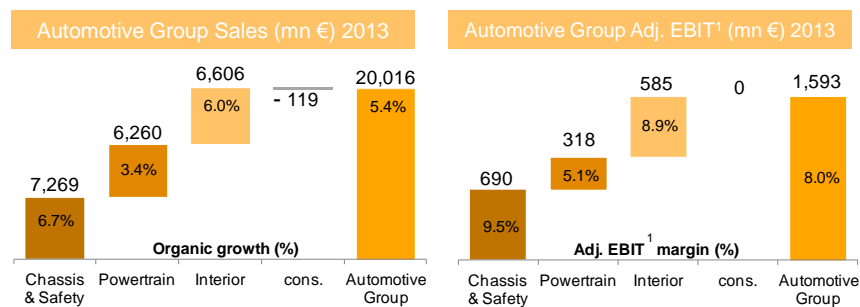
⁴ Impairment also includes necessary reversals of impairment losses.

⁵ IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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VI. Automotive Group

Sales and Adjusted EBIT¹ by Division

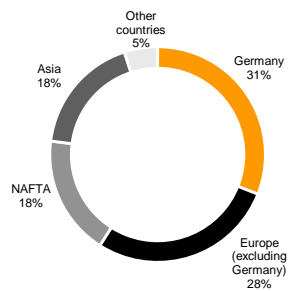


¹ Before amortization of intangibles from PPA, consolidation and special effects; applying IAS 19 (rev. 2011).

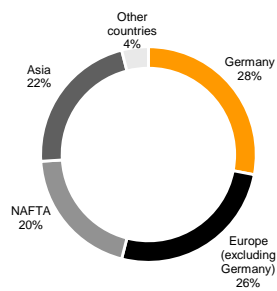
74

VI. Automotive Group

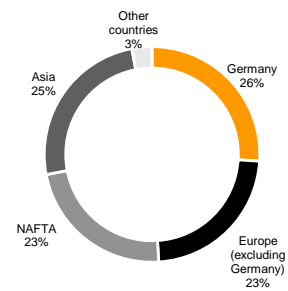
Sales by Markets



Sales in 2009: €12.0 bn



Sales in 2011: €18.4 bn

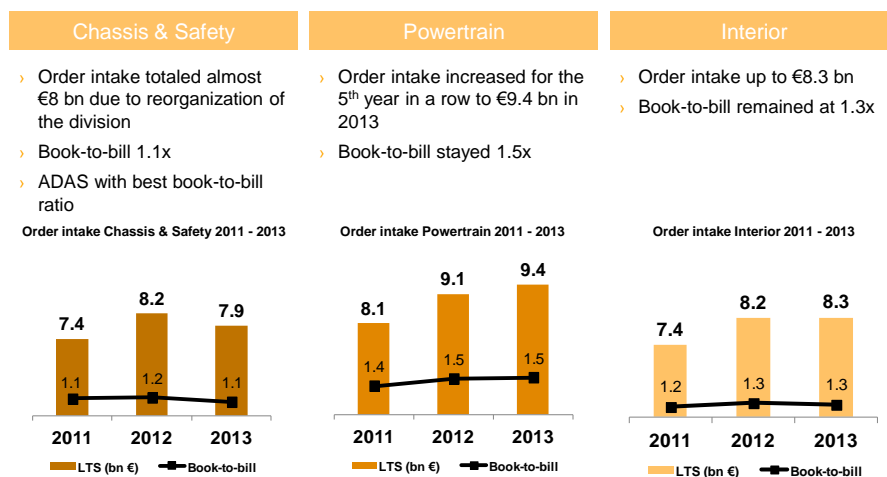


Sales in 2013: €20.0 bn

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VI. Automotive Group

Order Intake (LTS¹) in the Automotive Group €25 bn in 2013

¹ Life-time sales





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VI. Chassis & Safety Business Units and Key Products

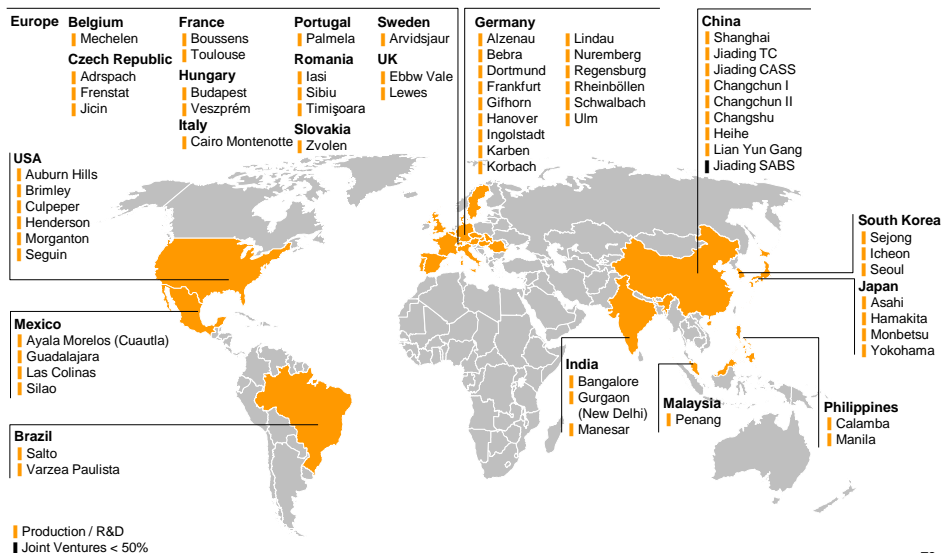
Vehicle Dynamics	Hydraulic Brake Systems	Passive Safety & Sensorics	Advanced Driver Assistance Systems
<ul style="list-style-type: none"> Hydraulic Electronic Control Units (HECU) ABS ESC Software functions <ul style="list-style-type: none"> Traction control Adaptive cruise control Regenerative brake system Active front steering Hill start assist Hydraulic brake assist Trailer stability assist Chassis electronics Suspension systems 	<ul style="list-style-type: none"> Calipers and discs Drum brakes Brake hoses Boosters Tandem master cylinders Electric parking brakes Pedal modules Brake pressure regulators Washer systems 	<ul style="list-style-type: none"> Integrated vehicle safety development, safety testing & validation Airbag control units / safety (domain) control units Crash sensors Inertial measurement units Chassis and driver intention sensors Battery and energy monitoring sensors Electronic components (1st tier customer) Wheel, engine and transmission speed sensors Accelerator Force Feedback Pedal (AFFP®) V2X systems 	<ul style="list-style-type: none"> Functions <ul style="list-style-type: none"> Adaptive cruise control Emergency brake assist Lane departure warning Lane keeping support Blind spot detection Traffic sign assist Intelligent head lamp control Rear cross traffic alert Surround View Sensors <ul style="list-style-type: none"> Radar Camera Lidar
			

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VI. Chassis & Safety

Locations Worldwide

66 sites for production and R&D in 20 countries. Divisional headquarter in Frankfurt/Main, Germany.



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VI. Chassis & Safety

Key Figures

(in mn €)	2011	2012 ⁵	2013 ⁵
Sales	6,510.8	7,052.5	7,269.2
EBITDA	982.3	1,007.9	990.2
in % of sales	15.1	14.3	13.6
EBIT	661.9	672.7	598.9
in % of sales	10.2	9.5	8.2
EBIT adjusted ¹		721.0	689.8
in % of sales ¹		10.2	9.5
Operating assets (average)	4,024.7	4,097.4	4,032.6
ROCE (average) in %	16.4	16.4	14.9
R, D & E expense	463.1	500.2	535.3
in % of sales	7.1	7.1	7.4
Capex ²	327.1	383.8	401.7
in % of sales	5.0	5.4	5.5
Depreciation & amortization ³	320.4	335.2	391.3
in % of sales	4.9	4.8	5.4
thereof impairment ⁴	1.6	-2.0	41.4

¹ EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

² Capital expenditure on property, plant and equipment, and software.

³ Excluding write-downs of investments.

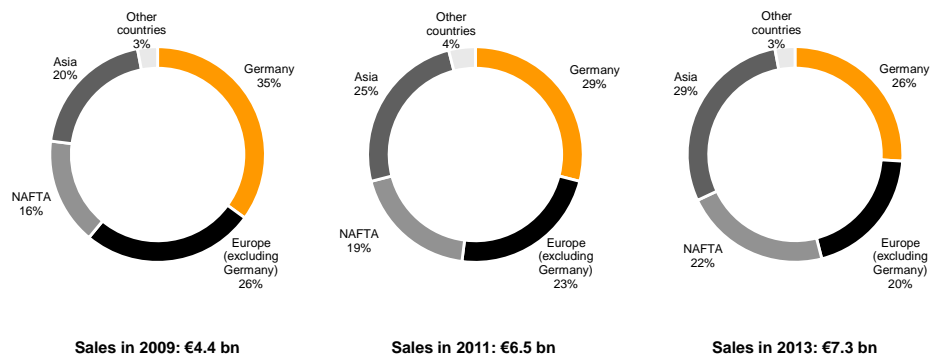
⁴ Impairment also includes necessary reversals of impairment losses.

⁵ IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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VI. Chassis & Safety

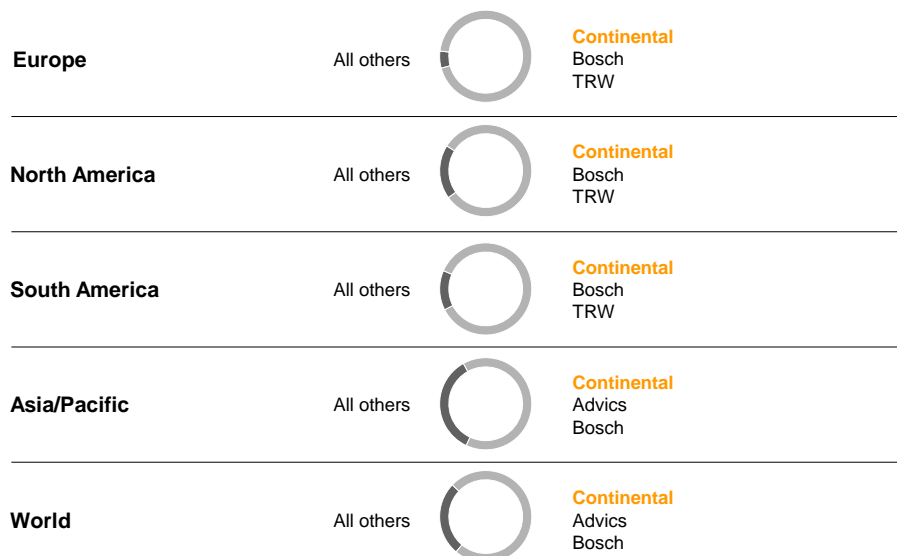
Sales by Markets



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VI. Chassis & Safety

Market Position for Electronic Brake Systems 2013



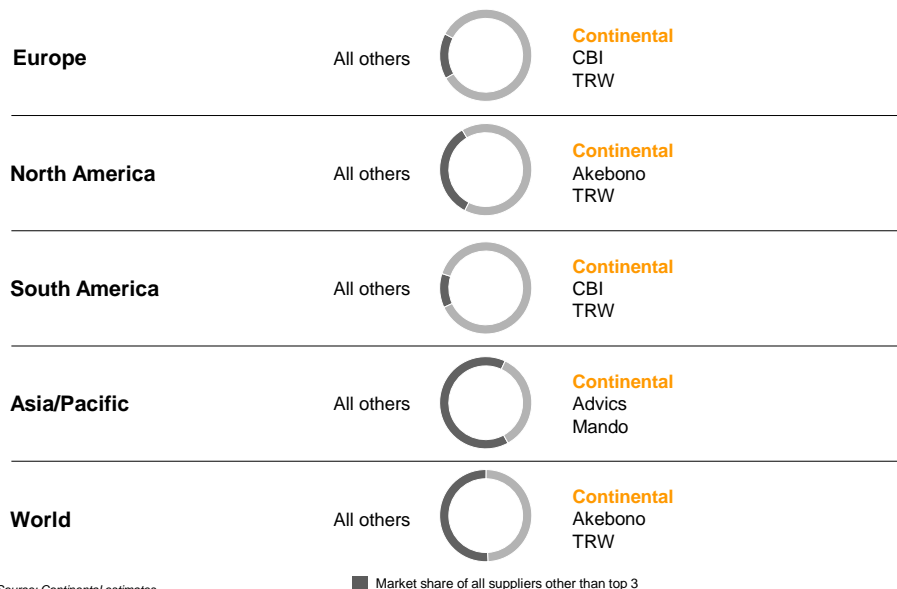
Source: Continental estimates.

