

**Remuneration Report
2025**

Remuneration Report Pursuant to Section 162 of the German Stock Corporation Act (*Aktiengesetz - AktG*)

General.....	2
Overview of the 2024 Remuneration System.....	4
1. Fixed remuneration component.....	5
2. Variable remuneration component.....	5
Variable Remuneration - Short-term Incentive.....	6
1. Structure of the short-term incentive (STI).....	6
2. Short-term incentive for fiscal 2024 ("granted" in 2025).....	8
3. Short-term incentive for fiscal 2025 ("earned" in 2025).....	9
Variable Remuneration - Long-term Incentive.....	12
1. Long-term incentive - 2020 remuneration system.....	12
a) Structure of the long-term incentive - 2020 remuneration system.....	12
b) Target achievement of the long-term incentive paid in fiscal 2025 - 2021-2024 LTI ("granted").....	13
c) Target achievement of the long-term incentive expiring in fiscal 2025 - 2022-2025 LTI ("earned").....	14
2. Long-term incentive - 2024 remuneration system.....	16
Maximum Remuneration.....	18
1. Maximum remuneration for fiscal 2025.....	18
2. Compliance with maximum remuneration for fiscal 2021.....	18
Shareholding Requirements.....	19
1. Share ownership guideline (SOG).....	19
2. Equity deferral from the short-term incentive.....	19
Pension Entitlements.....	25
Additional Disclosures.....	26
Remuneration of the Supervisory Board.....	29

General

This remuneration report describes the amount and structure of the remuneration to be granted to the individual members of the Executive Board and Supervisory Board of Continental AG in fiscal 2025 (reporting year). It also outlines the principles of the remuneration system for the members of the Executive Board and the Supervisory Board.

The complete version of the remuneration system is available online at www.continental.com under Company/Executive Board.

This remuneration report has been prepared in euros. Please note that differences may arise as a result of the use of rounded amounts and percentages.

Earnings position in fiscal 2025

Consolidated sales fell by €401 million or 2.0% year-on-year in 2025 to €19,676 million (PY: €20,077 million). Before changes in the scope of consolidation and exchange-rate effects, sales rose organically by 0.8%. Exchange-rate effects dented sales performance by €562 million, while changes in the scope of consolidation had only a negligible impact.

In the Tires group sector, growth in the global replacement markets for passenger-car tires and continued positive mix effects in sales were more than offset by negative exchange-rate effects coupled with weak demand in the original-equipment business for passenger cars and in the truck-tire segment. Sales therefore decreased slightly by 0.5%, despite organic sales growth of 2.4%.

In the ContiTech group sector, negative exchange-rate effects combined with the downtrend in the automotive original-equipment business in Europe and North America and persistently weak markets, particularly in the industrial segment and in the commercial-vehicle and off-highway businesses, likewise depressed sales.

Sales from discontinued operations until the spin-off of the former Automotive and Contract Manufacturing group sectors amounted to €13,415 million, compared with the prior-year figure of €19,642 million for the full 2024 fiscal year. For continuing and discontinued operations, sales thus totaled €33,090 million (PY: €39,719 million).

Personnel changes on the Executive Board and Supervisory Board in fiscal 2025

The Executive Board was reduced to five members at the end of fiscal 2025 as part of the spin-off of the Automotive and Contract Manufacturing group sectors and the resulting realignment.

- › Dr. Ariane Reinhart stepped down from her position as Executive Board member for Human Relations and Sustainability and director of Labor Relations effective the end of June 30, 2025. Her service agreement ended as scheduled on September 30, 2025.
- › Ulrike Hintze took over as her successor effective July 1, 2025. She was appointed as the member of the Executive Board responsible for Human Relations and director of Labor Relations.

- › Effective August 1, 2025, Roland Welzbacher was appointed to the Executive Board. Following a joint transition period, he took over responsibility for Group Finance and Controlling from Olaf Schick on October 1, 2025.
- › Olaf Schick stepped down from the Executive Board effective the end of September 30, 2025, and his service agreement ended prior to the end of his term by mutual agreement on the same day.
- › Philipp von Hirschheydt stepped down from his role on the Executive Board, subject to the effective date of the registration of the spin-off of the Automotive and Contract Manufacturing group sectors (Aumovio spin-off) in the commercial register. Upon registration of the spin-off on September 17, 2025, he stepped down from the Executive Board of Continental AG effective the end of September 16, 2025. His service agreement was terminated prior to the end of his term on the same day.
- › Effective December 31, 2025, CEO Nikolai Setzer stepped down prior to the end of his term by mutual agreement, and his service agreement was also terminated ahead of schedule on the same day.

Effective January 1, 2026, Christian Kötz was appointed as CEO. As a result, effective January 1, 2026, the Executive Board was reduced to four people: Christian Kötz (CEO), Ulrike Hintze, Philip Nelles and Roland Welzbacher.

After the spin-off of the Automotive and Contract Manufacturing group sectors (Aumovio spin-off) was approved by the Annual Shareholders' Meeting on April 25, 2025, the Aumovio spin-off became effective upon registration in the commercial registers of Continental AG and AUMOVIO SE on September 17, 2025. AUMOVIO SE was then listed on the Frankfurt Stock Exchange on September 18, 2025. Personnel changes also took effect on the Supervisory Board of Continental AG in connection with the described change, as a result of which the Supervisory Board was reduced from 20 to 18 members:

- › Upon registration of the Aumovio spin-off in the commercial registers of Continental AG and AUMOVIO SE on September 17, 2025, the Supervisory Board's employee representatives who had employment contracts with spun-off companies in the Automotive and Contract Manufacturing group sectors were required by law to step down from the board. These were Michael Iglhaut, Carmen Löffler and Anne Nothing.
- › Effective the end of September 17, 2025, the representatives of IG Metall, Christiane Benner and Dr. Matthias Ebenau, also stepped down from their positions.
- › On the shareholder side, Stefan E. Buchner and Dr. Gunter Dunkel stepped down from their positions on the Supervisory Board effective the end of September 4, 2025, and the end of September 17, 2025, respectively.

The Hanover Local Court appointed the following new members to the company's Supervisory Board by judicial appointment on September 22, 2025:

- › Sabrina Soussan as a shareholder representative.
- › Sabine Kühn, chair of the works council for Konrad Hornschuch AG (now Konrad Hornschuch GmbH after a change of legal form) and Nicole Werner, chair of the works council for Vergölst GmbH, as employee representatives.
- › Petra Hartwig, district head for IG BCE Kassel, and Michael Linartz, district head for IG BCE Hanover, as union representatives.

Resolution of the Annual Shareholders' Meeting on the approval of the 2024 remuneration report (Section 162 (1) No. 6 AktG)

The remuneration report for fiscal 2024 was prepared in accordance with Section 162 AktG and its content audited by the auditor beyond the requirements stipulated by Section 162 (3) Sentences 1 and 2 AktG. The Annual Shareholders' Meeting approved the 2024 remuneration report on April 25, 2025, with an approval rate of 95.33%.

To further improve the readability of the remuneration report, the tabular presentation of the individual remuneration components has been aligned with the corresponding explanatory text, without significantly changing the structure of the tables.

Significant change in Executive Board remuneration compared with fiscal 2025

The remuneration of the active members of the Executive Board is based on the remuneration system applicable since January 1, 2024 (hereinafter "2024 remuneration system"). Pursuant to Section 120a (1) and (2) AktG, the remuneration system for the members of the Executive Board had to be submitted to the Annual Shareholders' Meeting for approval in April 2024. The Annual Shareholders' Meeting of Continental AG subsequently approved this on April 26, 2024, with an approval rate of 93.03%. It takes into account the general legal conditions and the requirements of the German Corporate Governance Code (*Deutscher Corporate Governance Kodex - DCGK*) www.continental.com.

Since the 2024 remuneration system has proven effective, the remuneration system remained unchanged in 2025. Provided no significant changes are made in the meantime, the remuneration system will be presented to the Annual Shareholders' Meeting for approval every four years in line with legal requirements. The next presentation is therefore scheduled to take place in 2028.

The Supervisory Board regularly reviews the remuneration of the Executive Board. In assessing appropriateness and customary market practice for total remuneration, the Chairman's Committee of

the Supervisory Board and the plenary session rely, in line with recommendation G.3 of the DCGK, in particular on remuneration data from a selected peer group. Since the remuneration of the Executive Board has remained unchanged since January 2020, basic remuneration was increased on January 1, 2025, for Executive Board members active as at this date. This increase was determined with the assistance of an external, independent remuneration consultant. The remuneration is in line with a standard DAX company range, based on the size of the Continental Group at the time of the increase. The basic remuneration of the chairman of the Executive Board, Nikolai Setzer, was increased by 6.9%, and that of the other Executive Board members by 6.25%. The STI target amount and the LTI target amount remained unchanged, resulting in an increase in target total remuneration of 1.62% for Nikolai Setzer and 1.56% for the other Executive Board members.

As part of the realignment and downsizing of the Continental Group resulting from the Aumovio spin-off (i.e. the spin-off of the Automotive and Contract Manufacturing group sectors) in fiscal 2025, the remuneration of the Executive Board members newly appointed in 2025 was adjusted based on a review by an external, independent remuneration consultant. The adjustments reflect the fact that these Executive Board members will assume their roles within a transformed (smaller) organization. Accordingly, their remuneration is benchmarked against market-typical levels in companies comparable in sales, number of employees and market capitalization to the Continental Group's new structure and size. Comparable companies on the DAX as well as the MDAX were used to make this assessment.

The pay-for-performance principle set out in the remuneration system is reflected in the amount of variable remuneration.

In fiscal 2025, the corporate target relating to free cash flow was significantly exceeded as part of the short-term incentive (STI), which led to all Executive Board members receiving short-term variable remuneration above the STI target amount. Due to the positive share price performance, particularly following the Aumovio spin-off, long-term variable remuneration will - contrary to recent years - be paid under the tranche of the long-term incentive that ended in fiscal 2025 (2022-2025 LTI).

Overview of the 2024 Remuneration System

The following overview shows the key elements of the current Executive Board remuneration system. The remuneration system for members of the Executive Board comprises a fixed component

that is unrelated to performance and a variable component that is based on performance.

Fixed remuneration	Basic remuneration		- Fixed, contractually agreed remuneration, paid in 12 monthly installments
	Additional benefits		- Company car, reimbursement of travel expenses, as well as relocation costs and expenses for running a second household, where this is required for work reasons, a health check, directors' and officers' (D&O) liability insurance with deductible, accident insurance, employers' liability insurance association contribution plus income tax incurred as a result, health insurance and long-term care insurance contributions
	Future benefit rights	Type Contribution	- Pension allowance - Executive Board members newly appointed up until Dec. 31, 2023: defined contribution commitment - Fixed amount totaling max. 30% of basic remuneration - Executive Board members newly appointed up until Dec. 31, 2023: contractually agreed annual fixed amount which is multiplied by an age factor and credited to the pension account as a capital component
Variable remuneration	Short-term variable remuneration	Type Cap Performance criteria ¹ Payment	- Short-term incentive (STI) performance bonus - 200% of the contractually agreed target amount of the STI Financial performance criteria - 45% adj. EBIT target/actual comparison Share of adjusted EBIT in relation to the earnings of the Continental Group and, if applicable, the group sector, depending on the area of responsibility - 45% consolidated free cash flow target/actual comparison Degree of target achievement: on a straight-line basis from 0% to 200% Non-financial performance criterion - 10% ESG metrics Degree of target achievement: on a straight-line basis from 0% to 200% Personal contribution factor (PCF) - Possibility of defining additional individual or collective performance criteria, for example regarding market development and customer focus, implementation of transformation projects, and organizational and cultural development - Definition of target achievement in the form of a personal contribution factor (PCF) between 0.8 and 1.2 - Multiplication of the result of the performance criteria by the PCF - PCF = 1.0 if no other financial performance criteria have been defined - Cap of 200% to be observed even when applying the PCF - 60% ² after Annual Shareholders' Meeting in following year
	Long-term variable remuneration	Equity deferral Long-term incentive (LTI) Plan type Cap Performance criteria Term	- 40% ² of the payout amount of the STI must be invested in shares - Holding period: three years - Phantom share plan performance - 200% of the contractually agreed allotment value - 50% total shareholder return (TSR) of the Continental share compared with the STOXX Europe 600 Automobiles & Parts (SXAGR) index – relative TSR; factor between 0 and 1.5 - 30% return on capital employed (ROCE) ³ - 20% ESG metrics; generally one to four metrics - Additive link - Share price performance - Four years, consisting of three-year performance period and one further year of share price performance
Maximum remuneration			- €11.5 million (chairman of the Executive Board), €6.2 million (members of the Executive Board) and €4.0 million (members of the Executive Board newly appointed in 2025) - STI and LTI caps (each max. 200%) remain unaffected
Share ownership guideline (SOG)			- Obligation to invest 200% (chairman of the Executive Board) or 100% (other members of the Executive Board) of basic remuneration - Accumulation period: four years after appointment - Investments from the equity deferral are counted toward the total - Holding obligation: two years after the end of term of office

¹ This section provides an overview of the performance criteria. There is a remuneration-relevant definition for the key figure of FCF. For a more detailed breakdown, see the "Short-term incentive (STI)" section on pages 7 and 8.