Market share of all suppliers other than top 3

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VI. Chassis & Safety

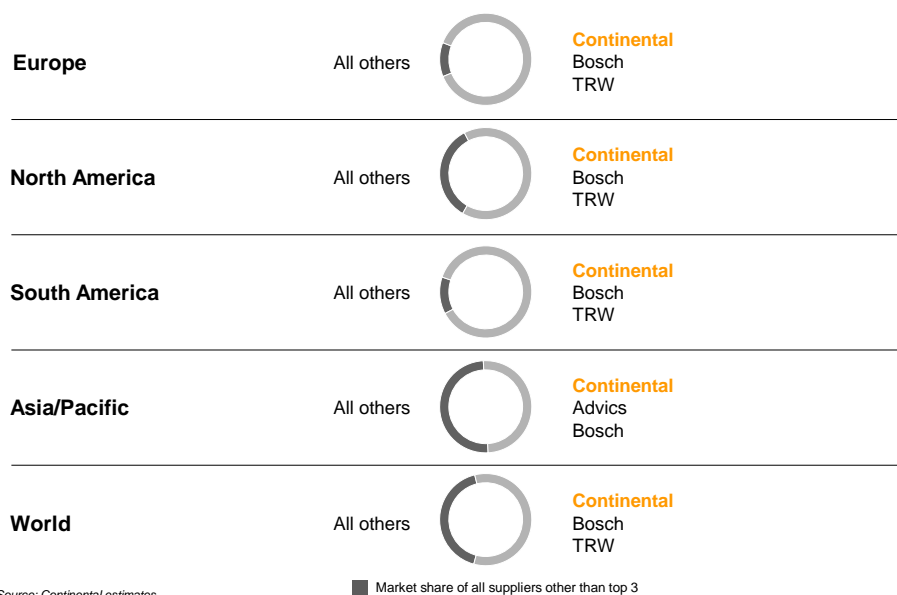
Market Position for Foundation Brake Systems 2013



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VI. Chassis & Safety

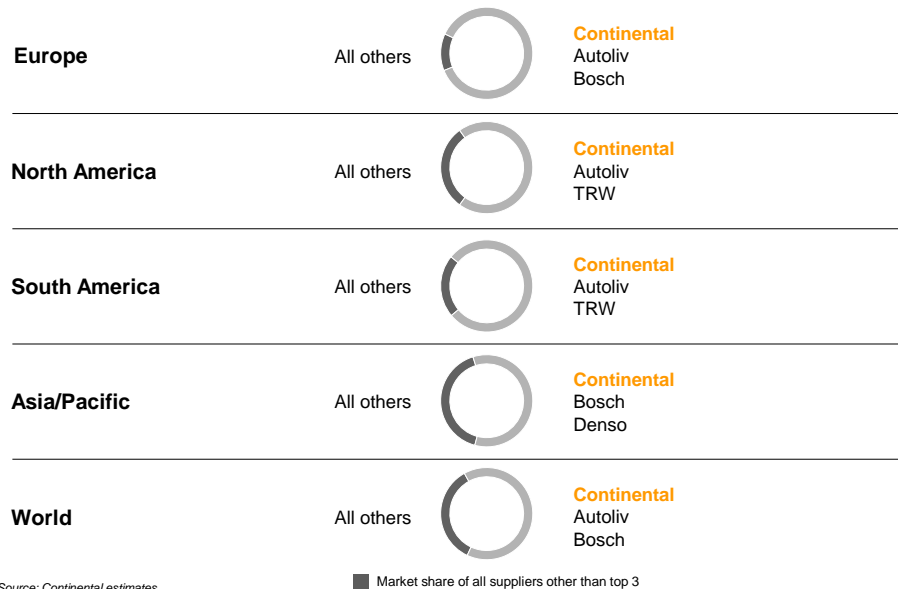
Market Position for Actuation 2013



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VI. Chassis & Safety

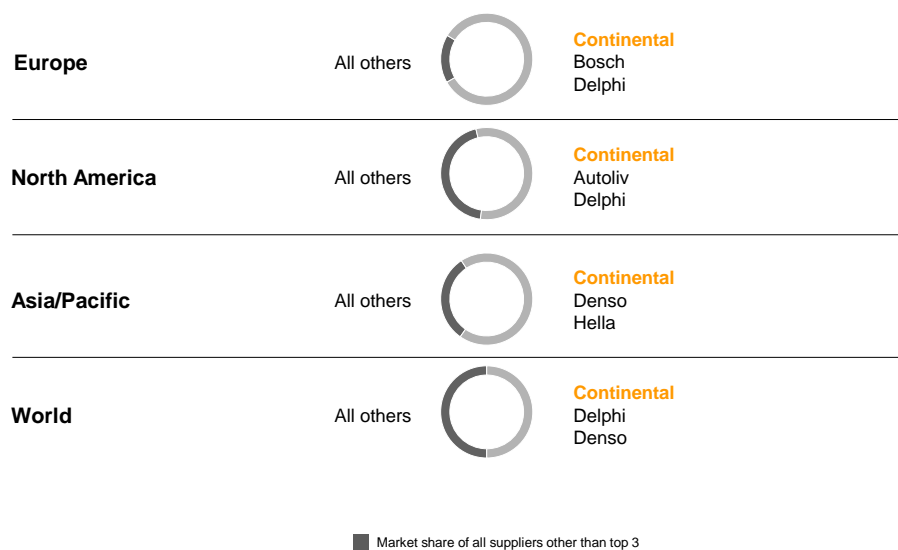
Market Position for Airbag Electronics 2013



85

VI. Chassis & Safety

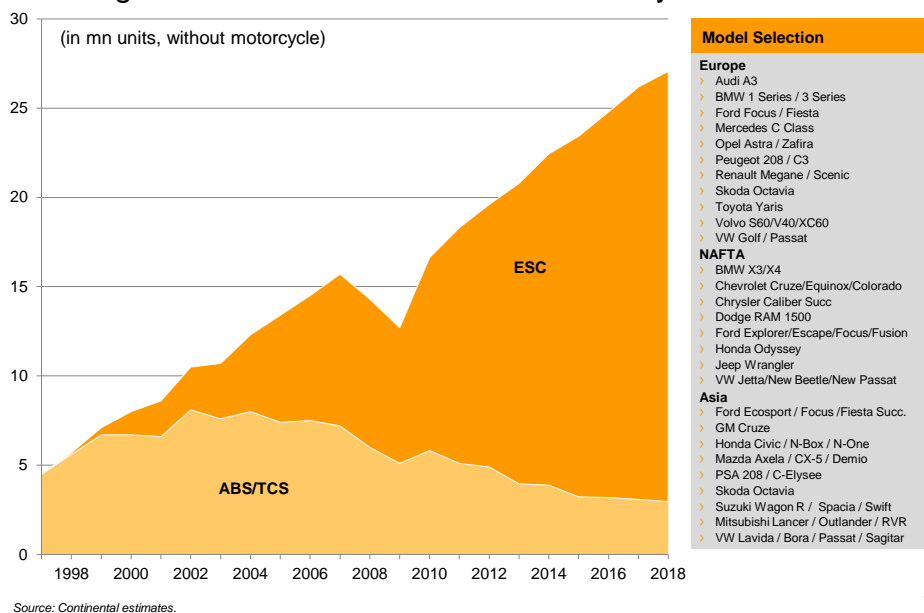
Market Position for Advanced Driver Assistance Systems 2013



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VI. Chassis & Safety

Growing Sales Volume for Electronic Brake Systems



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VI. Powertrain

Business Units and Key Products

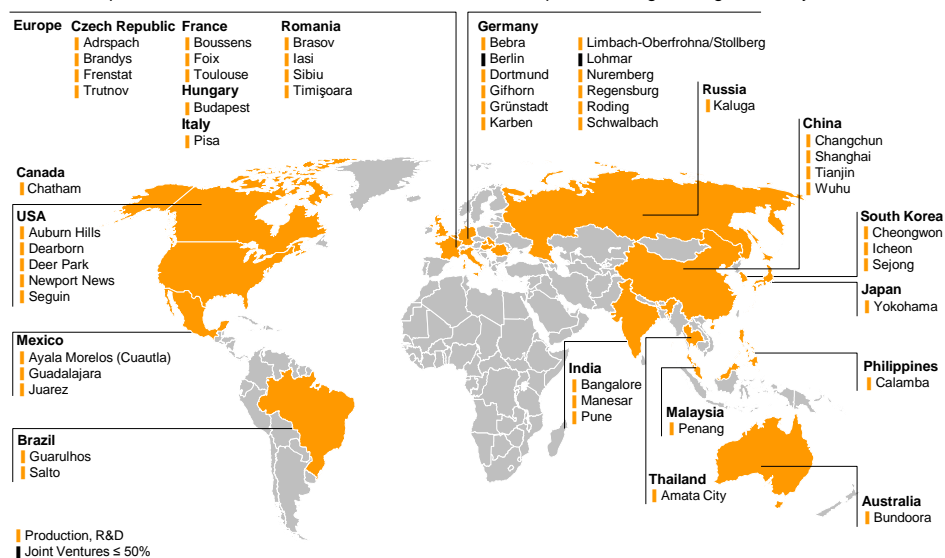
Engine Systems	Transmission	Hybrid Electric Vehicle	Sensors & Actuators	Fuel Supply
<ul style="list-style-type: none"> Engine Management Systems and Fuel Components for Diesel Piezo Common Rail Injection System Gasoline Piezo Direct Injection Gasoline Solenoid Direct Injection Gasoline Port Injection Liquefied Petroleum Gas (LPG) and Compressed Natural Gas (CNG) Aftertreatment Engine Management Systems and After-treatment Products for Commercial Vehicle Applications Turbochargers 	<ul style="list-style-type: none"> Control units for Automatic transmission Double clutch transmission Automated manual transmission Continuously variable transmission Control units for 4x4 and AWD applications Transfer cases Differentials Clutch systems 	<ul style="list-style-type: none"> Power electronics Electric motors Battery systems Energy management Power net systems 	<ul style="list-style-type: none"> Actuators for Powertrain applications Components and modules for emission management Sensors for powertrain applications NOx, MAF, transmission sensor modules, position Pressure, temperature, knock, cylinder pressure Flexible fuel, oil quality, oil level Door handle sensors 	<ul style="list-style-type: none"> Fuel supply units Fuel level sensors Fuel pumps Electronics for fuel pump control Modular function carrier with activated-carbon filter (in-tank ventilation system)
				

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VI. Powertrain

Locations Worldwide

52 sites for production and R&D in 19 countries. Divisional headquarter in Regensburg, Germany.



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VI. Powertrain

Key Figures

(in mn €)	2011	2012 ⁵	2013 ⁵
Sales	5,842.0	6,134.8	6,260.3
EBITDA	484.7	609.0	650.2
in % of sales	8.3	9.9	10.4
EBIT	31.3	48.3	179.5
in % of sales	0.5	0.8	2.9
EBIT adjusted ¹		297.4	317.9
in % of sales ¹		4.8	5.1
Operating assets (average)	3,027.4	3,028.1	2,936.9
ROCE (average) in %	1.0	1.6	6.1
R, D & E expense	454.9	529.0	561.8
in % of sales	7.8	8.6	9.0
Capex ²	393.7	395.0	360.5
in % of sales	6.7	6.4	5.8
Depreciation & amortization ³	453.4	560.7	470.7
in % of sales	7.8	9.1	7.5
thereof impairment ⁴	8.5	75.9	38.9

¹ EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

² Capital expenditure on property, plant and equipment, and software.

³ Excluding write-downs of investments.

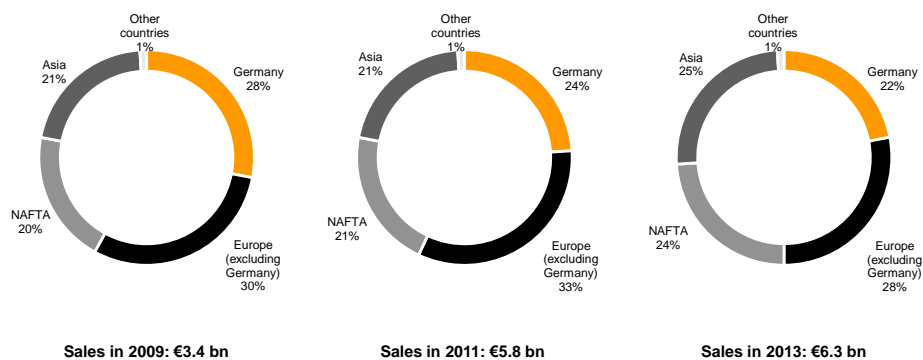
⁴ Impairment also includes necessary reversals of impairment losses.

⁵ IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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VI. Powertrain

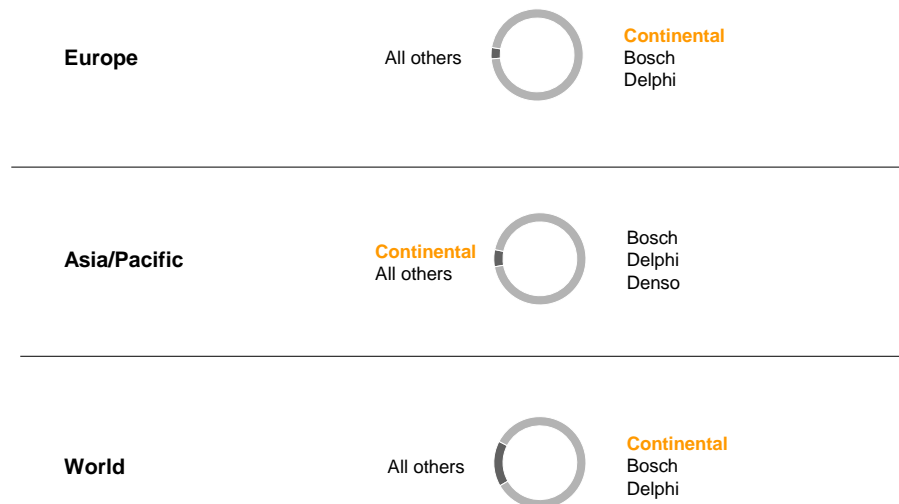
Sales by Markets



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VI. Powertrain

Market Position for Diesel Injection Systems¹ 2013



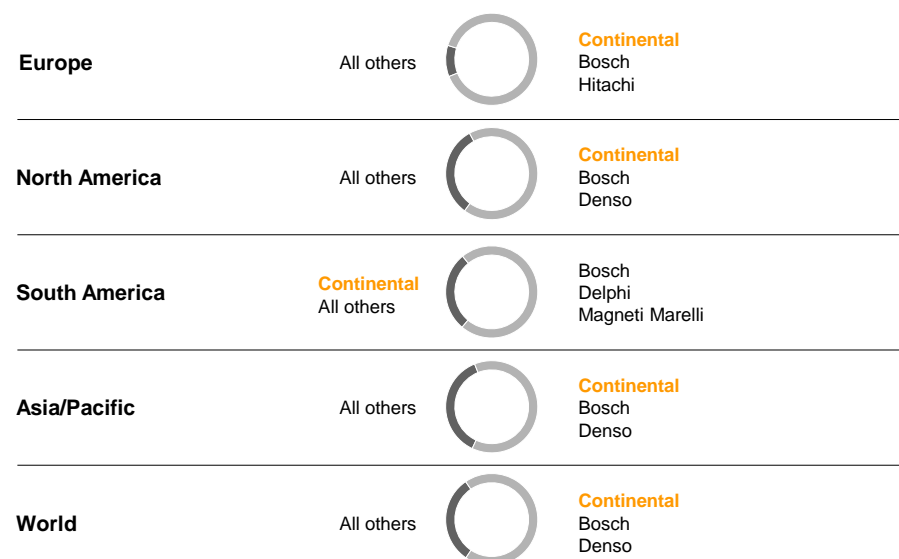
Source: Continental estimates.
¹ For passenger cars & light trucks.

■ Market share of all suppliers other than top 3

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VI. Powertrain

Market Position for Gasoline Injection Systems¹ 2013



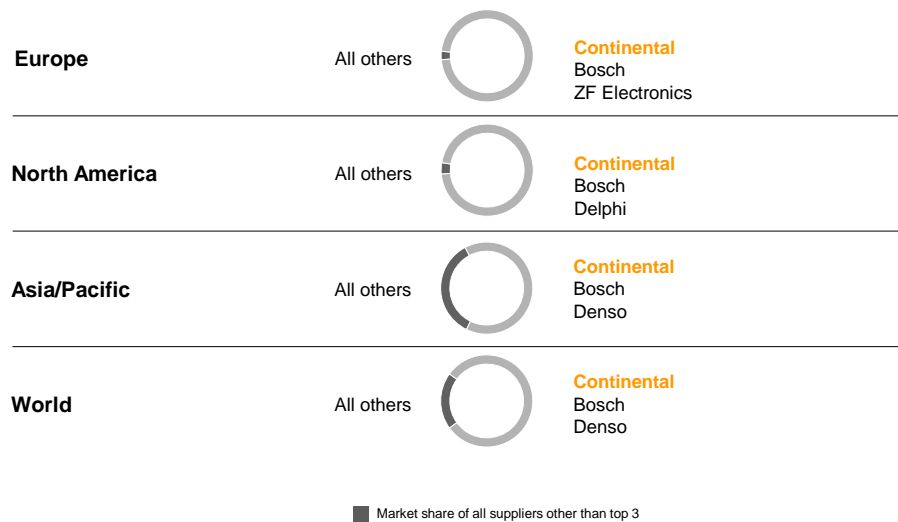
Source: Continental estimates.
¹ For passenger cars & light trucks.

■ Market share of all suppliers other than top 3

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VI. Powertrain

Market Position for Transmission Control Units¹ 2013



Source: Continental estimates.
¹ For passenger cars & light trucks.

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VI. Interior

Business Units and Key Products

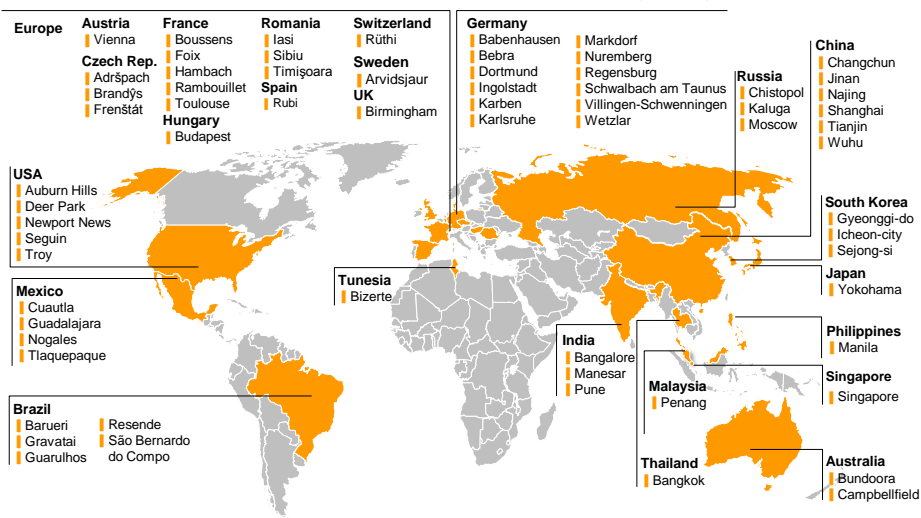
Instrumentation & Driver HMI	Infotainment & Connectivity	Body & Security	Commercial Vehicles & Aftermarket
<ul style="list-style-type: none"> Instrument clusters Secondary displays Head-up displays Climate controls Control panels Central input devices Cockpit modules 	<ul style="list-style-type: none"> Radios Multimedia systems Connectivity & telematics Software & solutions 	<ul style="list-style-type: none"> Body control modules Access control systems Door systems Seat comfort systems Power closures Tire information systems Gateways Energy management Exterior light control units Intelligent antenna modules 	<ul style="list-style-type: none"> Tachographs, telematics and services Visual and haptical HMI Powertrain control Chassis, body and transmission electronics Wear parts, spare parts, services and multi-brand vehicle diagnostics for the independent aftermarket Original equipment services
			

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VI. Interior

Locations Worldwide

65 sites for production and R&D in 24 countries. Divisional headquarter in Regensburg, Germany.



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VI. Interior

Key Figures

(in mn €)	2011	2012 ⁵	2013 ⁵
Sales	6,110.7	6,434.2	6,605.7
EBITDA	758.8	853.3	850.2
in % of sales	12.4	13.3	12.9
EBIT	331.2	413.5	380.6
in % of sales	5.4	6.4	5.8
EBIT adjusted ¹		583.1	585.3
in % of sales ¹		9.1	8.9
Operating assets (average)	4,375.1	4,313.0	3,989.4
ROCE (average) in %	7.6	9.6	9.5
R, D & E expense	449.6	446.1	492.0
in % of sales	7.4	6.9	7.4
Capex ²	247.7	257.1	253.3
in % of sales	4.1	4.0	3.8
Depreciation & amortization ³	427.6	439.8	469.6
in % of sales	7.0	6.8	7.1
thereof impairment ⁴	12.7	1.1	47.5

¹ EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

² Capital expenditure on property, plant and equipment, and software.

³ Excluding write-downs of investments.

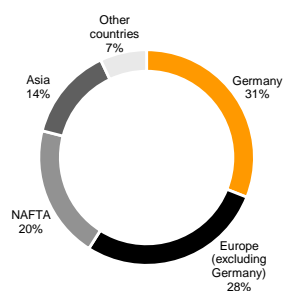
⁴ Impairment also includes necessary reversals of impairment losses.

⁵ IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

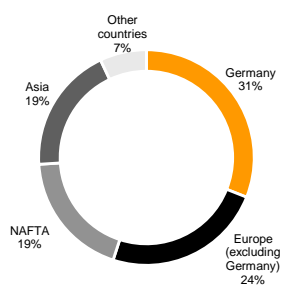
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VI. Interior

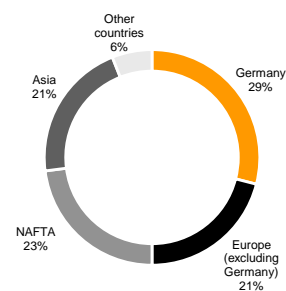
Sales by Markets



Sales in 2009: €4.4 bn



Sales in 2011: €6.1 bn

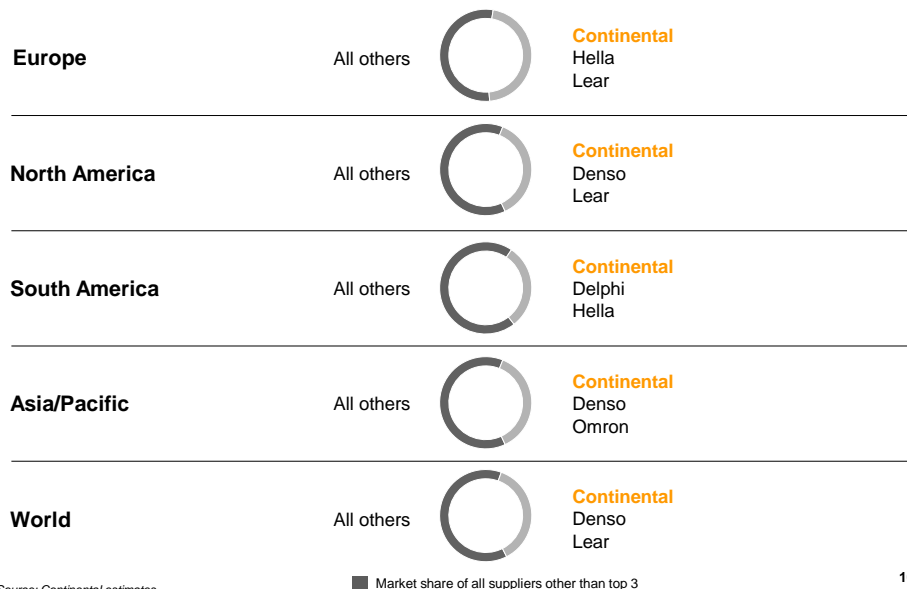


Sales in 2013: €6.6 bn

100

VI. Interior

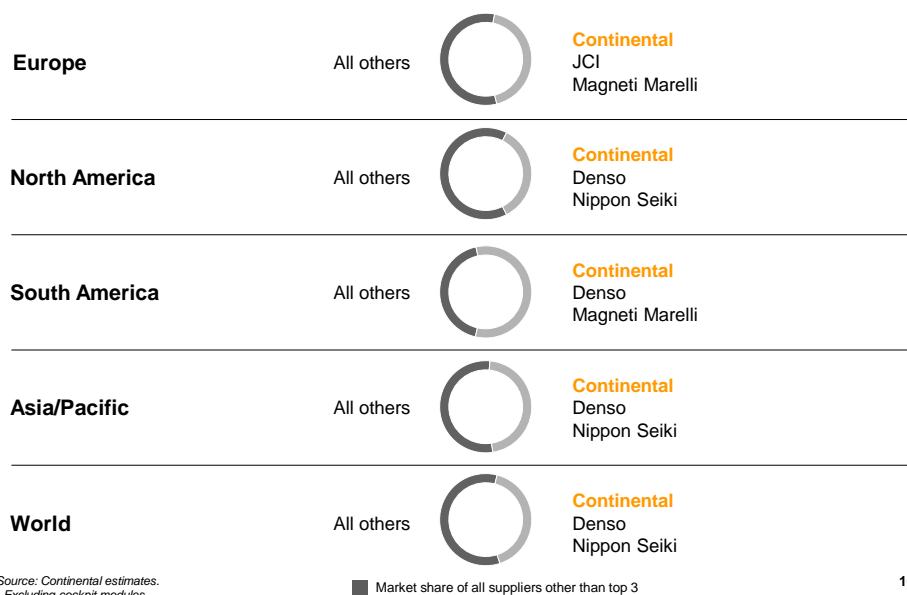
Market Position for Body & Security 2013