² Net amount: from the net inflow of the STI, shares of Continental AG with a value of 20% of the total gross amount of the STI must be purchased and held for a period of three years; the corresponding gross amount was calculated assuming a tax and contribution ratio of 50% flat.

³ There is a remuneration-relevant definition for the key figure of ROCE.

The remuneration system for members of the Executive Board comprises in detail the following components:

1. Fixed remuneration component

The fixed component that is unrelated to performance comprises the fixed annual salary, additional benefits and future benefit rights or a pension allowance.

Additional benefits

Additional benefits include (i) provision of a company car, which can also be for personal use, (ii) reimbursement of travel expenses, as well as relocation costs and expenses for running a second household, where this is required for work reasons, (iii) a regular health check, (iv) directors' and officers' (D&O) liability insurance with deductible in accordance with Section 93 (2) Sentence 3 *AktG*, (v) accident insurance, (vi) the employers' liability insurance association contribution including, where necessary, income tax incurred as a result, as well as (vii) health insurance and long-term care insurance contributions based on Section 257 of Book V of the German Social Code (*SGB V*) and Section 61 of Book XI of the German Social Code (*SGB XI*).

Future benefit rights / pension allowance

The 2024 remuneration system stipulates that each member of the Executive Board who is appointed after January 1, 2024, shall receive a pension allowance not exceeding 30% of their base pay. Two of the active members of the Executive Board in 2025 were appointed after January 1, 2024: Ulrike Hintze and Roland Welzbacher. Both of these Executive Board members are paid a pension allowance under the updated remuneration system.

Six of the active members of the Executive Board in fiscal 2025 were appointed prior to January 1, 2024: Nikolai Setzer, Philipp von Hirschheydt, Christian Kötz, Philip Nelles, Dr. Ariane Reinhart and Olaf Schick. The regulation previously in force entitles these members of the Executive Board - in place of a pension allowance - to future benefit rights granting them post-employment benefits that are paid starting at the age of 63, but not before they leave the service of Continental AG (hereinafter "insured event"). Since January 1, 2014, this has taken the form of a defined contribution commitment. A capital component is credited to the Executive Board member's pension account each year. To determine this, a fixed contribution, agreed by the Supervisory Board in the Executive Board member's service agreement, is multiplied by an age factor that represents an appropriate return. When the insured event

occurs, the benefits are paid out as a lump sum, in installments or - as is normally the case due to the expected amount of the benefits - as a pension. Post-employment benefits must be adjusted after commencement of such benefit payments by 1% p.a. in accordance with Section 16 (3) No. 1 of the German Company Pensions Law (*Betriebsrentengesetz - BetrAVG*).

For Nikolai Setzer, the future benefit rights accrued until December 31, 2013, were converted at that time into a starting component in the capital account. In this case, post-employment benefits must be adjusted after commencement of such benefit payments by 1.75% p.a. to take account of the obligation stipulated in Section 16 (1) *BetrAVG*.

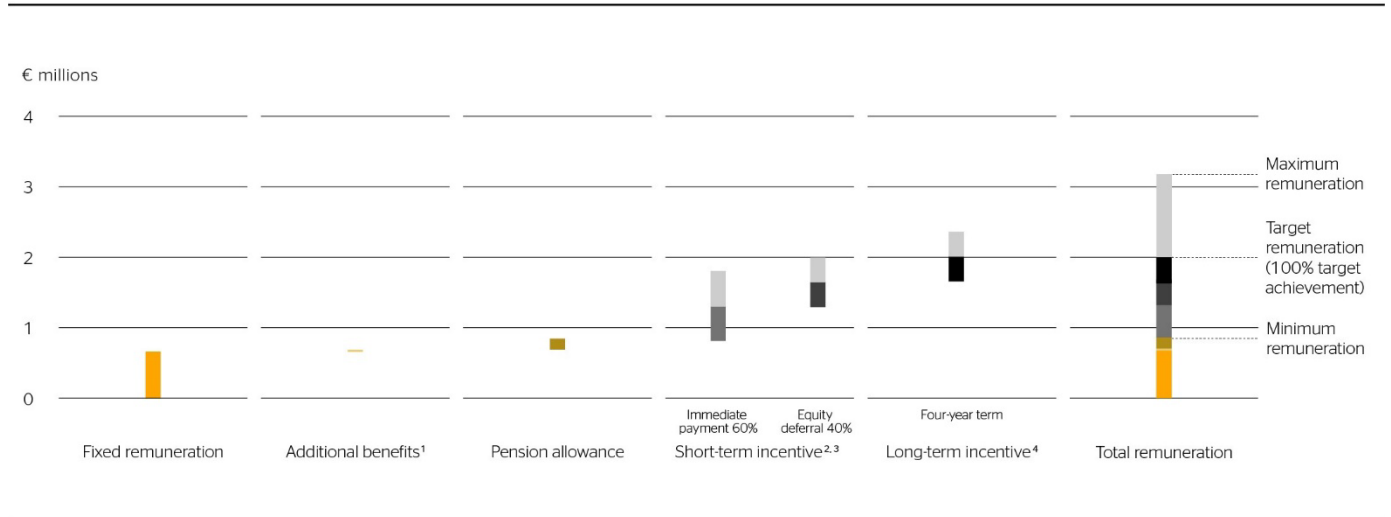
2. Variable remuneration component

The variable components that are based on performance comprise a short-term remuneration component (short-term incentive (STI) without equity deferral) as well as long-term remuneration components (in the form of a long-term incentive (LTI) and an equity deferral of the STI). For the variable remuneration components, before the start of each fiscal year, target criteria are determined by the Supervisory Board with a view to its strategic goals, the provisions of Sections 87 and 87a *AktG* and the German Corporate Governance Code in its respective valid version, whereby the degree to which these criteria are met will determine the actual amount paid out.

The Supervisory Board may take the function and area of responsibility of the individual members of the Executive Board into account accordingly when determining the amount of the total target-based remuneration. As part of this, shares of the individual remuneration components for the total target-based remuneration are indicated below in percentage ranges. The precise shares therefore vary depending on the functional differentiation as well as any adjustments made as part of the annual remuneration review.

The fixed annual salary comprises 20% to 30% of the target total remuneration, the STI (excluding equity deferral) between 17% and 22%, and the equity deferral and long-term incentive between 33% and 38%. The pension allowance makes up around 7% to 9% of the target total remuneration. In the case of Executive Board members appointed prior to January 1, 2024, the future benefit rights account for around 13% to 28% of the target total remuneration, while the additional benefits make up around 1% of the target total remuneration.

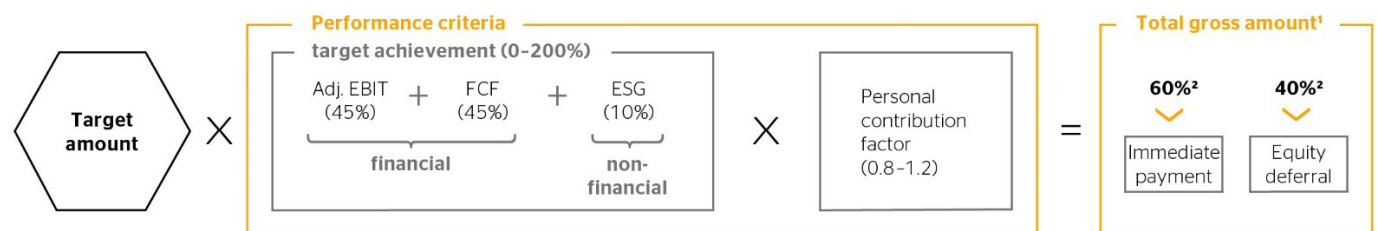
Chart showing the remuneration of ordinary members of the Executive Board in fiscal 2025 (example with pension allowance)



1 Average figure.
 2 Based on a target bonus (here €0.833 million) with 100% target achievement in the target criteria of adjusted EBIT, FCF and ESG metrics as well as a personal contribution factor (PCF) of 1.0. A maximum of 200% of the target bonus can be achieved.
 3 From the net inflow of the STI, shares of Continental AG with a value of 20% of the total gross amount of the performance bonus must be purchased and held for a period of three years.
 4 Based on the allotment value (here €0.367 million), which is converted into virtual shares of Continental AG. The payment amount depends on the relative total shareholder return, ROCE and ESG metrics and the share price before the payment. A maximum of 200% of the allotment value can be achieved.

Variable Remuneration - Short-term Incentive

1. Structure of the short-term incentive (STI)



1 A maximum of 200% of the target amount can be achieved.
 2 Net amount: from the net inflow of the STI, shares of Continental AG with a value of 20% of the total gross amount of the STI must be purchased and held for a period of three years; the corresponding gross amount was calculated assuming a tax and contribution ratio of 50% flat.

In the service agreement, the Supervisory Board agrees to a target amount for the STI (hereinafter “STI target amount”) that is granted to each member of the Executive Board in the event of 100% target achievement. The amount of the payout is dependent on overall target achievement in the defined performance criteria and can range between 0% and 200% of the STI target amount.

The STI performance criteria are intended to incentivize the Executive Board members to create value and achieve or outperform short-term economic targets, as well as motivate them to achieve

operational excellence. The amount of the STI to be paid depends on the extent to which each Executive Board member meets the financial and non-financial targets set for them by the Supervisory Board. Target achievement of the STI is measured according to the following three performance criteria within the meaning of Section 87a (1) Sentence 2 No. 4 AktG, which are additively linked with one another: the financial performance criteria of adjusted EBIT (45% weighting) and free cash flow (FCF) (45% weighting), along with a non-financial performance criterion consisting of ESG metrics (10% weighting).

Adjusted EBIT: Adjusted EBIT is one of the key internal performance indicators. It is based on earnings before interest and taxes, adjusted for amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation and special effects (hereinafter "adjusted EBIT"). Special effects include:

- › Impairment on goodwill, other intangible assets, and property, plant and equipment
- › Income and expenses from restructuring measures
- › Gains and losses from companies and business operations
- › Significant special effects from extraordinary events; in particular, one-off effects from acquisitions of companies and business operations (e.g. negative goodwill, purchase price refunds) or significant changes to the corporate structure (e.g. spin-off effects)

As part of its scheduled meetings over the course of the fiscal year, the Audit Committee reviews the adjustments that have been made to EBIT and the reasons for such adjustments. After the close of the fiscal year, it recommends to the Supervisory Board the extent to which adjusted EBIT can be used as a basis for target achievement of the STI, in consideration of the adjustments made. Where necessary, it recommends to the Supervisory Board the inclusion or exclusion of special effects and their value-based consideration. Using the recommendation of the Audit Committee as a guide, the Supervisory Board makes a decision on the extent to which adjusted EBIT can be used as a basis for Executive Board remuneration and, in turn, for target achievement of the STI.

Free cash flow: Free cash flow is another important key performance indicator and is used to assess financial performance. This performance criterion is derived from cash flow before financing activities (hereinafter "free cash flow"), adjusted for cash inflows and outflows from the disposal or acquisition of companies and business operations.

ESG metrics: Sustainability is a key part of the corporate strategy. The 2024 remuneration system therefore additionally incorporates environmental, social and governance metrics (hereinafter "ESG metrics") into short-term variable remuneration.

For each financial performance criterion, the target value for 100% target achievement corresponds to the value that the Supervisory Board agreed in each case for this financial performance criterion in the planning for the respective fiscal year. For the non-financial ESG metrics, the 100% value is determined on the basis of the respective ESG metric as a fixed amount. Prior to the start of the fiscal year, the Supervisory Board determines for each performance criterion the values for target achievement of 0% and 200% on an annual basis. It is not possible to adjust or change these performance criteria after the end of a fiscal year. The degree to which the target is achieved is calculated on a straight-line basis between 0% and 200% by comparing this with the respective actual value for the fiscal year.