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VI. Interior

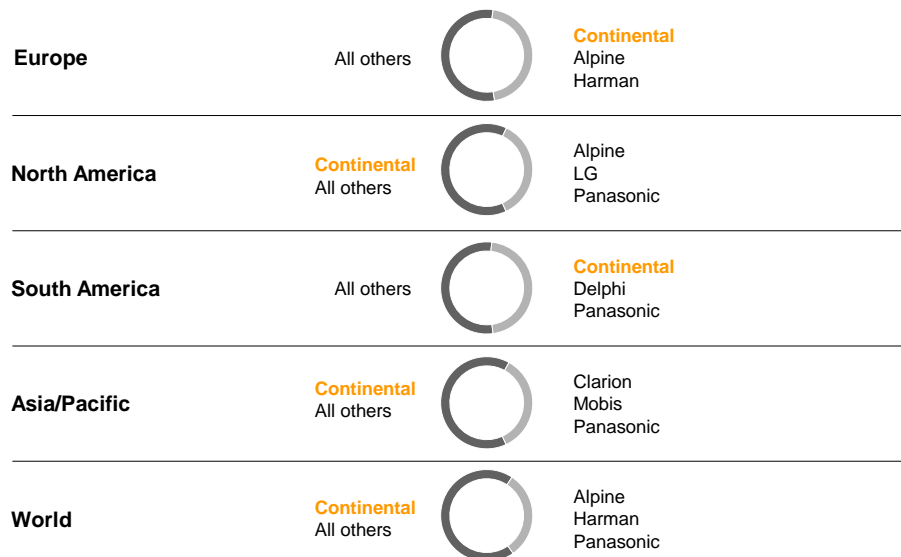
Market Position for Instrumentation & Driver HMI¹ 2013



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VI. Interior

Market Position for Infotainment & Connectivity 2013



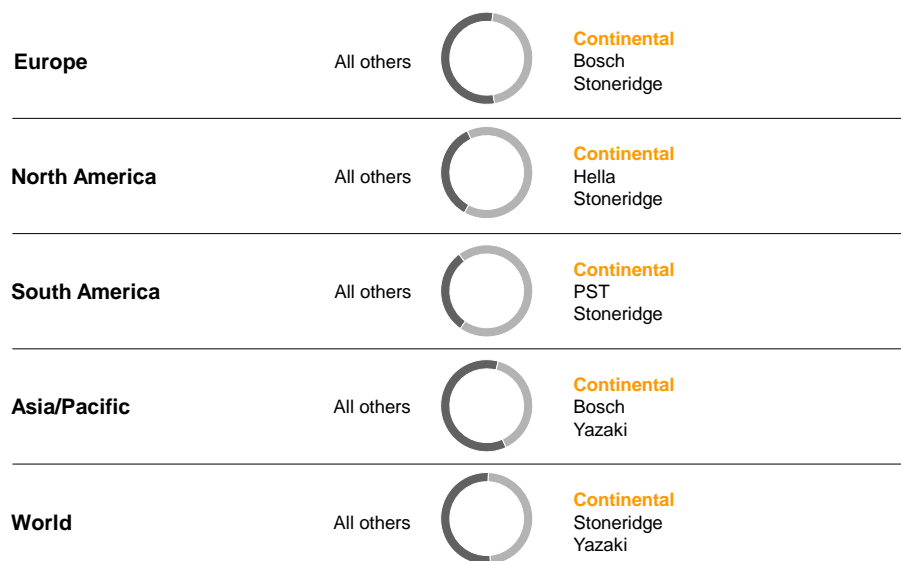
Source: Continental estimates.

■ Market share of all suppliers other than top 3

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VI. Interior

Market Position for Commercial Vehicle¹ 2013



Source: Continental estimates.

¹ Market shares for commercial vehicle business as described in BU structure excluding automotive aftermarket.

■ Market share of all suppliers other than top 3

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VII. Rubber Group

Key Figures

(in mn €)	2011	2012 ⁵	2013 ⁵
Sales	12,176.6	13,261.7	13,355.5
EBITDA	2,041.5	2,564.0	2,714.0
in % of sales	16.8	19.3	20.3
EBIT	1,612.8	2,120.1	2,214.8
in % of sales	13.2	16.0	16.6
EBIT adjusted ¹		2,091.6	2,256.0
in % of sales ¹		15.8	17.1
Operating assets (average)	4,640.3	5,590.7	5,913.3
ROCE (average) in %	34.8	37.9	37.5
R, D & E expense	241.2	269.5	289.3
in % of sales	2.0	2.0	2.2
Capex ²	747.7	981.2	964.6
in % of sales	6.1	7.4	7.2
Depreciation & amortization ³	428.7	443.9	499.2
in % of sales	3.5	3.3	3.7
thereof impairment ⁴	-2.4	-25.1	-1.1

¹ EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

² Capital expenditure on property, plant and equipment, and software.

³ Excluding write-downs of investments.

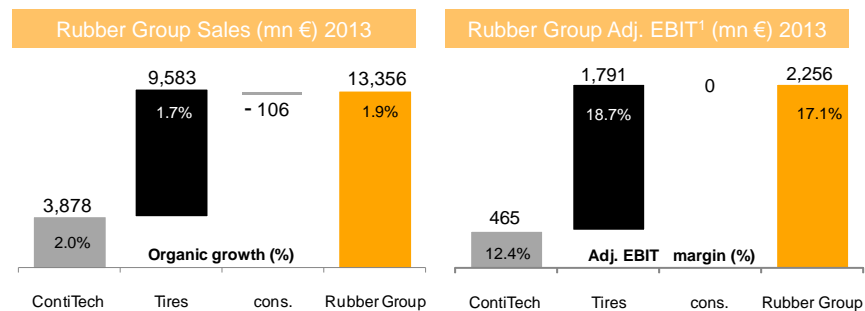
⁴ Impairment also includes necessary reversals of impairment losses.

⁵ IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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VII. Rubber Group

Sales and Adjusted EBIT¹ by Division

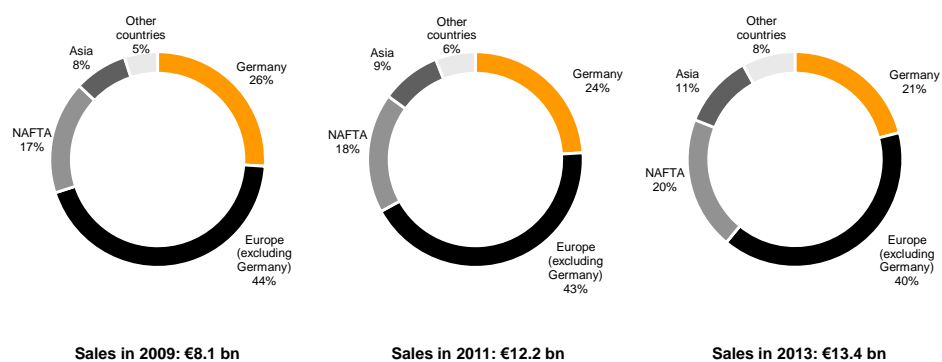


¹ Before amortization of intangibles from PPA, consolidation and special effects; applying IAS 19 (rev. 2011).

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VII. Rubber Group

Sales by Markets



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VII. Tires

Business Units and Tire Brands

Passenger and Light Truck Tires Original Equipment	Passenger and Light Truck Tires Replacement EMEA	Passenger and Light Truck Tires Replacement The Americas	Passenger and Light Truck Tires Replacement APAC	Commercial Vehicle Tires				Two Wheel Tires
				Truck Tires EMEA	Truck Tires The Americas	Truck Tires APAC	Commercial Specialty Tires	
Tires for:				Tires and services for customer segments:				Tires and tubes for:
<ul style="list-style-type: none"> Compact, medium-size and full-size cars 4x4 and SUVs Vans, light trucks and RVs 				<ul style="list-style-type: none"> Goods People Construction 				<ul style="list-style-type: none"> Bicycles: race, mountainbike, city/trekking Motorcycles: scooters, big bikes >150cc, bikes <150cc
								
Continental GENERAL TIRE	Continental GENERAL TIRE	Euzkadi GENERAL TIRE	DUNLOP GENERAL TIRE	Continental ContiRe ²	Continental ContiTread ²	Continental ContiTread ²	Bawum GENERAL TIRE	DUNLOP GENERAL TIRE
Extended mobility systems: <ul style="list-style-type: none"> SSR Minispares Conti KomfortKit Conti MobilityKit ContiSeal 	Gislaved SEMPERIT ¹	Gislaved SEMPERIT ¹	Sime Tyres VIKING ⁴	ContiTread ³ SEMPERIT ¹	Euzkadi GENERAL TIRE	ContiTread ³ GENERAL TIRE	NOVUM SIMEX ²	Sime Tyres ²
NVH engineering services	UNIROYAL VIKING Bawum MABOR Matador	UNIROYAL VIKING Bawum	VIKING ⁴	UNIROYAL Bawum Matador	Bawum	Bawum	AmeriSteel ² Akrum Blue	
				¹ Except NAFTA, Colombia, Peru. ² Trademark rights for Malaysia, Singapore and Brunei. ³ Only in Australia. ⁴ Only in the People's Republic of China.				110

VII. Tires

Key Figures

(in mn €)	2011	2012 ⁵	2013 ⁵
Sales	8,717.7	9,665.0	9,583.2
EBITDA	1,526.5	2,005.1	2,137.7
in % of sales	17.5	20.7	22.3
EBIT	1,195.7	1,666.5	1,752.7
in % of sales	13.7	17.2	18.3
EBIT adjusted ¹		1,640.3	1,790.7
in % of sales ¹		17.0	18.7
Operating assets (average)	3,561.5	4,430.8	4,645.8
ROCE (average) in %	33.6	37.6	37.7
R, D & E expense	176.1	195.1	204.7
in % of sales	2.0	2.0	2.1
Capex ²	637.1	830.2	798.6
in % of sales	7.3	8.6	8.3
Depreciation & amortization ³	330.8	338.6	385.0
in % of sales	3.8	3.5	4.0
thereof impairment ⁴	-3.2	-25.1	-1.3

¹ EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

² Capital expenditure on property, plant and equipment, and software.

³ Excluding write-downs of investments.

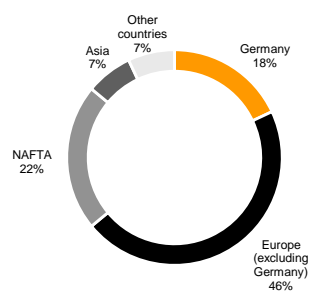
⁴ Impairment also includes necessary reversals of impairment losses.

⁵ IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

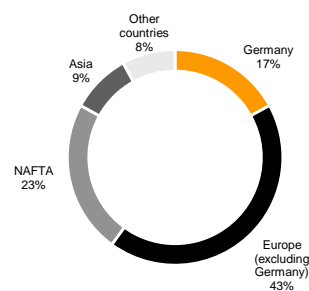
111

VII. Tires

Sales by Markets



Sales in 2011: €8.7 bn



Sales in 2013: €9.6 bn

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VII. Passenger and Light Truck Tires

Market Share for Passenger and Light Truck Tires¹ 2013



Source: Continental estimates.

¹ Replacement.

² West and Central including Turkey.

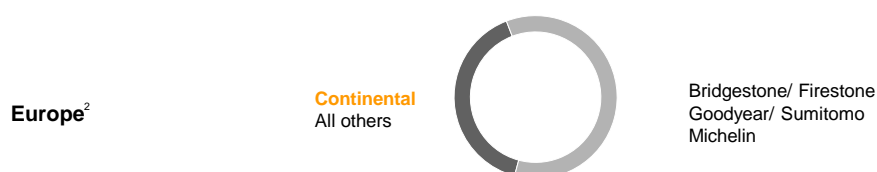
³ Incl. Central America/Caribbean markets.

■ Market share of all suppliers other than top 3

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VII. Commercial Vehicle Tires

Market Share for Truck Tires¹ 2013



Source: Continental estimates.

¹ Replacement.

² West and Central, incl. Turkey.

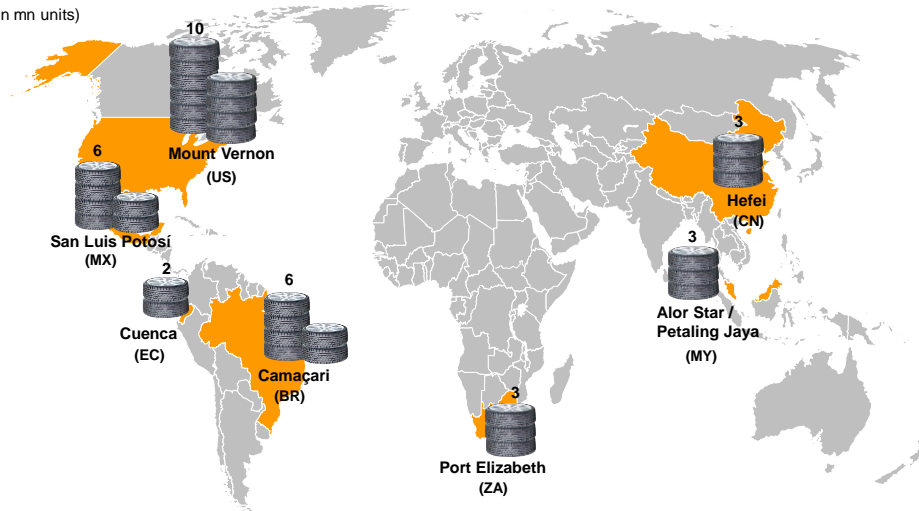
■ Market share of all suppliers other than top 3

114

VII. Passenger and Light Truck Tires

Continental Worldwide PLT Production 2013¹

(in mn units)



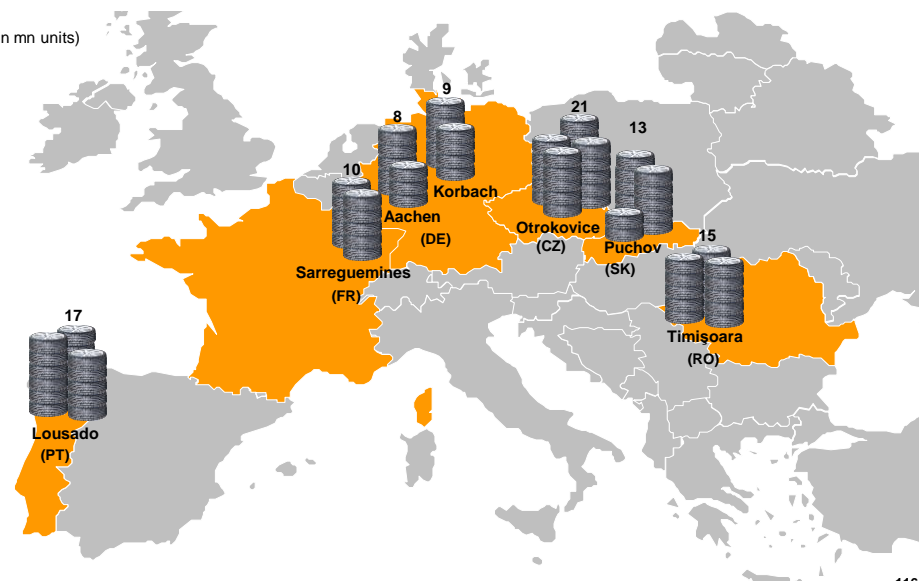
¹ Without Europe.

115

VII. Passenger and Light Truck Tires

Continental European PLT Production 2013

(in mn units)

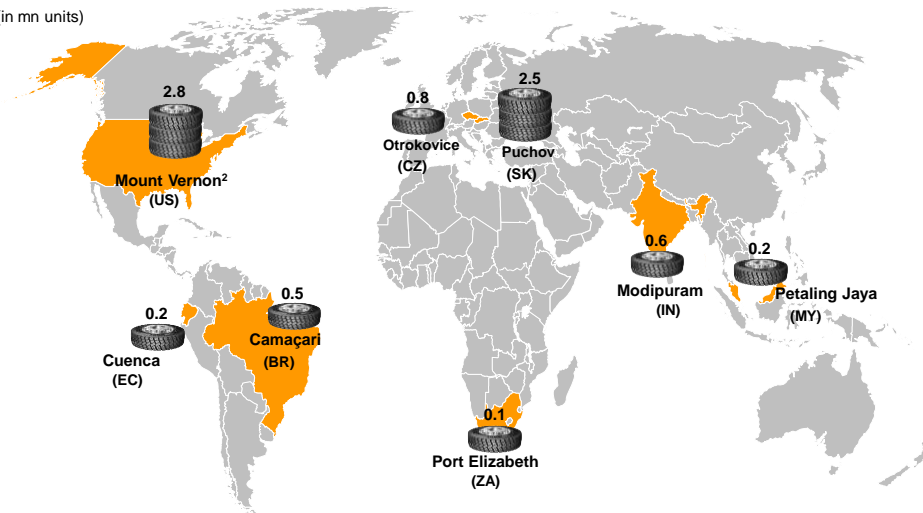


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VII. Commercial Vehicle Tires

Continental Worldwide Truck Tire Production¹ 2013

(in mn units)



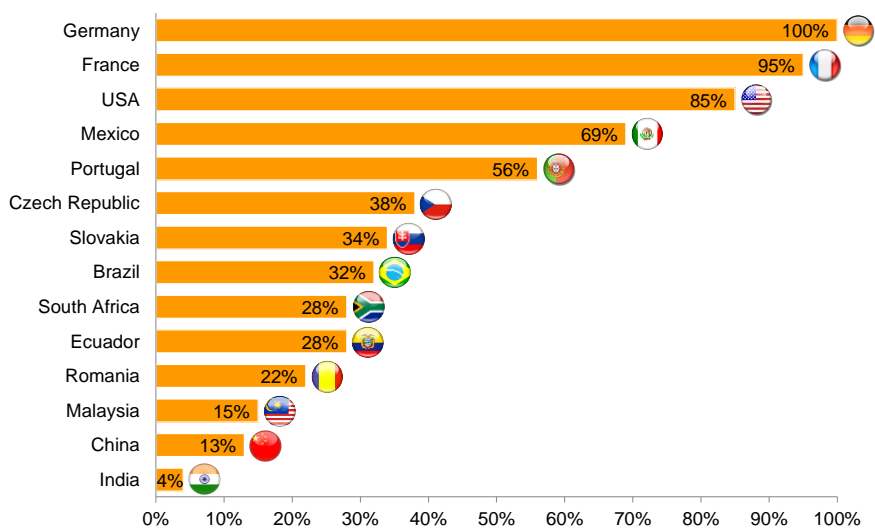
¹ Production of bias and radial tires.

² Including deliveries to joint venture partners.

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VII. Tires

Cost of Labor at Continental Manufacturing Sites¹



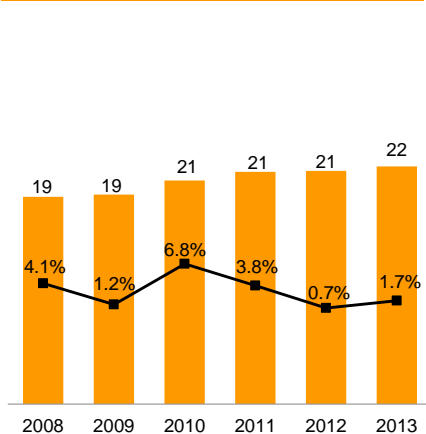
¹ Based on average currency exchange rates 2013.

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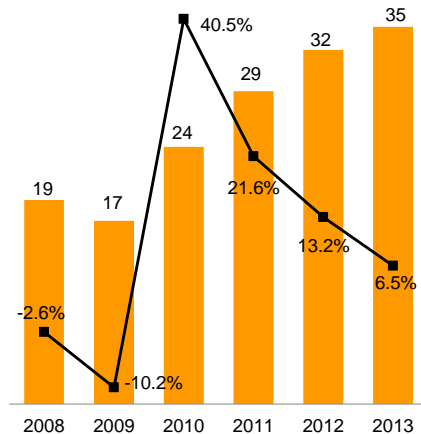
VII. Passenger and Light Truck Tires

Product Mix Improvement

Winter tires worldwide¹
(in mn units / increase year over year in %)



High performance summer tires worldwide²
(in mn units / increase year over year in %)



¹ OE & replacement (excl. all-season tires).

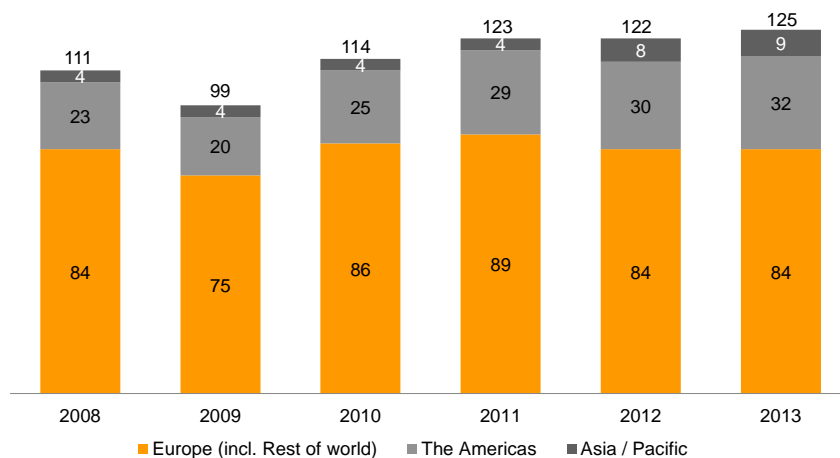
² All summer tires and all-season tires with rim sizes of at least 17 inches.