Personal contribution factor: The Supervisory Board can also determine personal, non-financial performance criteria which are

decisive for operational implementation of the corporate strategy and are to be included in target achievement in the form of a personal contribution factor (hereinafter "PCF") with a value between 0.8 and 1.2. This can apply to individual or all members of the Executive Board. Targets can be chosen from areas such as:

- › Market development and customer focus (e.g. new markets, new product or customer segments)
- › Implementation of transformation projects (e.g. spin-off, portfolio adjustment, reorganization, increase in efficiency, strategic alliances)
- › Organizational and cultural development (e.g. promotion of corporate values, agility and ownership, strengthening of internal cooperation and communication, succession planning, employer branding)

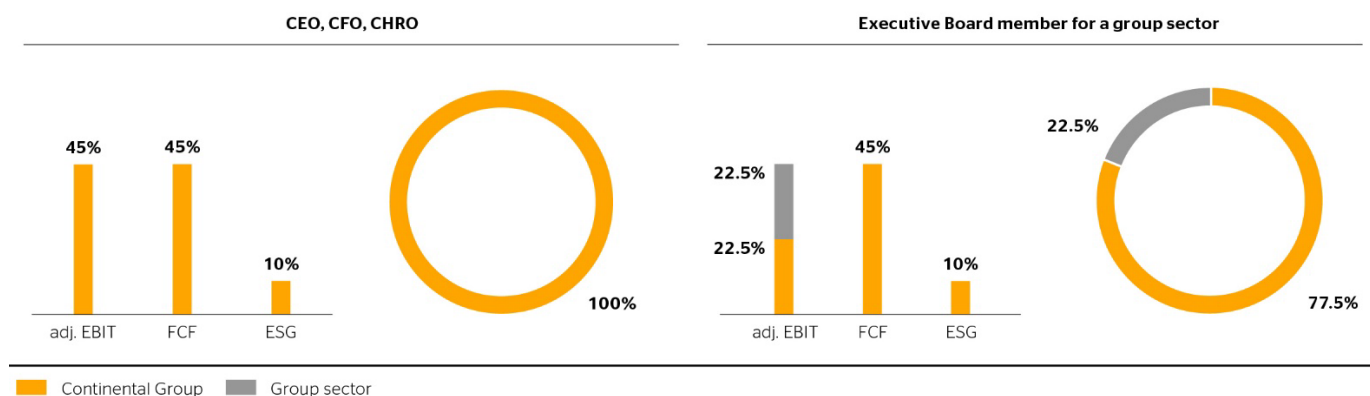
If the Supervisory Board does not determine a PCF for a member of the Executive Board, the PCF value is 1.0. In terms of the PCF, it is also not possible to adjust or change the non-financial performance criteria after the end of the fiscal year.

After the end of the fiscal year, the target achievement for the target criteria of adjusted EBIT, FCF and ESG metrics are calculated on the basis of the audited consolidated financial statements and the non-financial statement or sustainability report of the Continental Group, and the sum total of these performance criteria is multiplied by the STI target amount in accordance with the weighting described above. By multiplying this result by the PCF, the gross value of the STI amount to be paid (hereinafter "total gross amount") is determined.

Until the Aumovio spin-off took effect on September 17, 2025, the Continental Group was divided into four group sectors: Automotive, Tires, ContiTech and Contract Manufacturing. Since the Aumovio spin-off, only the Tires and ContiTech group sectors remain. Taking into account this structure, the targets set for each Executive Board member and the calculation of the STI are based on the following respective scopes of business responsibility:

- › For an Executive Board member whose area of responsibility covers the Continental Group as a whole - in fiscal 2025, this encompassed the positions of chief executive officer (CEO), chief financial officer (CFO), chief human relations and sustainability officer (CHRSO) up until June 30, 2025, and chief human relations officer (CHRO) with effect from July 1, 2025 - achievement of the adjusted EBIT target is measured based on the key figures determined for the Continental Group.
- › For an Executive Board member whose area of responsibility covers the Automotive, Tires or ContiTech group sectors, achievement of the adjusted EBIT target is measured based on the key figures determined for the Continental Group and for the group sector (50% each).
- › Achievement of the free cash flow target and the ESG metric(s) is measured for all Executive Board members at the corporate level.

Consideration of business responsibility for the short-term incentive



› As a rule, each member of the Executive Board is obligated to invest 20% of the total gross amount (generally corresponding to around 40% of the net payout amount) in shares of Continental AG and to hold these shares legally and economically for a period of at least three years from the day of acquisition. The remainder

of the total gross amount (generally corresponding to around 60% of the net payout amount) is paid out as short-term variable remuneration.

2. Short-term incentive for fiscal 2024 (“granted” in 2025)

Based on the understanding applicable to this remuneration report, the “granted” remuneration comprises the short-term incentive paid in the reporting year. Accordingly, the STI for fiscal 2024 is presented below; in the 2024 remuneration report, it was disclosed voluntarily as the “earned” STI.

Financial performance criteria

For fiscal 2025, the Supervisory Board set a range of ±30% for the two financial performance criteria of adjusted EBIT (both at the level of the Continental Group and group sectors) and FCF, taking into account current planning.

Non-financial performance criterion - ESG metric

An ESG metric was used in the STI for the first time in fiscal 2024. For this fiscal year, the Supervisory Board defined a metric and a corresponding target value related to integrity. Achievement of this target value is based on the average approval rating (“tend to agree” or “agree”) of Continental Group employees within the context of the annual survey “OUR BASICS Live” for the following questions (each question weighted equally):

- › I fully support the values (Freedom to Act, Passion to Win, For One Another, Trust) for which Continental stands.

- › I can ask questions and raise concerns without fear.
- › I think my immediate line manager encourages people to learn from mistakes.
- › I think company staff and managers respect Continental's code of conduct.
- › In my opinion, my relevant work goals and requirements are clearly defined.
- › I think Continental's commitment to quality is demonstrated in what we do on a daily basis.

The scale for determining the extent to which target values are achieved is as follows: an average approval rating of 79% means a target achievement of 0%; an average approval rating of 81% means a target achievement of 100%; an average approval rating of 83% means a target achievement of 200%. Intermediate values are calculated on a straight-line basis.

Individual performance criteria (personal contribution factor)

The Supervisory Board did not set any targets for the PCF of the Executive Board members for fiscal 2024. This was decided in order to focus on the financial performance criteria. If target criteria are not determined individually, the value of the PCF is 1.0 according to the remuneration system.

Target criteria, degree of achievement and target achievement of the short-term incentive for fiscal 2024 (“granted” in 2025)

Target criteria 2024	Degree of achievement			Earnings 2024	Target achievement
	0%	100%	200%		in %
Adj. EBIT in € thousands					
Continental Group	2,103	3,005	3,906	2,696	65.7
Automotive group sector	707	1,010	1,313	454	0.0
Tires group sector	1,295	1,850	2,404	1,902	109.5
ContiTech group sector	385	551	716	395	5.6
FCF in %					
Continental Group	788	1,125	1,463	1,052	78.4
Sustainability metric in % of approval					
Continental Group	79	81	83	79	0.0

Individual weighting and target achievement of the short-term incentive for fiscal 2024 (“granted” in 2025)

Target achievement 2024 (“granted” in 2025)	Continental Group		Group sector		STI target amount	Total target achievement	Total amount	
	Adj. EBIT	FCF	Sustainability metric	Adj. EBIT				PCF ¹
Weighting in %	Adj. EBIT	FCF	Sustainability metric	Adj. EBIT	PCF ¹	in € thousands	in %	in € thousands
Members of the Executive Board in 2025								
Nikolai Setzer Chairman of the Executive Board	45.0	45.0	10.0	–	1.0	2,500	64.8	1,621
Katja Garcia Vila ¹ Group Finance and Controlling and Group IT	45.0	45.0	10.0	–	1.0	580	64.8	376
Philipp von Hirschheydt Automotive	22.5	45.0	10.0	22.5	1.0	1,167	50.0	584
Christian Kötz Tires	22.5	45.0	10.0	22.5	1.0	1,167	74.7	871
Philip Nelles ContiTech	22.5	45.0	10.0	22.5	1.0	1,167	51.3	599
Dr. Ariane Reinhart Group Human Relations and Sustainability	45.0	45.0	10.0	–	1.0	1,167	64.8	756
Olaf Schick ² Group Finance, Integrity and Law	45.0	45.0	10.0	–	1.0	1,167	64.8	892 ³

¹ Until termination of Executive Board appointment on June 30, 2024.

² Responsible for Integrity and Law until June 30, 2024; appointed CFO with newly created function effective July 1, 2024.

³ Guaranteed bonus of 100% for the first 12 months of the term of office based on supplementary agreement; see “Deviation from the remuneration system” on page 28.

3. Short-term incentive for fiscal 2025 (“earned” in 2025)

Based on the understanding applicable to this remuneration report, the “earned” remuneration comprises the short-term incentive that was established for activities performed during the fiscal year but has not yet been paid to the Executive Board and is only broken down for transparency reasons. “Earned” in this sense means the short-term incentive for fiscal 2025, which is presented below. This will be paid out in the year following the reporting year and will therefore be shown as “granted” in the 2026 remuneration report.

Financial performance criteria

For fiscal 2025, the Supervisory Board set a range of $\pm 30\%$ for the two financial performance criteria of adjusted EBIT (both at the level of the Continental Group and group sectors) and FCF, taking into account current planning.

In view of the planned Aumovio spin-off, the Supervisory Board resolved two scenarios for the performance criteria of adjusted EBIT and free cash flow at its meeting on December 18, 2024. If the Automotive and Contract Manufacturing group sectors were not spun off in 2025, the standard rule would apply and the key

figures determined for the Continental Group – including the figures for Automotive and Contract Manufacturing – would remain decisive. The alternative scenario accounted for the Aumovio spin-off becoming effective in fiscal 2025, rendering the planning no longer comparable. Under this scenario, the actual values for adjusted EBIT from continuing operations and free cash flow from continuing operations (as defined under IFRS 5, i.e. excluding the Automotive and Contract Manufacturing group sectors) would be compared with correspondingly adjusted planned values for adjusted EBIT from continuing operations and free cash flow from continuing operations (also excluding those group sectors). Since the Aumovio spin-off was completed in fiscal 2025, this latter scenario applies and the relevant target values will be calculated based on the continuing operations of the Continental Group. The Supervisory Board thus ensured that the planned structural changes were appropriately reflected in target definition and assessment.

For Philipp von Hirschheydt, former Executive Board member responsible for the Automotive group sector, the financial performance criterion of adjusted EBIT, with a total weighting of 45%, is measured half on the adjusted EBIT of the Continental Group and half on the adjusted EBIT of the former Automotive group sector. Here too, the Supervisory Board resolved two scenarios at its meeting on December 18, 2024, in view of the planned Aumovio spin-off. If no spin-off were to occur, the standard rule would apply and the year-end actual value for adjusted EBIT would be compared with the planned value of the Automotive group sector. Because a year-end value cannot be determined in the event of a mid-year spin-off, the Supervisory Board resolved as an alternative that, should the Aumovio spin-off become effective in fiscal 2025 – which proved to be the case – the target achievement for adjusted EBIT at group sector level should be calculated by comparing the cumulative actual value for adjusted EBIT up to the effective date, as reported in the most recent quarterly financial statements reviewed by the auditor, with the cumulative planned value for adjusted EBIT for the Automotive group sector up to that same date.

Non-financial performance criterion – ESG metric

For fiscal 2025, the Supervisory Board again selected the topic of integrity for the ESG metric within the STI, as the 2024 target value was not achieved. Achievement of this target value is based on the average approval rating (“tend to agree” or “agree”) of Continental Group employees within the context of the annual survey “OUR

BASICS Live” for the following questions (each question weighted equally):

- › I fully support the values (Freedom to Act, Passion to Win, For One Another, Trust) for which Continental stands.
- › I can ask questions and raise concerns without fear.
- › I think my immediate line manager encourages people to learn from mistakes.
- › I think company staff and managers respect Continental’s code of conduct.
- › In my opinion, my relevant work goals and requirements are clearly defined.
- › I think Continental’s commitment to quality is demonstrated in what we do on a daily basis.

The scale for determining the degree of target achievement is as follows: an average approval rating of 79% means a target achievement of 0%; an average approval rating of 81% means a target achievement of 100%; an average approval rating of 83% means a target achievement of 200%. Intermediate values are calculated on a straight-line basis.

Individual performance criteria (personal contribution factor)

In connection with the Aumovio spin-off, a PCF was defined in fiscal 2025 for Philipp von Hirschheydt, as the Executive Board member responsible for the Automotive group sector, to create an incentive for successful listing on the stock exchange in 2025. This was based on a degree of achievement for the PCF, defined in the remuneration system, from 0.8 to 1.2, with target achievement defined as follows:

- › PCF of 0.8: The 2025 Annual Shareholders’ Meeting of Continental AG does not approve the spin-off of AUMOVIO SE (referred to as Continental Automotive Holding SE at the time of the resolution).
- › PCF 1.0: The 2025 Annual Shareholders’ Meeting of Continental AG approves the spin-off of AUMOVIO SE.
- › PCF 1.2: The spin-off of AUMOVIO SE becomes effective in 2025.

For the other Executive Board members, the Supervisory Board did not define a PCF in fiscal 2025, so their PCF is considered to be 1.0.

Target criteria, degree of achievement and target achievement of the short-term incentive for fiscal 2025 (“earned” in 2025)

Target criteria 2025	Degree of achievement			Earnings 2025	Target achievement
	0%	100%	200%		in %
Adj. EBIT¹ in € thousands					
Continental Group ²	1,378	1,968	2,558	2,035	111.3
Automotive group sector ³	99	142	185	554	200.0
Tires group sector	1,317	1,882	2,446	1,870	97.9
ContiTech group sector	301	430	559	316	12.0
FCF in %					
Continental Group ²	417	596	774	959	200.0
Sustainability metric in % of approval					
Continental Group ⁴	79	81	83	79	0.0

1 The adjusted EBIT used is the adjusted EBIT from the management report.

2 Taking into account the provisions in the event of the Aumovio spin-off.

3 Taking into account the provisions in the event of the Aumovio spin-off. The last quarterly financial statements reviewed by the auditor prior to the Aumovio spin-off were the half-year financial report as at June 30, 2025.

4 The corporate structure at the time of the survey in June 2025, i.e. including the Automotive and Contract Manufacturing group sectors.

Individual weighting and target achievement of the short-term incentive for fiscal 2025 (“earned” in 2025)

Target achievement 2025 (“earned” in 2025)	Continental Group		Group sector		STI target amount in € thousands	Total target achievement in %	Total amount in € thousands	
	Adj. EBIT	FCF	Sustainability metric	Adj. EBIT				PCF
Weighting in %								
Members of the Executive Board in 2025								
Nikolai Setzer Chairman of the Executive Board	45.0	45.0	10.0	–	1.0	2,500	140.1	3,502
Ulrike Hintze ¹ Group Human Relations	45.0	45.0	10.0	–	1.0	420	140.1	588
Philipp von Hirschheydt ² Automotive	22.5	45.0	10.0	22.5	1.2	828	192.1	1,590
Christian Kötz Tires	22.5	45.0	10.0	22.5	1.0	1,167	137.1	1,600
Philip Nelles ContiTech	22.5	45.0	10.0	22.5	1.0	1,167	117.8	1,374
Dr. Ariane Reinhart ² Group Human Relations and Sustainability	45.0	45.0	10.0	–	1.0	579	140.1	811
Olaf Schick ² Group Finance, Integrity and Law	45.0	45.0	10.0	–	1.0	873	140.1	1,223
Roland Welzbacher ¹ Group Finance & Controlling und Group M&A	45.0	45.0	10.0	–	1.0	349	140.1	489

1 From commencement of the Executive Board appointment.

2 Until termination of the Executive Board appointment.

Variable Remuneration - Long-term Incentive

The long-term incentive (hereinafter "LTI") is a long-term, performance-based remuneration component that is allocated in annual tranches. The LTI is intended to promote the long-term commitment of the Executive Board to the company and its sustainable growth. In the service agreement, the Supervisory Board agrees to an allotment value in euros for the LTI with each member of the Executive Board. At the start of the first fiscal year of the term of the LTI plan, this allotment value is converted into a basic holding of virtual shares. Payment of the virtual shares is dependent on the development of the financial and non-financial performance criteria defined for the respective tranche. The amount of the LTI to be paid is based on the performance of the Continental share price over four years.

The composition and structure of the financial and non-financial criteria depend on the remuneration system under which the respective LTI tranche was allocated, since changes were made when the 2024 remuneration system was introduced. In both systems,

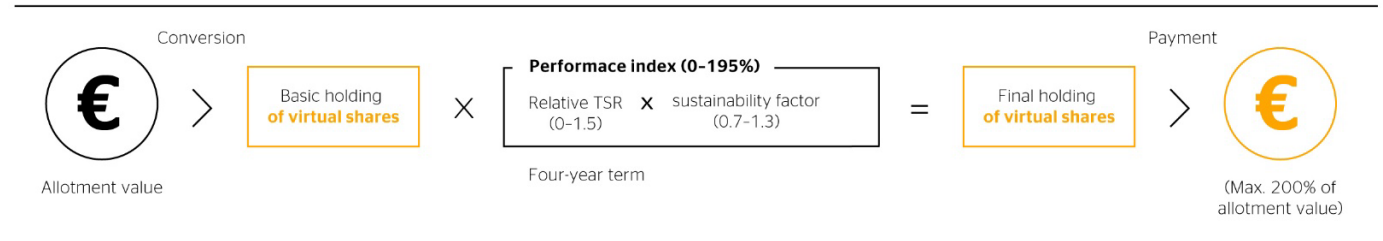
share price performance and sustainability metrics are key performance criteria for the LTI. Added in the 2024 remuneration system as a financial performance criterion is the return on capital employed (ROCE) as a key performance indicator.

1. Long-term incentive - 2020 remuneration system

The remuneration system in place from January 1, 2020, until December 31, 2023 (hereinafter "2020 remuneration system") continued to have an impact on the remuneration of active and former Executive Board members in relation to the LTI granted until fiscal 2023, as the final tranche under this system (2023-2026 LTI) will not be settled until 2027.

Also relevant to this remuneration report is the 2021-2024 LTI, allocated on the basis of the 2020 remuneration system, which can be settled and subsequently broken down based on the updated understanding in fiscal 2025, and the 2022-2025 LTI, the four-year term of which ended in the reporting year.

a) Structure of the long-term incentive - 2020 remuneration system



The long-term total shareholder return (hereinafter "TSR") of Continental shares, compared with an index consisting of European companies that are active in the automotive and tire industry and comparable with Continental AG is a key performance criterion for the LTI under this system. The STOXX Europe 600 Automobiles & Parts (SXAGR) is used as a benchmark index for the 2021-2024 LTI (hereinafter "benchmark index").

The second performance criterion is a sustainability factor that is multiplied by the degree of target achievement in order to calculate the LTI to be paid. The amount of the LTI to be paid is based on the performance of the Continental share price over the term of the LTI.

Each LTI has a term of four fiscal years. The allotment value in euros agreed with each member of the Executive Board as stipulated in the service agreement is converted into a basic holding of virtual shares at the start of the first fiscal year of the term of the LTI plan. The allotment value is divided by the arithmetic mean of Continental AG's closing share prices in Xetra trading on the Frankfurt Stock Exchange (or a successor system) in the last two months prior to the start of the term of the respective LTI plan (issue price).

For the calculation of the relative TSR, after the four-year term of the LTI plan, the TSR on Continental shares (hereinafter "Continental TSR") is compared with the performance of the benchmark index over this time period. If the Continental TSR corresponds to the benchmark TSR, the TSR target is 100% achieved. If the Continental TSR falls short of the benchmark TSR by 25 percentage points or more, the target achievement is 0%. If the Continental TSR exceeds the benchmark TSR by 25 percentage points or more, the target achievement is 150%. If the Continental TSR falls short of, or exceeds, the benchmark TSR by fewer than 25 percentage points, the degree to which the targets are achieved is calculated on a straight-line basis between 50% and 150%. A target achievement of more than 150% in the Continental TSR performance criterion is excluded.

In addition to the TSR, the Supervisory Board sets out up to six performance criteria and target values for the sustainability factor of the respective plan. The target values are based on the Continental Group's sustainability ambition, the reported sustainability metrics and associated corporate targets as well as management processes, which are specified in detail in the non-financial statement and the sustainability report of the Continental Group.

The Supervisory Board determines the extent to which the target values are achieved based on the audited consolidated financial statements and the non-financial statement and sustainability report of the Continental Group for the fourth fiscal year of the term of the LTI plan. For the calculation of the sustainability factor, to the value of 0.7 for each target value that has been achieved, a value is added that is determined by dividing 0.6 by the number of determined performance criteria. The sustainability factor can be no higher than 1.3.

For the calculation of the LTI to be paid out, the relative TSR and the sustainability factor for the performance index are first multiplied together. By multiplying the basic holding of virtual shares by the performance index, this results in the final holding of virtual shares.

The final holding of virtual shares is multiplied by the payout price in order to determine the gross amount of the LTI to be paid out in euros (hereinafter "payout amount"). The payout price is the sum of the arithmetic mean of Continental AG's closing share prices in Xetra trading on the Frankfurt Stock Exchange (or a successor system) on the trading days in the last two months prior to the next ordinary Annual Shareholders' Meeting that follows the end of the term of the LTI plan and the dividends paid out per share during the term of the LTI plan.

The maximum amount of the LTI to be paid is limited to 200% of the allotment value.

b) Target achievement of the long-term incentive paid in fiscal 2025 - 2021-2024 LTI ("granted")

Target achievement of the 2021-2024 LTI was already reported in the 2024 remuneration report. Target achievement for the relative TSR in this tranche was zero. Because the relative TSR and the sustainability factor are linked by way of multiplication, it was already established in the 2024 reporting year that no payment would be made from this tranche - despite the fact that the target values for the sustainability metrics were largely met. It was not possible to provide a full breakdown until this remuneration report, since the share price used - although it has no impact on earnings - could not be reported until now. The payout price under the underlying guideline is the sum of the arithmetic mean of Continental AG's closing share prices in the last two months prior to the next ordinary Annual Shareholders' Meeting that follows the end of the term plus the dividends paid out per share during the term. The Annual Shareholders' Meeting was held on April 25, 2025, meaning that the average share price for the 2021-2024 LTI was €49.92 (plus the dividends paid).

2021-2024 LTI - target achievement for relative TSR

	Average initial share price	Average final share price	Dividends paid	TSR development	Difference	Target achievement
Performance criteria 2021-2024 LTI	in €	in €	in €	in %	in %-pts	
Continental TSR	117.77	64.97	5.90 ¹	-39.82		
Benchmark TSR	413.18	517.61		25.27		
					-65.1	
Relative TSR						0.0

¹ The following dividends were paid during the term: €0.00 in 2021, €2.20 in 2022, €1.50 in 2023 and €2.20 in 2024.

2021-2024 LTI - target achievement for sustainability factor

Performance criteria 2021-2024 LTI	Target value	Result	Sustainability factor
Starting factor			0.7
Sustainability metric			
Own CO ₂ emissions	≤ 0.92 million metric tons	0.83 million metric tons	0.12
Waste for recovery quota	≥ 87%	87.2%	0.12
Accident rate	≤ 2.5	2.1	0.12
Women in management positions	≥ 23%	20.6	0.00
Sustainable engagement	≥ 80%	79.0	0.00
Sustainability factor			1.06

2021-2024 LTI - target achievement - overview

	Allotment value 2021-2024 LTI	Basic holding of virtual shares ¹	Performance index (PI)	Final holding of virtual shares	Payout price ²	Total target achievement	Total amount
	in € thousands	number of shares		number of shares		in %	in € thousands
Nikolai Setzer	1,550	13,869	0.0	0	55.82	0.0	0
Ulrike Hintze ³	–	–	–	–	–	–	–
Philipp von Hirschheydt ³	–	–	–	–	–	–	–
Christian Kötzt	783	7,006	0.0	0	55.82	0.0	0
Philip Nelles ⁴	459	4,108	0.0	0	55.82	0.0	0
Dr. Ariane Reinhart	893	7,990	0.0	0	55.82	0.0	0
Olaf Schick ³	–	–	–	–	–	–	–
Roland Welzbacher ³	–	–	–	–	–	–	–
Former members of the Executive Board							
Katja Garcia Vila (Dec. 14, 2021 to June 30, 2024) ⁴	39	346	0.0	0	55.82	0.0	0
Frank Jourdan (until Dec. 31, 2021)	783	7,006	0.0	0	55.82	0.0	0
Helmut Matschi (until Dec. 31, 2021)	783	7,006	0.0	0	55.82	0.0	0
Wolfgang Schäfer (until Nov. 17, 2021)	785	7,027	0.0	0	55.82	0.0	0
Hans-Jürgen Duensing (until May 31, 2021) ⁵	324	2,898	0.0	0	55.82	0.0	0
Andreas Wolf (until Sep. 15, 2021) ⁵	553	4,952	0.0	0	55.82	0.0	0

¹ Determined by the average share price two months prior to commencement of the term (November 1, 2020, to December 31, 2020) = €111.76 (initial share price).