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VII. Passenger and Light Truck Tires

Unit Sales 2008 - 2013

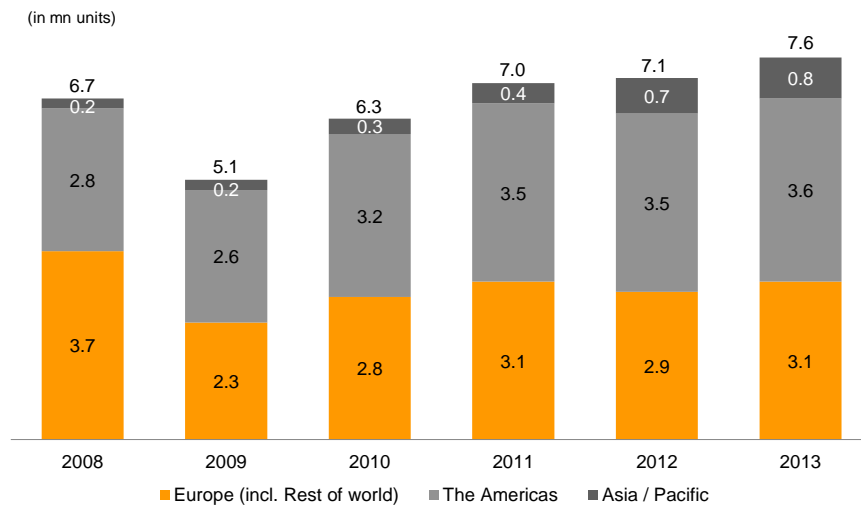
(in mn units)



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VII. Commercial Vehicle Tires

Unit Sales 2008 - 2013











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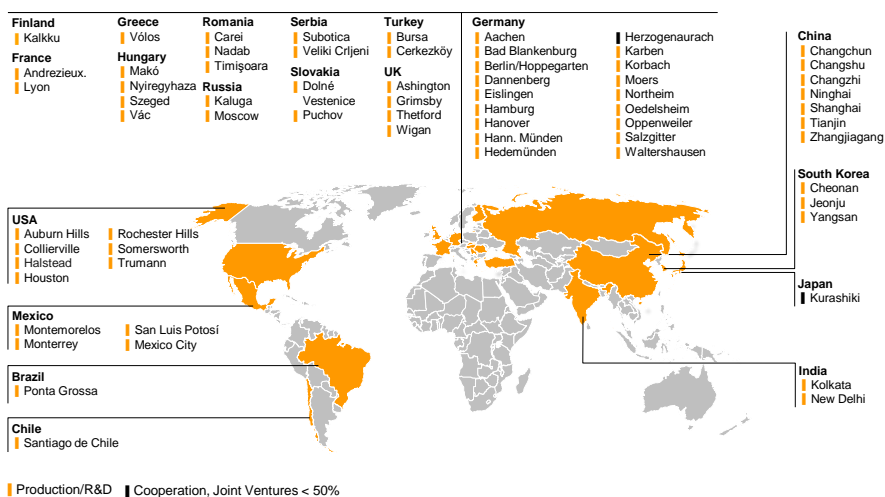
122

VII. ContiTech Business Units and Key Products

Air Spring Systems  › Air suspensions systems for buses, trucks and rail vehicles › Air actuators for pneumatics and air springs for vibration isolation › Compensators	Benecke-Kaliko Group  › Technical and decorative surface materials for automotive interior trim	Compounding Technology  › Compounds › Compound development › Testing services	Conveyor Belt Group  › Steel cord / fabric belts › Special-purpose belts › Conveyor belts components › Service material
Elastomer Coatings  › Coated fabrics › Printing blankets/ forms › Diaphragms / diaphragm materials › Gasholder diaphragms › Collapsible tanks › Concertina walls › Fuel cells	Fluid Technology  Hoses / hose lines for: › Exhaust & fuel systems › Powertrain › Air conditioning › Heating / cooling systems › Steering and chassis › Turbocharger › Industrial applications	Power Transmission Group  › V-belts › Multiple V-ribbed belts › Timing belts › Flat belts › Belt drive systems	Vibration Control  › Rubber-to-metal bonded products › Hydromounts › Mount systems › Precision molded parts › Blow molded parts › Plastic parts

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VII. ContiTech Locations Worldwide



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VII. ContiTech

Key Figures

(in mn €)	2011	2012 ⁵	2013 ⁵
Sales	3,583.1	3,711.8	3,878.3
EBITDA	515.0	558.9	576.3
in % of sales	14.4	15.1	14.9
EBIT	417.1	453.6	462.1
in % of sales	11.6	12.2	11.9
EBIT adjusted ¹		451.3	465.3
in % of sales ¹		12.2	12.4
Operating assets (average)	1,078.8	1,159.9	1,267.5
ROCE (average) in %	38.7	39.1	36.5
R, D & E expense	65.0	74.4	84.6
in % of sales	1.8	2.0	2.2
Capex ²	110.6	151.0	166.0
in % of sales	3.1	4.1	4.3
Depreciation & amortization ³	97.9	105.3	114.2
in % of sales	2.7	2.8	2.9
thereof impairment ⁴	0.8	0.0	0.2

¹ EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

² Capital expenditure on property, plant and equipment, and software.

³ Excluding write-downs of investments.

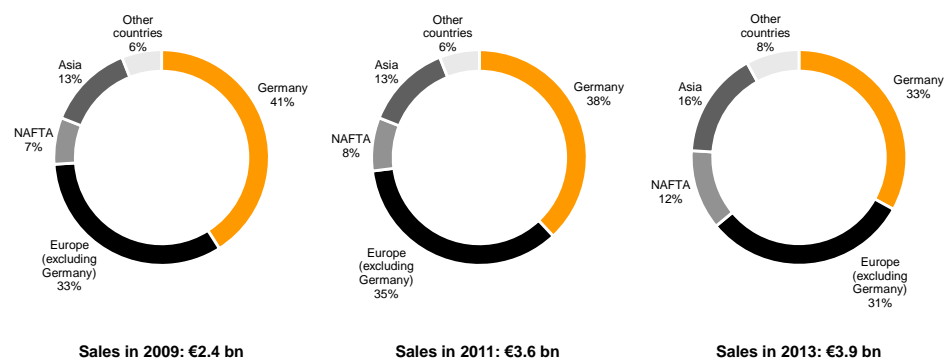
⁴ Impairment also includes necessary reversals of impairment losses.

⁵ IAS 19 (rev. 2011) applied starting 2013. The 2012 figures have been restated accordingly.

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VII. ContiTech

Sales by Markets



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VII. ContiTech

A Leading Global Supplier in its Business Units

Business Unit	Product line
Fluid Technology	Hoses & hose line systems for numerous Automotive, Industry, Oil & Marine applications
Conveyor Belt Group	Conveyor belts Smart service solutions
Power Transmission Group	Multiple V-ribbed belts & timing belts
Benecke-Kaliko Group	Foils for automotive interiors
Vibration Control	Chassis sealing system Engine mounts for trucks
Air Spring Systems	Truck, bus & trailer air springs Railway systems
Compounding Technology	Compounds
Elastomer Coatings	Printing blankets Life raft / protective gear materials

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VII. ContiTech

Product Overview

	Drive belts	Sealing elements moulded parts	Printing blankets / flexo plates	Elastomer compounds/ sheetings	Concertina walls	Collapsible tanks	Floor coverings	Conveyor belts/ service materials	Gas holder diaphragms	Expansion Joint	Coupling elements	Vibration control technology	Air springs air actuators	Diaphragm materials	Hoses/hose line systems	Special-purpose conveyor belts	Industrial materials	Insulation material
Automotive industry	x	x		x				x				x	x	x	x	x		x
Mining industry	x			x				x								x		
Printing industry	x		x	x								x	x		x			
Energy industry	x			x		x		x	x	x	x	x		x	x	x		x
Agriculture	x	x		x				x				x	x	x	x	x		
Food industry	x			x								x	x		x	x		x
Aerospace industry					x	x	x						x	x	x		x	
Mechanical and plant engineering	x	x		x		x		x	x	x	x	x	x	x	x	x		x
Comm. and industry vehicles/buses	x	x		x	x	x						x	x	x	x	x		x
Rail transport technology	x			x	x	x		x				x	x	x	x		x	
Occupational safety		x		x													x	x
Compensators	x											x				x		
Shipbuilding/port industries	x			x				x		x	x	x	x		x		x	x

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VII. ContiTech

Sales and Employees 2013

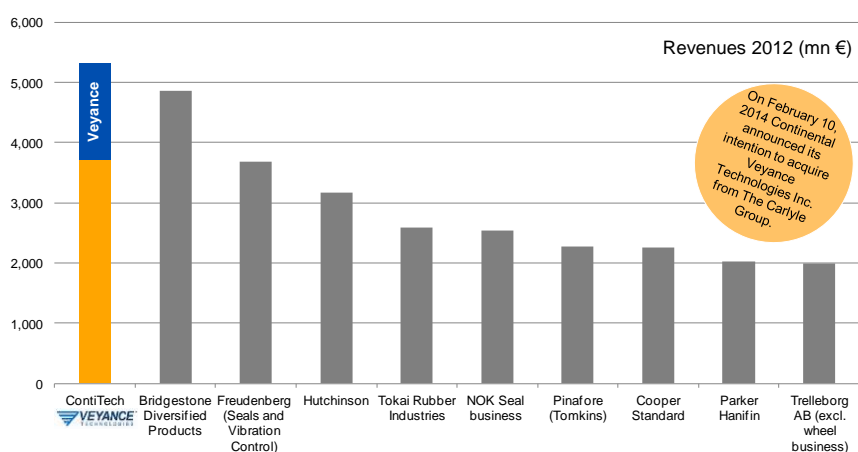
Business Unit	Sales in mn €	Employees
Fluid Technology	1,476	15,126
Conveyor Belt Group	597	3,983
Power Transmission Group	419	2,744
Benecke-Kaliko Group	392	1,906
Vibration Control	345	2,341
Air Spring Systems	288	1,609
Compounding Technology	276	770
Elastomer Coatings	109	604
ContiTech	3,878¹	29,725²

¹ Including other operations.
² Including service functions.

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VII. ContiTech

Forming a Global Player in Rubber and Plastics Technologies



Source: Company websites, Annual reports 2012, Bloomberg and European Rubber Journal (ERJ).
 Exchange rate (as average 2012): EUR/USD 1.2860; EUR/JPY 102.69; calendarized to Dec year-end for NOK Corporation & Tokai Rubber Industries.

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VIII. Sustainability at Continental

Our Policies and Guidelines

CSR Guideline Our basic values and principles

Environmental Responsibility



ESH¹ Policy – implements worldwide the responsibility for protecting the environment

Social Responsibility



Code of Conduct – personal ethics, conflicts of interest

OUR BASICS – the guidelines, codex and basic principles of our business activities

Corporate Governance



Corporate Governance Policy – to further the responsible management of the company focused on value creation

Risk Report – overview of our Risk Management

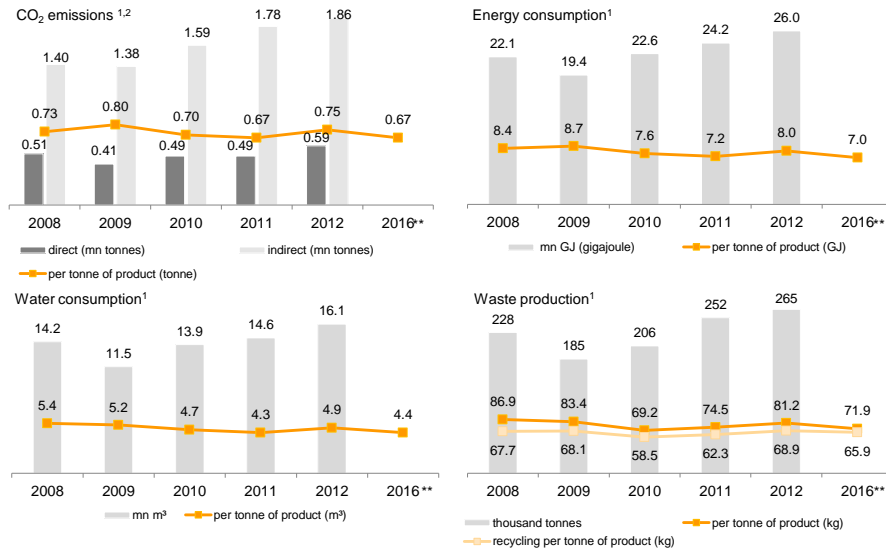
OUR BASICS Our corporate guidelines

¹ "Environment", "Security, Safety" and "Health".

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VIII. Environmental Responsibility

Corporate Environmental Key Performance Indicators



¹ Changes to previous figures are based on changes in the scope of the survey.
² Independently verified by KPMG.
 ** Continental targets.

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VIII. Environmental Responsibility

Emission Reduction - Electrification Tailored to Fit (48-Volt Eco Drive)



Objective:
Cost-efficient hybrids for the mass market

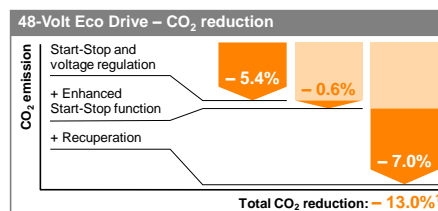
Solution:
48-Volt Eco Drive

- › Fuel-saving functions that are found only in more expensive mild hybrids of around 120 volts
- › Around 13% less fuel consumption
- › No need to interfere with the engine-transmission configuration. Technology that is feasible even for smaller cars
- › Low voltage means that no special safety precautions are necessary



Functions:

- › Start-Stop features
- › Recuperation of braking energy
- › Stabilization of board net during peak demand
- › Sailing and coasting features consume no fuel and cause no emissions



¹ Measurement based on NEDC driving cycle compared with a VW Golf VI BlueMotion, 4-cylinder gasoline engine, 1.2-liter TSI, 77 kW.