² Average price from February 25 to April 24, 2025 = €49.92, plus the dividends paid during the term of €0.00 in 2021, €2.20 in 2022, €1.50 in 2023 and €2.20 in 2024.

³ Not a member of the Executive Board in the year in which the tranche was allotted (2021).

⁴ Pro-rata allotment value from the start of the contract.

⁵ Pro-rata allotment value until resignation.

c) **Target achievement of the long-term incentive expiring in fiscal 2025 - 2022-2025 LTI ("earned")**

In fiscal 2025, the 2022-2025 LTI reached the end of its four-year term and was therefore "earned." This LTI was likewise allocated on the basis of the 2020 remuneration system, meaning the relative TSR and target achievement are decisive factors with respect to the

sustainability targets set by the Supervisory Board when calculating the performance index. The STOXX Europe 600 Automobiles & Parts (SXAGR) was retained as a benchmark index for calculating the relative TSR.

2022-2025 LTI - target achievement for relative TSR

	Average initial share price	Average final share price	Dividends paid	TSR development	Difference	Target achievement
Performance criteria 2022-2025 LTI	in €	in €	in €	in %	in %-pts	
Continental TSR	69.31	66.03	8.40 ¹	7.39		
Benchmark TSR	553.65	521.12		-5.88		
					13.27	
Relative TSR						1.27

¹ The following dividends were paid during the term: €2.20 in 2022, €1.50 in 2023, €2.20 in 2024 and €2.50 in 2025.

2022-2025 LTI - sustainability factor

For the 2022-2025 sustainability factor, the Supervisory Board used the key figures from the 2021-2024 LTI and defined target values for the five selected sustainability metrics based on the sustainability ambitions associated with these metrics. Further information on the sustainability ambitions can be found in the sustainability report at www.financial-reports.com.

- › Own CO₂ emissions of the Continental Group (Scope 1 and Scope 2 emissions as defined by the Greenhouse Gas Protocol - Corporate Accounting and Reporting Standard) in the final year of the term are no more than 0.945 million metric tons of CO₂.
- › The share of recycled waste in the total amount of waste generated (waste for recovery quota) by the Continental Group in the final year of the term is at least 88%.
- › In the final year of the term, the number of accidents per million working hours involving employees of the Continental Group (accident rate) is at least 13% lower than in fiscal 2021.
- › The proportion of women and men in management positions (gender diversity) in the Continental Group (Continental grades

≥ 13, with the exception of management positions at group companies in the USA) is at least 25% in each case at the end of the final year of the term.

- › In the representative annual employee survey "OUR BASICS Live" conducted in the final year of the term, the average score in the "Sustainable Engagement" category (Sustainable Engagement index) is at least 80% ("tend to agree" or "agree").

The sustainability factor is calculated by adding the value 0.12 to the value 0.7 per sustainability metric achieved.

Changes in the scope of consolidation in the 2025 reporting year must be taken into account when interpreting remuneration-relevant earnings. The target values for the 2022-2025 LTI were still defined under the previous corporate structure, which included the Automotive and Contract Manufacturing group sectors. No adjustment was made to the baseline values. Accordingly, the structural effects must be taken into account when interpreting remuneration-relevant earnings. Further information on the relevant effects can be found in the sustainability report at www.financial-reports.com.

2022-2025 LTI - target achievement for sustainability factor

Performance criteria 2022-2025 LTI	Target value	Remuneration-relevant earnings	Sustainability factor
Starting factor			0.70
Sustainability metric			
Own CO ₂ emissions	≤ 0.945 million metric tons	0.707 million metric tons	0.12
Waste for recovery quota	≥ 88%	87.2%	0.00
Accident rate	≤ 2.5	3.1	0.00
Women in management positions	≥ 25%	23.6%	0.00
Sustainable engagement ¹	≥ 80%	79%	0.00
Sustainability factor			0.82

¹ Earnings based on the corporate structure at the time of the survey in June 2025, i.e. including the Automotive and Contract Manufacturing group sectors.

The performance index is calculated by multiplying the relative TSR by the sustainability factor. The relative TSR is 1.27 (127%). Multiplied by the sustainability factor of 0.82, this yields a performance index of 1.04.

2022-2025 LTI - target achievement - overview

	Allotment value 2022-2025 LTI	Basic holding of virtual shares ¹	Performance index (PI)	Final holding of virtual shares	Payout price ²	Total target achievement	Total amount
	in € thousands	number of shares		number of shares		in %	in € thousands
Nikolai Setzer	1,550	20,386	1.04	21,202	73.62	104.7	1,623
Ulrike Hintze ³	–	–	–	–	–	–	–
Philipp von Hirschheydt ³	–	–	–	–	–	–	–
Christian Kötz	783	10,298	1.04	10,710	73.62	104.7	820
Philip Nelles	783	10,298	1.04	10,710	73.62	104.7	820
Dr. Ariane Reinhart	783	10,298	1.04	10,710	73.62	104.7	820
Olaf Schick ³	–	–	–	–	–	–	–
Roland Welzbacher ³	–	–	–	–	–	–	–

Former members of the Executive Board

Katja Garcia Vila	783	10,298	1.04	10,710	73.62	104.7	820
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¹ Taking into account the adjustment factor of 1.3.

² The payout price under the underlying guideline is the sum of the arithmetic mean of Continental AG's closing share prices in the last two months prior to the next ordinary Annual Shareholders' Meeting that follows the end of the term plus the dividends paid out per share during the term (see pages 12 and 13 for details). The Annual Shareholders' Meeting will be held on April 30, 2026, meaning that the period from February 28 to April 29, 2026, applies to the 2022-2025 LTI tranche and a final breakdown will be provided in the 2026 remuneration report. Calculated here using the average share price from November 1 to December 31, 2025. The following dividends per share were paid during the term: 2022 = €2.20, 2023 = €1.50, 2024 = €2.20, 2025 = €2.50.

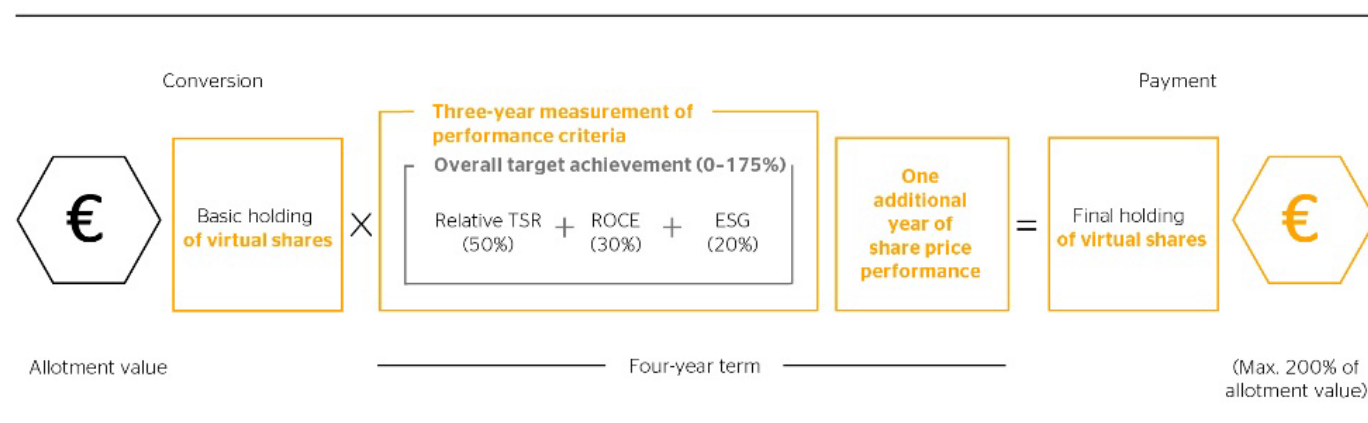
³ Not a member of the Executive Board in the year in which the tranche was granted (2021).

The Aumovio spin-off in fiscal 2025 led to adjustments to the share-based LTI commitments outstanding at this time so that the spin-off is reflected for Executive Board members in a manner comparable to shareholders. The number of virtual shares allocated to the Executive Board members at the start of each plan is multiplied by an adjustment factor, which is calculated based on the spin-off ratio of 2:1 and the mean of the closing share prices for AUMOVIO SE and Continental AG in the first three months after the IPO, including the first trading day. The resulting adjustment factor is 1.3 and applies to the LTI plans for 2022-2025 up to 2025-2028.

2. Long-term incentive - 2024 remuneration system

An LTI tranche allocated on the basis of the 2024 remuneration system will reach the end of its term for the first time at the end of fiscal 2027 (2024-2027 LTI). In the reporting year, the 2025-2028 LTI was allocated based on this structure. A short overview is given below of the key elements of the LTI in the 2024 remuneration system.

Structure of the long-term incentive - 2024 remuneration system



With the introduction of ROCE, another key steering metric is applied to long-term remuneration alongside the relative TSR and the ESG metric. Instead of being linked by way of multiplication, the performance criteria are linked additively. The LTI has a four-year term, with a three-year performance period for the performance criteria.

The allotment value agreed in the service agreement is converted into a basic holding of virtual shares based on a defined average share price of Continental AG prior to the start of the term. Payment of the virtual shares is primarily dependent on three predefined performance criteria, which are measured over a period of three years.

Relative total shareholder return (TSR): The first financial performance criterion, weighted at 50%, is the long-term total shareholder return (hereinafter "TSR") of Continental shares, compared with an index. The Supervisory Board may use a suitable industry index or a peer group of competitors compiled specifically for this purpose. For the calculation of the relative TSR, after the three-year term of the LTI plan, the TSR on Continental shares (hereinafter "Continental TSR") is compared with the performance of the benchmark index over this time period. If the Continental TSR corresponds to the benchmark TSR, the TSR target is 100% achieved. If the Continental TSR falls short of the benchmark TSR by 20 percentage points or more, the target achievement is 0%. If the Continental TSR exceeds the benchmark TSR by 20 percentage points or more, the target achievement is 150%. If the Continental TSR falls short of, or exceeds, the benchmark TSR by fewer than 20 percentage points, the degree to which the targets are achieved is calculated on a straight-line basis between 50% and 150%. A target achievement of more than 150% in the Continental TSR performance criterion is excluded.

Return on capital employed (ROCE): The second financial performance criterion, weighted at 30%, is the return on capital employed

(ROCE). The ROCE is the ratio of EBIT (adjusted for impairment on goodwill as well as gains and/or losses from the disposal of parts of the company) to average operating assets. At the start of a tranche, the Supervisory Board defines a target value as well as an upper and lower threshold. These are used to calculate target achievement within a range between 0% and 200%. Target achievement is measured after three years of the term of the LTI by comparing the actual value of the ROCE on December 31 of the third year of the term with the target value defined by the Supervisory Board for the respective tranche. The range for target achievement is 0% to 200%.

ESG metrics: The non-financial performance criterion comprises sustainability metrics (hereinafter "ESG metrics"), weighted at 20%. The Supervisory Board defines up to four measurable and quantifiable target values for ESG metrics for the respective plan. The target values are based on the Continental Group's sustainability ambition, the reported sustainability metrics and associated corporate targets as well as management processes, which are specified in detail in the non-financial statement and the sustainability report of the Continental Group. The Supervisory Board also ensures that the ESG metrics of the STI and the LTI complement each other as effectively as possible and are not duplicated. The range for target achievement is 0% to 200%. The extent to which the target values are achieved for the ESG metrics is calculated after a period of three years.

The performance index is calculated by adding together the weighted target achievements for the three performance criteria. By multiplying the basic holding of virtual shares by the performance index, this results in the final holding of virtual shares. The amount of the LTI to be paid is based on the performance of the Continental share price over four years.

The maximum amount of the LTI to be paid is limited to 200% of the allotment value.

Overview of sustainability metrics for the ongoing long-term incentive tranches

Sustainability metrics ¹	Target values for the individual tranches	2022-2025	2023-2026	2024-2027	2025-2028	2026-2029
Own CO ₂ emissions	Defined reduction over the term of the plan	✓	✓	✓	✓	✓
Renewable and recycled production materials	Defined increase over the term of the plan					✓
Waste for recovery quota	Defined increase over the term of the plan	✓	✓	✓	✓	
Accident rate	Defined reduction over the term of the plan	✓	✓			✓
Women in management positions	Defined increase over the term of the plan ²	✓	✓	✓	✓	
Sustainable engagement	Achievement of defined employee agreement with the corresponding questions in the employee survey	✓	✓			

¹ Further information on the sustainability metrics can be found in the sustainability report at www.financial-reports.com.

² Excluding the USA due to legal reasons.

Maximum Remuneration

Pursuant to Section 87a (1) Sentence 2 No. 1 AktG, the Supervisory Board has set a maximum amount for the sum of all remuneration components including additional benefits and service costs ("maximum remuneration"). The maximum remuneration amounts to €11.5 million for the chairman of the Executive Board and €6.2 million for the other members of the Executive Board active as at January 1, 2025. For the Executive Board members newly appointed in fiscal 2025, the maximum remuneration amounts to €4.0 million. These maximum limits relate to the total of all payments (gross) resulting from the remuneration regulations for a fiscal year.

The fixed annual remuneration component, the pension allowance and the variable STI and LTI components are already capped in terms of their amount (fixed remuneration or pension allowance of up to 30% of fixed remuneration, and a cap of 200% of the contractually agreed allotment value for the STI and LTI) and already represent a significant limitation of remuneration. In terms of the additional benefits and service costs in lieu of a pension allowance for Executive Board members appointed prior to January 1, 2024, fluctuations in the remuneration to be considered can occur despite a clear delineation of the committed benefits. For the additional benefits, the amounts to be considered include the non-cash benefits resulting from tax regulations. The Executive Board members already appointed prior to January 1, 2024, received future benefit rights instead of a pension allowance, based on the 2020 remuneration system. For these Executive Board members, the amount to be considered for the service costs is the service cost for the year in accordance with IFRS as opposed to the fixed pension contribution. This

service cost in accordance with IFRS varies annually depending on several factors, including the respective age of the Executive Board member and the discount rate as at the end of the reporting period. The maximum remuneration of these Executive Board members was defined taking into account these potential fluctuations, which have no impact on the remuneration actually paid.

1. Maximum remuneration for fiscal 2025

It cannot be definitively established until 2029 whether compliance has been ensured for the maximum remuneration limit for fiscal 2025, since this depends on the payout amount for the 2025-2028 LTI tranche. Even if it is assumed that the maximum amount of the 2025-2028 LTI tranche will be paid out in 2029, the maximum remuneration for the preceding fiscal year will not be exceeded, since even if the predetermined amounts of fixed salary, additional benefits, STI and service cost or pension allowance and an assumed maximum target achievement for the 2025-2028 LTI tranche of 200% are factored in, the maximum remuneration amount still would not be met.

The remuneration report for fiscal 2029 will contain a final assessment of compliance with the maximum remuneration limit for fiscal 2025.

2. Compliance with maximum remuneration for fiscal 2021

With the settlement of the 2021-2024 LTI, it is possible to report on the maximum remuneration for fiscal 2021 for the first time in this reporting year.

Overview of maximum remuneration for fiscal 2021

in € thousands	Fixed remuneration			Variable remuneration			Maximum remuneration pursuant to Section 87a (1) Sentence 2 No. 1 AktG
	Basic remuneration	Additional benefits	Future benefit rights ¹	Short-term incentive	2021-2024 LTI	Current total remuneration	
Members of the Executive Board as at Dec. 31, 2025							
Nikolai Setzer	1,450	20	2,157	3,939	0	7,566	11,500
Ulrike Hintze (since July 1, 2025)	–	–	–	–	–	–	–
Christian Kötz	800	23	1,000	1,915	0	3,738	6,140
Philip Nelles (since June 1, 2021) ²	467	10	588	1,122	0	2,187	3,635
Roland Welzbacher (since Aug. 1, 2025)	–	–	–	–	–	–	–
Former members of the Executive Board³							
Hans-Jürgen Duensing (until May 31, 2021) ⁴	333	12	289	792	0	1,426	2,540
Katja Garcia Vila (since Dec. 14, 2021) ²	40	1	25	91	0	157	306
Frank Jourdan	800	34	724	727	0	2,285	6,140
Helmut Matschi	800	24	832	727	0	2,383	6,140
Dr. Ariane Reinhart	1,100	13	1,125	1,839	0	4,077	6,660
Andreas Wolf (until Sep. 15, 2021) ⁴	567	12	300	1,300	0	2,179	4,340

¹ Defined benefit obligation pursuant to IFRS.

² Pro-rata calculation for the maximum remuneration since joining the Executive Board.

³ With regard to the maximum remuneration for Wolfgang Schäfer, who stepped down from the Executive Board effective November 17, 2021, it was not possible to provide a full breakdown of compliance until this reporting year, during which outstanding remuneration entitlements for Mr. Schäfer were paid for fiscal 2021.

⁴ Pro-rata calculation of maximum remuneration until the date of departure from the Executive Board.

Shareholding Requirements

1. Share ownership guideline (SOG)

Each member of the Executive Board is required to invest a minimum amount in Continental AG shares and to hold these shares during their term of office plus an additional two years after the end of their appointment and the end of their service agreement.

The minimum amount to be invested by each member of the Executive Board is based on their agreed gross fixed annual salary. It amounts to 200% of the fixed annual salary of the chairman of the Executive Board and 100% of the fixed annual salary of all other members of the Executive Board. The Executive Board members have four years to accumulate their shares.

Contrary to this principle, the accumulation period may be postponed if, after four years, the sum of the net amounts paid from the variable remuneration components of the STI (including the amount that the Executive Board member is obligated to invest as part of

the equity deferral) and the LTI is below the SOG investment obligation. In this case, the accumulation period shall end six weeks after the sum of the net amounts paid has reached the SOG target. The accumulation period shall end ahead of time if the Executive Board member's service agreement ends less than four years after the start of the accumulation period. In this case, the contractually defined SOG target is reduced pro rata temporis, but may not exceed the sum of the net payments made for the STI and LTI during the reduced period.

For the duration of the mandatory holding period, a member of the Executive Board may neither pledge Continental shares acquired in accordance with the share ownership guideline nor otherwise hold them.

Overview of SOG holding obligations

in € thousands	Basic remuneration in %	End of the accumulation period	Defined number of shares	Total value of acquired shares ¹	Blocked until
Members of the Executive Board in 2025					
Nikolai Setzer	200	Reached	43,432	2,951	Dec. 31, 2027
Ulrike Hintze	100	In accumulation period	–	–	Open
Philipp von Hirschheydt ²	100	Reached	7,350	500	Sep. 16, 2027
Christian Kötz	100	Reached	11,627	790	Open
Philip Nelles	100	Reached	12,378	841	Open
Dr. Ariane Reinhart	100	Reached	11,589	788	Sep. 30, 2027
Olaf Schick ²	100	Reached	7,193	489	Sep 30, 2027
Roland Welzbacher	100	In accumulation period	–	–	Open
Former members of the Executive Board					
Katja Garcia Vila	100	Reached	9,617	654	Dec. 13, 2026

¹ Calculated using the closing price of the Continental share on December 30, 2025, in the Xetra system of Deutsche Börse AG, which stood at €67.96.

² Pro-rata SOG obligation due to termination of the service agreement in the accumulation period.

2. Equity deferral from the short-term incentive

Each member of the Executive Board is also obligated to invest 20% of the total gross amount of the short-term incentive in the company's shares and to hold these shares legally and economically for three years from the date of acquisition. Shares are acquired

from the net inflow via an external service provider. Shares acquired as equity deferral are credited against the Executive Board member's obligation to acquire shares in accordance with the share ownership guideline.

Overview of equity deferral holding obligations

	Number of shares	Total value of acquired shares ¹	Equity deferral amount ²	Blocked until
		as at Dec. 31, 2025		
Members of the Executive Board in 2025	number of shares	in € thousands	in € thousands	
Nikolai Setzer				
2021 short-term incentive equity deferral	10,991	747		May 31, 2025
2022 short-term incentive equity deferral	1,575	107		May 31, 2026
2023 short-term incentive equity deferral	6,049	411		June 2, 2027
2024 short-term incentive equity deferral	4,273	290		June 1, 2028
2025 short-term incentive equity deferral			1,401	–
Additional SOG holding obligation ³	31,535	2,143		
Total	43,432	2,951		
Ulrike Hintze⁴				
2025 short-term incentive equity deferral			235	
Additional SOG holding obligation	–	–		
Total				
Philipp von Hirschheydt				
2023 short-term incentive equity deferral	1,691	115		June 2, 2027
2024 short-term incentive equity deferral	1,540	105		June 1, 2028
2025 short-term incentive equity deferral			636	–
Additional SOG holding obligation	4,119	280		
Total	7,350	500		
Christian Kötz				
2021 short-term incentive equity deferral	5,343	363		May 31, 2025
2022 short-term incentive equity deferral	1,475	100		May 31, 2026
2023 short-term incentive equity deferral	3,955	269		June 2, 2027
2024 short-term incentive equity deferral	2,298	156		June 1, 2028
2025 short-term incentive equity deferral			640	–
Additional SOG holding obligation ³	3,899	265		
Total	11,627	790		
Philip Nelles				
2021 short-term incentive equity deferral	3,133	213		May 31, 2025
2022 short-term incentive equity deferral	368	25		May 31, 2026
2023 short-term incentive equity deferral	2,961	201		June 2, 2027
2024 short-term incentive equity deferral	1,579	107		June 1, 2028
2025 short-term incentive equity deferral			550	–
Additional SOG holding obligation ³	7,470	508		
Total	12,378	841		
Dr. Ariane Reinhart				
2021 short-term incentive equity deferral	5,131	349		May 31, 2025
2022 short-term incentive equity deferral	736	50		May 31, 2026
2023 short-term incentive equity deferral	2,824	192		June 2, 2027
2024 short-term incentive equity deferral	1,995	136		June 1, 2028
2025 short-term incentive equity deferral			324	–
Additional SOG holding obligation ³	6,034	410		
Total	11,589	788		

1 Calculated using the closing price of the Continental share on December 30, 2025, in the Xetra system of Deutsche Börse AG, which stood at €67.96.

2 The corresponding gross amount of the deferral in the table for the presentation of the fixed and variable remuneration components of individual active members of the Executive Board in fiscal 2025 (Section 162 (1) Sentence 2 No. 1 AktG) was calculated assuming a tax and contribution ratio of 50% flat.

3 Total SOG holding obligation calculated as at December 31, 2025, not taking into account the equity deferral from the 2021 performance bonus.

4 Pro-rata allotment value of the STI for 2025 from commencement of the Executive Board appointment.

	Number of shares	Total value of acquired shares ¹	Equity deferral amount ²	Blocked until
	as at Dec. 31, 2025			
Members of the Executive Board in 2025	number of shares	in € thousands	in € thousands	
Olaf Schick				
2023 short-term incentive equity deferral	2,478	168		June 2, 2027
2024 short-term incentive equity deferral	2,352	160		June 1, 2028
2025 short-term incentive equity deferral			489	–
Additional SOG holding obligation	2,363	161		
Total	7,193	489		
Roland Welzbacher⁴				
2025 short-term incentive equity deferral			196	–
Additional SOG holding obligation	–	–		
Total				
Former members of the Executive Board				
Hans-Jürgen Duensing (until May 31, 2021)				
2021 short-term incentive equity deferral	3,103	211		May 31, 2025
Katja Garcia Vila (until June 30, 2024)				
2021 short-term incentive equity deferral	254	17		May 31, 2025
2022 short-term incentive equity deferral	736	50		May 31, 2026
2023 short-term incentive equity deferral	2,824	192		June 2, 2027
2024 short-term incentive equity deferral	1,896	129		June 1, 2028
Additional SOG holding obligation ³	4,161	283		
Total	9,617	654		
Frank Jourdan (until Dec. 31, 2021)				
2021 short-term incentive equity deferral	2,029	138		May 31, 2025
Helmut Matschi (until Dec. 31, 2021)				
2021 short-term incentive equity deferral	2,029	138		May 31, 2025
Wolfgang Schäfer (until Nov. 17, 2021)				
2021 short-term incentive equity deferral ⁴			647	–
Andreas Wolf (until Sep. 15, 2021)				
2021 short-term incentive equity deferral	3,627	246		May 31, 2025

1 Calculated using the closing price of the Continental share on December 30, 2025, in the Xetra system of Deutsche Börse AG, which stood at €67.96.

2 The corresponding gross amount of the deferral in the table for the presentation of the fixed and variable remuneration components of individual active members of the Executive Board in fiscal 2025 (Section 162 (1) Sentence 2 No. 1 AktG) was calculated assuming a tax and contribution ratio of 50% flat.

3 Total SOG holding obligation calculated as at December 31, 2025, not taking into account the equity deferral from the 2021 performance bonus.