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VIII. Environmental Responsibility



Research in Alternative Raw Materials for Tire Production

- › Development project in collaboration with the Fraunhofer Institute to cultivate a Russian dandelion variety with latex sap rich in natural rubber. This natural rubber has at least the same quality and performance characteristics like as conventional rubber from rubber trees.
- › Benefits:
 - › Reduction in dependency on harvest situation in subtropical regions
 - › Lower requirements on the fertility of the soil
 - › Lower environmental impact due to reduced logistic requirements
- › At present we are convinced we will achieve a substantial increase in efficiency by using rubber from dandelions
- › Continental's dandelion project was nominated as one of the top 3 in the category "Automobility" at the "GreenTec Awards 2013"



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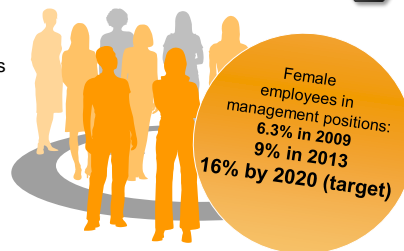
VIII. Social Responsibility – Responsible Employer



Equal Opportunities

Diversity project to support women

- › A talent pool which incorporates all corporate divisions
- › The formation of career support networks
- › Female mentoring program
- › Female ambassadors
- › Working time models such as part-time, home office, job sharing
- › Support with combining job and family
- › The specification of target corridors for the proportion of women in management functions in the future



Demographics program

A holistic concept designed to address the far-reaching changes as a result of the expected demographic trend focuses on four topics:

- › Workplace design
- › Maintaining employee health for a longer working life
- › Targeted qualification measures
- › Motivation for a longer professional life



Award of the Apriori - business solution AG for Continental's "Demography Management"

Source: Based on information in the Continental AG Annual Report 2013.

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VIII. Social Responsibility

Corporate Memberships (1)

- › Continental is a participant of the **United Nations Global Compact**. We have thus committed ourselves to its ten principles in the areas of human rights, labor, environment and anti-corruption.
- › The **Charter of Diversity** recognizes diversity as an opportunity. The signatory companies commit to diversity, fairness and mutual respect. The aim is to create a working environment that is free of prejudice and discrimination.
- › The **Luxembourg Declaration on Workplace Health Promotion (WHP)** promotes health and occupational safety in the companies of the member states of ENWHP¹. The declaration encourages members to attach greater importance to WHP.
- › The **World Business Council for Sustainable Development (WBCSD)**, founded in 1995, is a frontrunner and catalyst on the path to sustainable development.



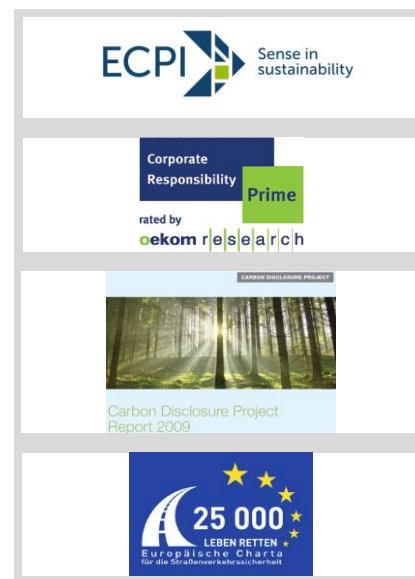
Source: www.vielfalt-als-chance.de (German Federal Government Commissioner for Migration, Refugees and Integration); luxemburger-deklaration.de.
¹ European Network for Workplace Health Promotion.

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VIII. Social Responsibility

Corporate Memberships (2)

- › **ECPI** is a leading rating and index company dedicated to ESG Research since 1997. Continental is a constituent of the ECPI Ethical EMU Equity¹ as one of the Global Equity Indices.
- › Since June 2013 Continental is rated 'Prime' by **oekom research**. Based on the oekom ratings more than 500 bn euros is invested worldwide by sustainability-oriented investors.
- › The **Carbon Disclosure Project (CDP)** is a non-profit organization that aims to create more transparency regarding environmentally damaging emissions. Continental has been answering CDP's extensive questionnaire since 2009. In 2012, we were included in the Carbon Disclosure Leadership Index.
- › The **European Road Safety Charter** is an appeal and impetus for all groups in society to make a concrete contribution to improving traffic safety in Europe. The goal is to reduce the number of fatalities on the roads of the European Union (EU) by 2020.



¹ 150 top capitalized companies in the Economic and Monetary Union market which are eligible investments.

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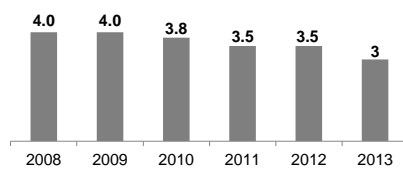
VIII. Social Responsibility

Health and Occupational Safety

- › Our specialist department **HISS** ("Health, Industrial Hygiene, Safety & Security") sets protection standards, which apply across the entire corporation.
- › These standards are the foundation for safety at work, secure production plants and processes, and reflect our responsibility to our employees and to the environment.

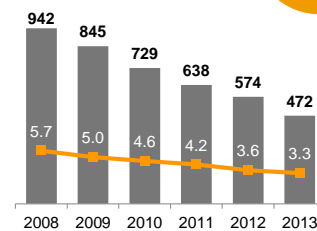


Absence rate due to sickness¹



¹ Paid and unpaid absences due to sickness in relation to the contractual working hours in percent.

Hours lost due to accidents^{2,3}



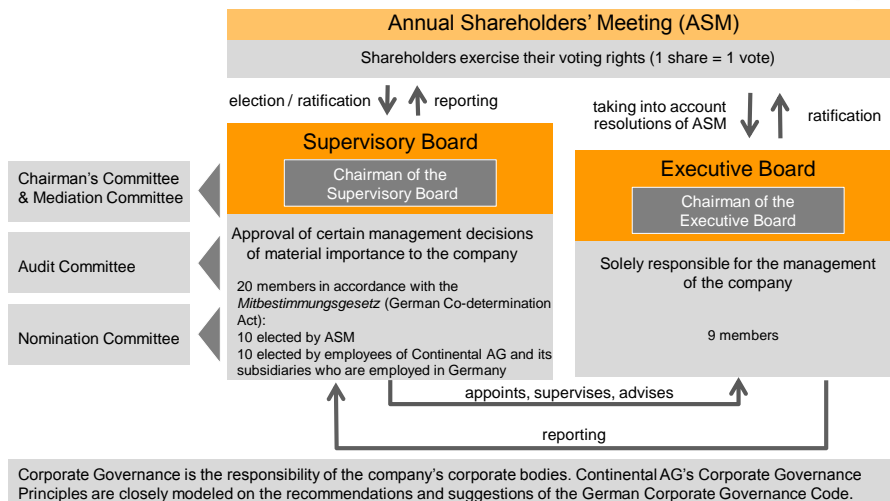
² Number of accident related hours lost worldwide per million hours worked.

³ Number of work related accidents worldwide with one or more days lost per million hours worked.

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VIII. Corporate Governance

Corporate Bodies



Source: Based on information in the Continental AG Annual Report 2013.

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IX. Share and Bond Information

Share Data / ADR Data

Share Data

Type of share	No-par value share
Bloomberg ticker	CON
Reuters ticker	CONG
German security identification number (WKN)	543 900
ISIN number	DE0005439004
Shares outstanding as at December 31, 2013	200,005,983

ADR Data¹

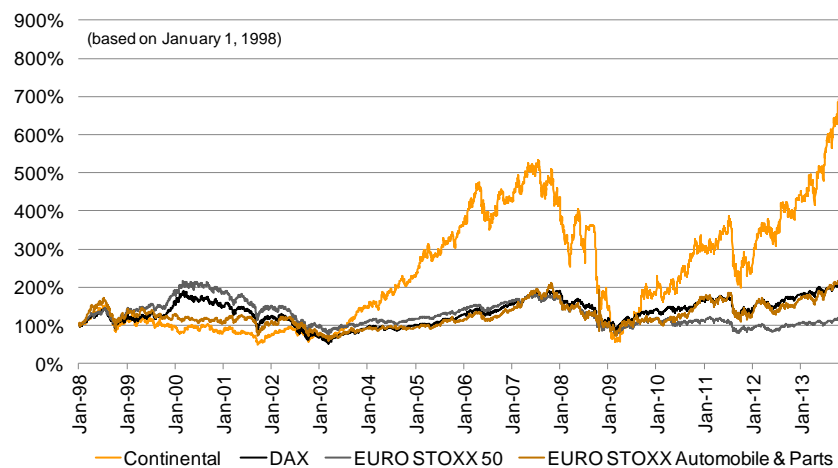
Ratio (ordinary share : ADR)	1:5
Bloomberg ticker	CTTAY
Reuters ticker	CTTAY.PK
ISIN number	US2107712000
ADR level	Level 1
Exchange	OTC
Sponsor	Deutsche Bank Trust Company Americas

¹ As at March 2014.

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IX. Share and Bond Information

Share Price Development vs. Major Stock Indexes

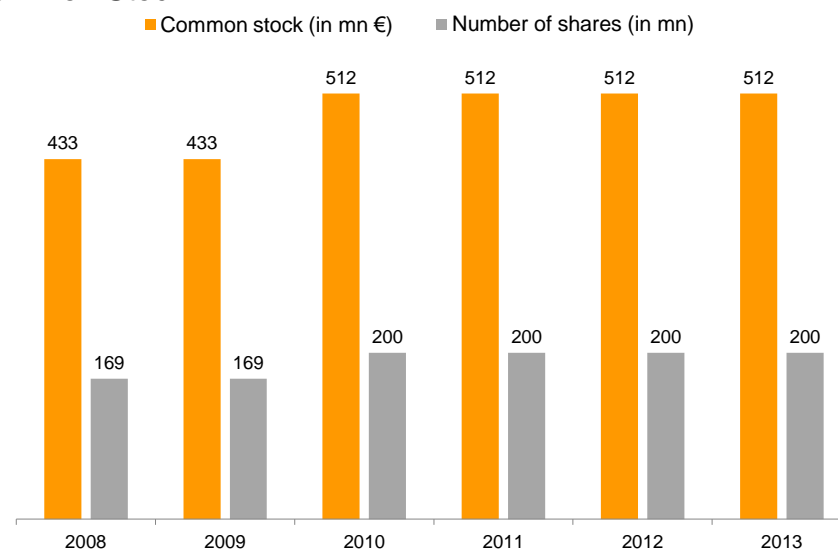


Source: Bloomberg, January 2014.