4 To date, the 2021 short-term incentive has not been paid due to the remuneration moratorium.

Remuneration Granted and Owed to Members of the Executive Board in Fiscal 2025

The tables below show the remuneration granted and owed to the members of the Executive Board based on the requirements for the disclosure of fixed and variable remuneration components in accordance with Section 162 (1) Sentence 2 No. 1 AktG. Accordingly, remuneration is deemed to have been granted if it was actually paid to the Executive Board member in the past fiscal year, regardless of whether individual remuneration components relate to the past fiscal year. Remuneration owed refers to remuneration that

is due in a fiscal year but has not yet been paid. To provide transparency, the remuneration components earned in the past fiscal year are also presented individually as a voluntary disclosure. Remuneration components are deemed to have been earned for the purposes of this presentation if they relate to the past fiscal year but were not yet paid to the Executive Board member in question during the past fiscal year.

With respect to the breakdown of the variable remuneration in this remuneration report, this means:

› “Granted” variable remuneration for fiscal 2025: short-term incentive for fiscal 2024 and 2021-2024 LTI, each paid out in fiscal 2025.

› “Earned” variable remuneration for fiscal 2025: short-term incentive for fiscal 2025, to be paid out in fiscal 2026. It is not yet possible to provide a full breakdown of the 2022-2025 LTI earned following expiry of the term until December 31, 2025, since the payout price relevant for the payment cannot be determined until after this annual report has been published. It is therefore reported as zero in the table below, and a full breakdown will be provided in the year in which it is paid out; it will therefore be reported as “granted” in the 2026 remuneration report.

Remuneration granted and owed to active members of the Executive Board in fiscal 2025 (Section 162 (1) Sentence 2 No. 1 AktG)

In € thousands	Service agreement commitments/ target amounts					Granted and owed ² as defined in Section 162 (1) Sentence 1 AktG				Earned ³	
	2025 ¹	Relative share in %	2025 (min.)	2025 (max.)	2024	2025	Relative share in %	2024	2025	Relative share in %	2024
Nikolai Setzer											
Chairman of the Executive Board											
(Dec. 1, 2020 to Dec. 31, 2025)											
Member of the Executive Board											
(Aug. 12, 2009 to Dec. 31, 2025)											
Fixed remuneration	1,550	14.9	1,550	1,550	1,353 ⁴	1,550	19.4	1,353	1,550	15.7	1,353
Additional benefits	21	0.2	21	21	18	21	0.3	18	21	0.2	18
Pension allowance	–					–			–		
Total	1,571	15.1	1,571	1,571	1,371	1,571	19.7	1,371	1,571	15.9	1,371
Variable remuneration											
Short term - STI (immediate payment) ⁵	1,500	14.4	0	3,000	1,500	973	12.2	1,147	2,101	21.3	973
Long term - STI (equity deferral)	1,000	9.6	0	2,000	1,000	648	8.1	765	1,401	14.2	648
Long term - LTI	1,550	14.9	0	3,100	1,550	0	0.0	0	0	0.0	0
Total	4,050	38.9	0	8,100	4,050	1,621	20.3	1,912	3,502	35.5	1,621
Severance payment	4,788	46.0			0	4,788	60.0	0	4,788	48.6	0
Total remuneration	10,409	100.0			5,421	7,980	100.0	3,283	9,861	100.0	2,991
Ulrike Hintze											
Group Human Relations											
Member of the Executive Board since July 1, 2025											
Fixed remuneration	325	31.9	325	325	0	325	78.3	0	325	32.4	0
Additional benefits	8	0.8	8	8	0	8	1.9	0	8	0.8	0
Pension allowance	82	8.1	82	82	0	82	19.8	0	82	8.2	0
Total	415	40.8	415	415	0	415	100.0	0	415	41.4	0
Variable remuneration											
Short term - STI (immediate payment) ⁵	250	24.6	0	500	0	0	0.0	0	353	35.2	0
Long term - STI (equity deferral)	167	16.4	0	334	0	0	0.0	0	235	23.4	0
Long term - LTI	185	18.2	0	370	0	0	0.0	0	0	0.0	0
Total	602	59.2	0	1,204	0	0	0.0	0	588	58.6	0
Severance payment	–				0	–			–		0
Total remuneration	1,017	100.0			0	415	100.0	0	1,003	100.0	0

¹ Short-term incentive (immediate payment) and short-term incentive (deferral) as well as long-term incentive based on 100% target achievement.

² There are no remuneration elements owed as defined in Section 162 (1) Sentence 1 AktG, i.e. due but not yet paid - except for the spin-off bonus for Philipp von Hirschheydt.

³ Voluntary disclosure - earned in terms of the remuneration to be paid for the respective fiscal year, whereby the variable elements of the short-term incentive (immediate payment) and short-term incentive (deferral) as well as the LTI are paid out in fiscal year n+1. The LTI earned can only be definitively estimated in the following year and will then be shown as “granted.” This is because there will not yet be a final value two months before the Annual Shareholders’ Meeting in fiscal year n+1 based on the relevant share payout price.

⁴ Salary waiver of 10% of gross monthly remuneration from May to December 2024.

⁵ From the net inflow of the performance bonus, shares of Continental AG with a value of 20% of the total gross amount must be purchased and held for a period of three years; the corresponding gross amount was calculated assuming a tax and contribution ratio of 50% flat.

In € thousands	Service agreement commitments/ target amounts					Granted and owed ² as defined in Section 162 (1) Sentence 1 AktG					Earned ³
	2025 ¹	Relative share in %	2025 (min.)	2025 (max.)	2024	2025	Relative share in %	2024	2025	Relative share in %	2024
Philipp von Hirschheydt Automotive, Member of the Executive Board (May 1, 2023 to Sep. 16, 2025)											
Fixed remuneration	605	25.9	605	605	747 ⁴	605	39.4	747	605	23.8	747
Additional benefits	23	1.0	23	23	25	23	1.5	25	23	0.9	25
Pension allowance	–					–			–		
Total	628	26.9	628	628	772	628	40.9	772	628	24.7	772
Variable remuneration											
Short term - STI (immediate payment) ⁵	497	21.3	0	994	700	350	22.8	321	954	37.5	350
Long term - STI (equity deferral)	331	14.1	0	662	467	234	15.2	214	636	25.0	234
Long term - LTI	556	23.8	0	1,112	783	0	0.0	0	0	0.0	0
Total	1,384	59.2	0	2,768	1,950	584	38.0	535	1,590	62.5	584
Spin-off bonus ⁶	325	13.9				325	21.1		325	12.8	
Total remuneration	2,337	100.0			2,722	1,537	100.0	1,307	2,543	100.0	1,356
Christian Kötz Tires, Member of the Executive Board since April 1, 2019											
Fixed remuneration	850	30.2	850	850	800	850	48.9	800	850	34.5	800
Additional benefits	18	0.6	18	18	19	18	1.0	19	18	0.7	19
Pension allowance	–					–			–		
Total	868	30.8	868	868	819	868	49.9	819	868	35.2	819
Variable remuneration											
Short term - STI (immediate payment) ⁵	700	24.8	0	1,400	700	523	30.1	750	960	38.9	523
Long term - STI (equity deferral)	467	16.6	0	934	467	348	20.0	500	640	25.9	348
Long term - LTI	783	27.8	0	1,566	783	0	0.0	0	0	0.0	0
Total	1,950	69.2	0	3,900	1,950	871	50.1	1,250	1,600	64.8	871
Severance payment	–					–			–		
Total remuneration	2,818	100.0			2,769	1,739	100.0	2,069	2,468	100.0	1,690
Philip Nelles ContiTech, Member of the Executive Board since June 1, 2021											
Fixed remuneration	850	30.2	850	850	800	850	57.9	800	850	37.9	800
Additional benefits	18	0.6	18	18	16	18	1.2	16	18	0.8	16
Pension allowance	–					–			–		
Total	868	30.8	868	868	816	868	59.1	816	868	38.7	816
Variable remuneration											
Short term - STI (immediate payment) ⁵	700	24.8	0	1,400	700	359	24.5	562	824	36.8	359
Long term - STI (equity deferral)	467	16.6	0	934	467	240	16.4	374	550	24.5	240
Long term - LTI	783	27.8	0	1,566	783	0	0.0	0	0	0.0	0
Total	1,950	69.2	0	3,900	1,950	599	40.9	936	1,374	61.3	599
Severance payment	–					–			–		
Total remuneration	2,818	100.0			2,766	1,467	100.0	1,752	2,242	100.0	1,415

1 Short-term incentive (immediate payment) and short-term incentive (deferral) as well as long-term incentive based on 100% target achievement.

2 There are no remuneration elements owed as defined in Section 162 (1) Sentence 1 AktG, i.e. due but not yet paid - except for the spin-off bonus for Philipp von Hirschheydt.

3 Voluntary disclosure - earned in terms of the remuneration to be paid for the respective fiscal year, whereby the variable elements of the short-term incentive (immediate payment) and short-term incentive (deferral) as well as the LTI are paid out in fiscal year n+1. The LTI earned can only be definitively estimated in the following year and will then be shown as "granted." This is because there will not yet be a final value two months before the Annual Shareholders' Meeting in fiscal year n+1 based on the relevant share payout price.

4 Salary waiver of 10% of gross monthly remuneration from May to December 2024.

5 From the net inflow of the performance bonus, shares of Continental AG with a value of 20% of the total gross amount must be purchased and held for a period of three years; the corresponding gross amount was calculated assuming a tax and contribution ratio of 50% flat.

6 Tranche 1 of the spin-off bonus granted by AUMOVIO SE in connection with the planned Aumovio spin-off. This payment is owed by AUMOVIO SE. Due date for the payout associated with the listing of AUMOVIO SE and thus at a time when this company was no longer part of the Continental Group and Philipp von Hirschheydt was no longer on the Executive Board of Continental AG. For more information, see pages 26 and 27.

In € thousands	Service agreement commitments/ target amounts					Granted and owed ² as defined in Section 162 (1) Sentence 1 AktG					Earned ³
	2025 ¹	Relative share in %	2025 (min.)	2025 (max.)	2024	2025	Relative share in %	2024	2025	Relative share in %	2024
Dr. Ariane Reinhart											
Group Human Relations and Sustainability											
Member of the Executive Board											
(Oct. 1, 2014 to June 30, 2025)											
Fixed remuneration	425	30.4	425	425	800	425	35.8	800	425	34.3	800
Additional benefits	5	0.4	5	5	9	5	0.4	9	5	0.4	9
Pension allowance	–	–	–	–	–	–	–	–	–	–	–
Total	430	30.8	430	430	809	430	36.2	809	430	34.7	809
Variable remuneration											
Short term - STI (immediate payment) ⁵	347	24.9	0	695	700	454	38.3	536	486	39.2	454
Long term - STI (equity deferral)	231	16.5	0	462	467	302	25.5	357	324	26.1	302
Long term - LTI	388	27.8	0	776	783	0	0.0	0	0	0.0	0
Total	967	69.2	0	1,933	1,950	756	63.8	893	810	65.3	756
Severance payment	–	–	–	–	–	–	–	–	–	–	–
Total remuneration	1,397	100.0			2,759	1,186	100.0	1,702	1,240	100.0	1,565
Olaf Schick											
Group Finance, Integrity and Law											
Member of the Executive Board											
(May 1, 2023 to Sep. 30, 2025)											
Fixed remuneration	638	30.3	638	638	800	638	41.4	800	638	34.1	800
Additional benefits	12	0.6	12	12	20	12	0.8	20	12	0.6	20
Pension allowance	–	–	–	–	–	–	–	–	–	–	–
Total	650	30.9	650	650	820	650	42.2	820	650	34.7	820
Variable remuneration											
Short term - STI (immediate payment) ⁵	524	24.8	0	1,048	700	535	34.7	470	734	39.2	535
Long term - STI (equity deferral)	349	16.5	0	698	467	357	23.1	313	489	26.1	357
Long term - LTI	586	27.8	0	1,172	783	0	0.0	0	0	0.0	0
Total	1,459	69.1	0	2,917	1,950	892	57.8	783	1,223	65.3	892
Severance payment	–	–	–	–	–	–	–	–	–	–	–
Total remuneration	2,109	100.0			2,770	1,542	100.0	1,603	1,873	100.0	1,712
Roland Welzbacher											
Group Finance and Controlling, Group M&A											
Member of the Executive Board since Aug. 1, 2025											
Fixed remuneration	271	32.0	271	271	0	271	78.3	0	271	32.4	0
Additional benefits	7	0.8	7	7	0	7	2.0	0	7	0.8	0
Pension allowance	68	8.0	68	68	0	68	19.7	0	68	8.1	0
Total	346	40.8	346	346	0	346	100.0	0	346	41.4	0
Variable remuneration											
Short term - STI (immediate payment) ⁵	209	24.7	0	418	0	0	0.0	0	294	35.2	0
Long term - STI (equity deferral)	140	16.4	0	280	0	0	0.0	0	196	23.4	0
Long term - LTI	154	18.1	0	308	0	0	0.0	0	0	0.0	0
Total	503	59.2	0	1,006	0	0	0.0	0	490	58.6	0
Severance payment	–	–	–	–	–	–	–	–	–	–	–
Total remuneration	849	100.0			0	346	100.0	0	836	100.0	0

1 Short-term incentive (immediate payment) and short-term incentive (deferral) as well as long-term incentive based on 100% target achievement.