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IX. Share and Bond Information

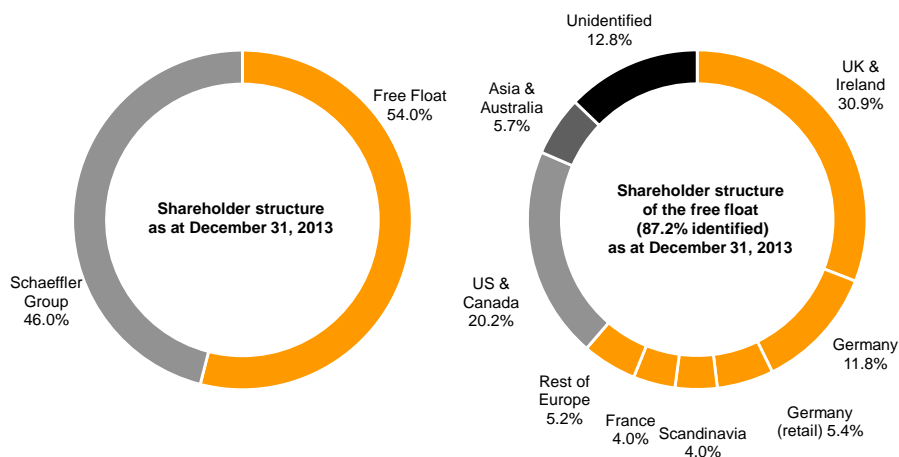
Common Stock



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IX. Share and Bond Information

Shareholder Structure



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IX. Share and Bond Information

Bond Details

Issuer	Conti-Gummi Finance B.V., Netherlands ¹	Continental AG ¹	Continental Rubber of America, Corp., USA ¹	Continental AG ¹
Issue	Senior Notes	Senior Notes	Senior Notes ²	Senior Notes
Principal amount	€750 mn	€750 mn	\$950 mn	€750 mn
Offering price	99.595%	98.950%	100.000%	99.228%
Rating at issuance date	Ba1 (Moody's) BB (S&P) BBB (Fitch ³)	Ba2 (Moody's) BB (S&P) BB (Fitch ³)	Ba3 (Moody's) BB- (S&P) BB (Fitch ³)	Ba1 (Moody's) BB (S&P) BBB (Fitch ³)
Current corp. & bond rating⁴	Baa3 (Moody's), BBB (S&P), BBB (Fitch)			
Coupon	2.5% p.a.	3.0% p.a.	4.5% p.a.	3.125% p.a.
Issue date	Sept 19, 2013	Jul 16, 2013	Sept 24, 2012	Sept 9, 2013
Maturity	Mar 20, 2017	Jul 16, 2018	Sept 15, 2019	Sept 9, 2020
Start of period for early redemption (60-90 days' prior notice)	---	---	Sept 15, 2015	---
Interest payment	Annual Mar 20	Semi annual Jan 16/Jul 16	Semi annual Mar 15/Sept 15	Annual Sept 9
WKN	A1VC6B	A1X24V	A1G9JJ	A1X3B7
ISIN	XS0972719412	XS0953199634	DE000A1G9JJ0	XS0969344083
Denomination	€1,000 with min. tradable amount €1,000	€1,000 with min. tradable amount €1,000	\$1,000 with min. tradable amount \$150,000	€1,000 with min. tradable amount €1,000

¹ Guaranteed by Continental AG and certain subsidiaries of Continental AG.

² Security package released in connection with the refinancing of the Syndicated Facility, upstream guarantees package still in place.

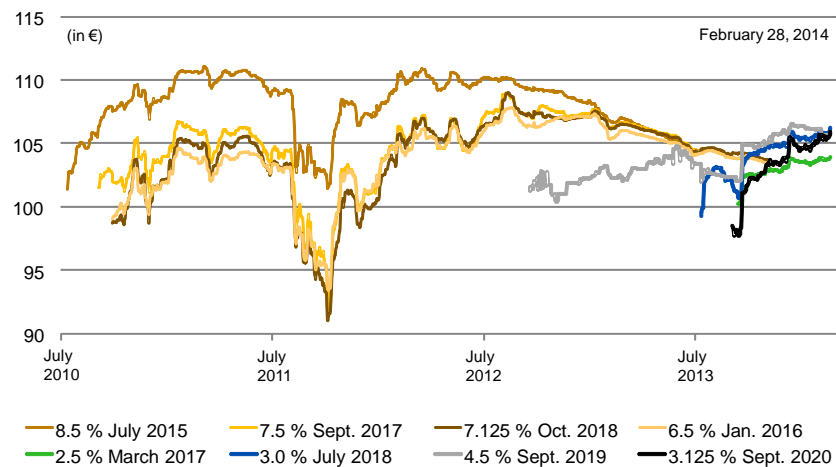
³ Unsolicited rating at date of issuance.

⁴ Fitch since Jul 15, 2013; Moody's since Sept 19, 2013; S&P since Dec 6, 2013.

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IX. Share and Bond Information

Development of the Bonds

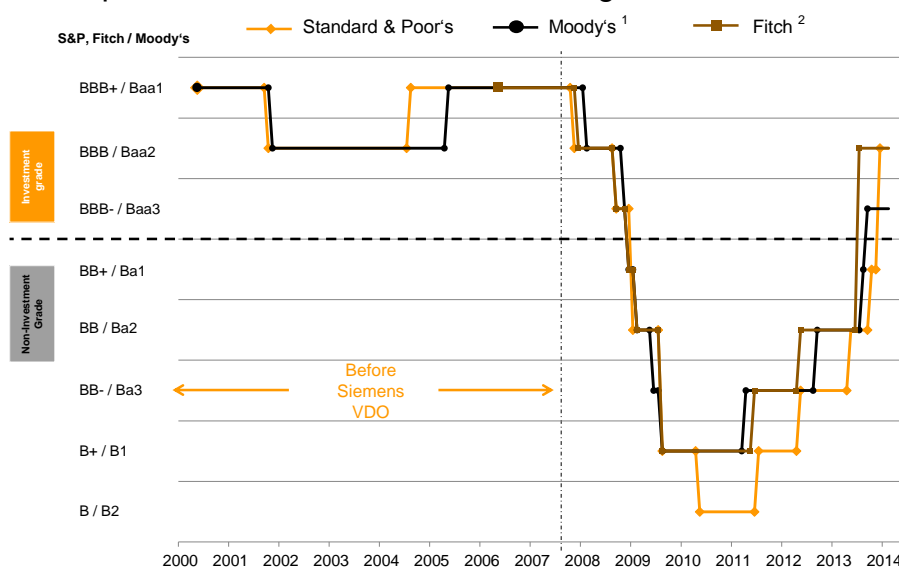


Source: Bloomberg, January 2014.

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IX. Share and Bond Information

Development of Continental's Credit Rating



¹ Solicited Rating until January 2014.

² Solicited Rating since November 2013.

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IX. Share and Bond Information

10 Year Financial Overview

		2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Balance sheets											
Non-current assets	in € millions	15,569.5	15,685.7	15,075.5	14,887.9	14,724.6	16,348.4	17,383.9	5,877.9	5,193.8	4,953.9
Current assets	in € millions	11,251.3	11,764.4	10,962.9	9,502.6	8,324.6	8,339.5	10,353.7	4,975.1	5,353.9	4,742.0
Total assets	in € millions	26,820.8	27,450.1	26,038.4	24,390.5	23,049.2	24,687.9	27,737.6	10,853.0	10,547.7	9,695.9
Shareholders' equity (excl. non-controlling interests)	in € millions	9,011.2	7,779.0	7,146.1	5,859.6	3,772.6	5,265.4	6,583.2	4,470.8	3,574.2	2,706.2
Non-controlling interests	in € millions	311.0	377.4	397.2	343.3	289.1	264.5	272.9	239.1	220.8	231.0
Total equity (incl. non-controlling interests)	in € millions	9,322.2	8,156.4	7,543.3	6,202.9	4,061.7	5,529.9	6,856.1	4,709.9	3,795.0	2,937.2
Equity ratio ¹	in %	34.8	29.7	29.0	25.4	17.6	22.4	24.7	43.4	36.0	30.3
Capital expenditure ²	in € millions	1,981.1	2,019.4	1,711.3	1,296.4	860.1	1,595.2	896.9	805.0	871.8	703.0
Net indebtedness	in € millions	4,289.3	5,319.9	6,772.1	7,317.0	8,895.5	10,483.5	10,856.4	1,181.0	493.2	881.1
Gearing ratio	in %	46.0	65.2	89.8	118.0	219.0	189.6	158.3	25.1	13.0	30.0
Income statements											
Sales	in € millions	33,331.0	32,736.2	30,504.9	26,046.9	20,095.7	24,238.7	16,619.4	14,887.0	13,837.2	12,597.4
Share of foreign sales	in %	76.2	75.4	73.7	72.8	71.0	68.5	69.2	67.6	65.8	66.8
Cost of sales ³	in %	76.6	78.3	79.0	77.8	80.0	80.4	75.8	75.3	74.6	75.0
Research and development expenses ³	in %	5.6	5.3	5.3	5.6	6.7	6.2	5.0	4.5	4.3	4.2
Selling expenses ³	in %	5.0	4.8	4.7	5.0	5.6	4.9	5.5	5.7	6.1	6.2
Administrative expenses ³	in %	2.1	2.0	2.1	2.5	3.0	3.2	2.7	3.0	3.1	3.1
EBITDA	in € millions	5,095.0	4,967.4	4,228.0	3,587.6	1,591.2	2,771.4	2,490.6	2,301.5	2,248.9	1,824.6
EBITDA ³	in %	15.3	15.2	13.9	13.8	7.9	11.4	15.0	15.5	16.3	14.5
Personnel expenses	in € millions	7,124.5	6,813.7	6,354.3	5,891.7	5,199.8	5,746.3	3,652.7	3,175.2	3,054.3	3,011.7
Depreciation and amortization ⁴	in € millions	1,831.3	1,781.2	1,631.1	1,652.4	2,631.6	3,067.6	814.8	699.6	741.8	667.2
Net income attributable to the shareholders of the parent	in € millions	1,923.1	1,905.2	1,242.2	576.0	-1,649.2	-1,123.5	1,020.6	981.9	929.6	716.2
Dividend and earnings per share											
Dividend for the fiscal year	in € millions	500.0 ⁵	450.0	300.0	—	—	—	323.4	293.1	145.9	116.3
Number of shares at December 31	in millions	200.0	200.0	200.0	200.0	169.0	169.0	161.7	146.5	145.9	145.4
Net income (per share) attributable to the shareholders of the parent	€	9.62	9.53	6.21	2.88	-9.76	-6.84	6.79	6.72	6.38	5.19
Employees											
Annual average	in thousands	175.4	169.0	159.7	142.7	133.4	148.4	93.9	81.6	81.1	73.7

¹ Based upon the Executive Board's proposal for the appropriation of profits.

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X. Glossary

Financial Glossary

ADR	American Depositary Receipt
Capex	Capital expenditure on property, plant, equipment and software
EBIT	Earnings Before Interest and Taxes
EBITDA	EBIT Before Depreciation and Amortization
EBIT margin	EBIT as a percentage of sales
EBITDA margin	EBITDA as a percentage of sales
FCF	Free Cash Flow. We define FCF as cash provided by operating activities minus cash used for investing activities
Gearing ratio	Represents the net indebtedness divided by total equity, expressed as a percentage
ISIN	International Securities Identification Number
Net indebtedness	The net amount of interest-bearing financial liabilities as recognized in the balance sheet, cash and cash equivalents, the positive fair values of the derivative instruments as well as other interest bearing investments.
NIAT	Net Income Attributable to the shareholders of the parent
Operating assets	Operating assets are the assets less liabilities as reported in the balance sheet, without recognizing the net indebtedness, discounted trade bills, deferred tax assets, income tax receivable and payable, as well as other financial assets and debts.
PPA	Purchase Price Allocation
R, D & E expenses	Research, Development and Engineering Expenses
ROCE (average)	Return On Capital Employed. We define ROCE as the ratio of EBIT to average operating assets for the fiscal year

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X. Glossary

Product and Division Glossary

ABS	Anti-Lock Brake System	MAB/MIB	Motorcycle Anti-lock Braking System / Motorcycle Integrated Brake System
ACC	Adaptive Cruise Control	MT	Manual Transmission
ADAS	Advanced Driver Assistance System	NVH	Noise Vibration Harshness
AMT	Automated Manual Transmission	OTR	Off The Road Tires
AT	Automatic Transmission	PCB	Printed Circuit Board
CAGR	Compound Annual Growth Rate	PLT	Passenger and Light Truck Tires Division
C&S	Chassis & Safety Division	PT	Powertrain Division
CT	ContiTech Division	PWM	Pulse Width Modulation
CV	Commercial Vehicle	RV	Recreational Vehicle
CVT	Commercial Vehicle Tires Division	SSR	Self-Supporting Runflat Tires
CVaT	Continuous Variable Transmission	SUV	Sport Utility Vehicle
ECU	Electronic Control Unit	TCS	Traction Control System
DCT	Double Clutch Transmission	TPMS	Tire Pressure Monitoring System
EBS	Electronic Brake System		
ESC	Electronic Stability Control		
HEV	Hybrid Electric Vehicle		
HMI	Human Machine Interface		
HVAC	Heating, Ventilation and Air Conditioning		
I	Interior Division		

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Financial Calendar

2014

Annual Financial Press Conference	March 6, 2014
Annual Shareholders' Meeting	April 25, 2014
Q1 Financial Report	May 6, 2014
Half Year Financial Report	July 31, 2014
Nine Month Financial Report	November 4, 2014

2015

Annual Financial Press Conference	March 2015
Annual Shareholders' Meeting	April 30, 2015
Q1 Financial Report	May 2015
Half Year Financial Report	August 2015
Nine Month Financial Report	November 2015

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