2 There are no remuneration elements owed as defined in Section 162 (1) Sentence 1 AktG, i.e. due but not yet paid - except for the spin-off bonus for Philipp von Hirschheydt.

3 Voluntary disclosure - earned in terms of the remuneration to be paid for the respective fiscal year, whereby the variable elements of the short-term incentive (immediate payment) and short-term incentive (deferral) as well as the LTI are paid out in fiscal year n+1. The LTI earned can only be definitively estimated in the following year and will then be shown as "granted." This is because there will not yet be a final value two months before the Annual Shareholders' Meeting in fiscal year n+1 based on the relevant share payout price.

4 Salary waiver of 10% of gross monthly remuneration from May to December 2024.

5 From the net inflow of the performance bonus, shares of Continental AG with a value of 20% of the total gross amount must be purchased and held for a period of three years; the corresponding gross amount was calculated assuming a tax and contribution ratio of 50% flat.

Remuneration granted to former members of the Executive Board in fiscal 2025 (Section 162 (1) and (2) AktG)

Former members of the Executive Board ²	Fixed remuneration		Additional benefits		Variable remuneration		Benefit payments		Other benefits ¹		Total remuneration
	in € thousands	Relative share in %	in € thousands	Relative share in %	in € thousands	Relative share in %	in € thousands	Relative share in %	in € thousands	Relative share in %	in € thousands
Dr. Ariane Reinhart ³ (until June 30, 2025)	212	43.2	2	0.4	–	0.0	–	0.0	277	56.4	491
Katja Garcia Vila ⁴ (until June 30, 2024)	–	0.0	–	0.0	719	65.3	–	0.0	382	34.7	1,101
Frank Jourdan (until Dec. 31, 2021)	–	0.0	–	0.0	–	0.0	261	100.0	–	0.0	261
Helmut Matschi (until Dec. 31, 2021)	–	0.0	–	0.0	–	0.0	73	100.0	–	0.0	73
Wolfgang Schäfer ⁵ (until Nov. 17, 2021)	–	0.0	–	0.0	–	0.0	559	100.0	–	0.0	559
Andreas Wolf (until Sep. 15, 2021)	–	0.0	–	0.0	–	0.0	37	100.0	–	0.0	37
Hans-Jürgen Duensing ⁶ (until May 31, 2021)	–	0.0	–	0.0	–	0.0	181	100.0	–	0.0	181
Dr. Elmar Degenhart (until Nov. 30, 2020)	–	0.0	–	0.0	–	0.0	700	100.0	–	0.0	700
José A. Avila (until Sep. 30, 2018)	–	0.0	–	0.0	–	0.0	446	100.0	–	0.0	446

¹ Other benefits in fiscal 2025 include only the granting of compensation for non-competition.

² The former member of the Executive Board Dr. Ralf Cramer (until August 11, 2017) did not receive any remuneration in fiscal 2025.

³ Resigned effective June 30, 2025; service agreement ended effective September 30, 2025.

⁴ Resigned effective June 30, 2024; service agreement ended effective December 13, 2024.

⁵ Resigned effective November 17, 2021; service agreement ended effective January 31, 2022.

⁶ Resigned effective May 31, 2021; service agreement ended effective July 31, 2021.

Pension Entitlements

The regulation previously in force in the 2020 remuneration system entitles six of the active members of the Executive Board in fiscal 2025 to future benefit rights. The following table shows the pension contribution and information on pension entitlements pursuant to Section 162 (2) No. 3 AktG. Under the current 2024 remuneration system, the Executive Board members newly appointed in fiscal

2025, Ulrike Hintze and Roland Welzbacher, received a cash pension allowance for personal retirement provision in lieu of a company pension. These payments do not represent pension entitlements in a strict sense, but are included in the table below for completeness.

In € thousands	Pension contribution/allowance		Defined benefit obligation ¹		Service cost ²	
	2025	2024	Dec. 31, 2025	Dec. 31, 2024	2025	2024
Members of the Executive Board in 2025						
Nikolai Setzer	790	790	10,218	10,728	1,114	1,202
Ulrike Hintze (since July 1, 2025) ³	82	–	–	–	–	–
Philipp Hirschheydt (until Sep. 16, 2025)	279	393	1,081	898	378	545
Christian Kötz	393	393	3,356	3,312	510	545
Philip Nelles	393	393	2,220	2,089	520	560
Dr. Ariane Reinhart (until June 30, 2025)	195	393	6,226	6,681	250	538
Olaf Schick (until Sep. 30, 2025)	295	393	1,100	890	382	365
Roland Welzbacher (since Aug. 1, 2025) ³	69	–	–	–	–	–

¹ Provisions for pension entitlements accrued to date in accordance with IFRS.

² Service cost for the year in accordance with IFRS.

³ In lieu of a pension contribution, these Executive Board members receive a pension allowance in the form of a gross payout under the 2024 remuneration system. The pension allowance is included here for completeness.

Additional Disclosures

Benefit payments to former members of the Executive Board

Benefit payments totaling €6.964 million were paid to former Executive Board members who left the company in fiscal 2015 or earlier.

Benefits in the event of regular termination of employment (Section 162 (2) No. 3 AktG)

In the event of regular termination of their employment relationship, Executive Board members receive the following benefits:

- › Members of the Executive Board newly appointed up until December 31, 2023, received future benefit rights; members of the Executive Board newly appointed from January 1, 2024, onward receive a pension allowance, as already described in this remuneration report.
- › For each member of the Executive Board, a post-contractual non-compete covenant is agreed for a duration of two years. Over this period of time, appropriate compensation (compensation for non-competition) is granted at an amount of 50% of the most recently contractually agreed benefits each year.

Benefits in the event of premature termination of employment (Section 162 (2) No. 2 AktG)

In the event of premature termination of their employment relationship under Section 162 (2) AktG, Executive Board members receive the aforementioned benefits in accordance with Section 162 (2) No. 3 AktG, and in addition the following benefits:

- › In the event of premature termination of Executive Board work without good cause, payments to be agreed where necessary that are made to the member of the Executive Board, including additional benefits, shall not exceed the value of two annual salaries (severance cap) or the value of remuneration for the remaining term of the service agreement of the Executive Board member. For the calculation of the severance cap, the total remuneration for the past fiscal year is taken into account, and if necessary also the expected total remuneration for the current fiscal year.
- › Any severance payment is to be credited against the compensation for non-competition.
- › If the Executive Board member dies during the term of the service agreement, his/her widow(er) or a registered life partner and any dependent orphans are entitled as joint creditors to the fixed remuneration for the month of death and the following six months, at most until the scheduled end date of the service agreement.

Benefits in the event of termination of employment (Section 162 (2) No. 4 AktG)

In fiscal 2025, Dr. Ariane Reinhart, responsible for the Group Human Relations & Sustainability function, stepped down from her position on the Executive Board prior to the end of her term, effective June 30, 2025. Her service agreement ended as scheduled with the end of her contractual term on September 30, 2025. She continued to

receive fixed remuneration for the period from July 1, 2025, to September 30, 2025. Dr. Ariane Reinhart remained at the company's disposal during this period to ensure the smooth handover of duties. In addition, she has a pro-rata entitlement for this period to the STI for fiscal 2025 and the 2025–2028 LTI. Since October 1, 2025, Dr. Ariane Reinhart has been entitled to compensation for non-competition due to the agreed post-contractual non-compete covenant. According to a preliminary calculation, this amounts to €1.109 million p.a. and will be paid out in equal monthly installments. It will not be possible to calculate the final amount until the variable remuneration components have been settled that need to be taken into account for the compensation for non-competition, i.e. upon settlement of the 2025–2028 LTI in fiscal 2029.

The service agreement of Philipp von Hirschheydt, responsible for the Automotive group sector, was terminated prior to the end of his term by mutual agreement, subject to the effective date of the Aumovio spin-off, hence effective the end of September 16, 2025. The service agreement of Olaf Schick, responsible for Group Finance & Controlling and Group M&A, was likewise terminated prior to the end of his term by mutual agreement when he stepped down from his position effective the end of September 30, 2025. No agreements were made in either case with respect to benefits in the event of termination of employment, and the post-contractual non-compete covenant was terminated by mutual agreement.

In connection with the realignment of the Continental Group, CEO Nikolai Setzer left the Executive Board prior to the end of his term by mutual agreement effective the end of December 31, 2025, upon termination of his service agreement on the same date. To settle his claims from the premature termination of his service agreement, Nikolai Setzer received a one-time severance payment of €4.788 million. This compensatory payment will be counted, in the same amount, toward the compensation for non-competition to be paid due to the agreed post-contractual non-compete covenant.

Benefits from third parties to a member of the Executive Board (Section 162 (2) No. 1 AktG)

In fiscal 2025, the members of the Executive Board neither received nor were promised payments by a third party with respect to their activities on the Executive Board.

In connection with the Aumovio spin-off, Philipp von Hirschheydt was promised a spin-off bonus by AUMOVIO SE in fiscal 2025, while the company still belonged to the Continental Group. On March 12, 2025, Philipp von Hirschheydt was appointed CEO of Continental Automotive Holding SE (later renamed AUMOVIO SE), a subsidiary of Continental AG. He served in this role on the basis of his service agreement with Continental AG, with no separate remuneration paid. Under the remuneration system adopted by AUMOVIO SE, the latter granted Philipp von Hirschheydt a one-time spin-off bonus prior to the effective date of the Aumovio spin-off, subject to the conditions that he be appointed to the Executive Board of AUMOVIO SE at the time the spin-off took effect, that the Aumovio spin-off took effect in 2025 and that a stock exchange listing also occur in 2025. The spin-off bonus is made up of two tranches, with

an overall target value totaling €650 thousand. The bonus paid out must be invested in shares of AUMOVIO SE, which must then be held for a specified period. The first tranche, amounting to €325 thousand, became payable on the date of the stock exchange listing.

In fiscal 2025, the other members of the Executive Board neither received nor were promised benefits from other Continental Group companies.

Comparative presentation of the annual change in the remuneration (granted and owed) of the members of the Executive Board, the company's earnings performance and the average remuneration of employees on a full-time equivalent basis (Section 162 (1) Sentence 2 No. 2 AktG)

	Change 2021-2020 in %	Change 2022-2021 in %	Change 2023-2022 in %	Change 2024-2023 in %	Change 2025-2024 in %
Remuneration of the Executive Board¹					
Members of the Executive Board in 2025					
Nikolai Setzer (until Dec. 31, 2025)	37.8	202.7	-62.5	56.8	143.0
Ulrike Hintze (since July 1, 2025)	–	–	–	–	100.0
Philipp von Hirschheydt (until Sep. 16, 2025)	–	–	100.0	135.1	-7.3
Christian Kötz	-16.2	186.9	-45.4	38.4	-15.9
Philip Nelles (since June 1, 2021)	–	307.8	-52.0	87.6	-16.3
Dr. Ariane Reinhart (until June 30, 2025)	11.2	73.1	-59.6	51.6	-30.3
Olaf Schick (until Sep. 30, 2025)	–	–	100.0	188.3	-3.8
Roland Welzbacher (since Aug. 1, 2025)	–	–	–	–	100.0
Former members of the Executive Board					
Katja Garcia Vila (until June 30, 2024)	–	2,126.8	15.6	23.4	-44.8
Dr. Elmar Degenhart (until Nov. 30, 2020)	-11.4	-29.2	-36.2	-20.4	6.5
Frank Jourdan (until Dec. 31, 2021)	326.8	-80.8	-81.1	62.9	0.8
Helmut Matschi (until Dec. 31, 2021)	437.9	-79.9	-93.3	-100.0	100.0
Wolfgang Schäfer (until Nov. 17, 2021)	2.4	-79.5	73.0	1.9	4.3
Andreas Wolf (until Sep. 15, 2021)	93.0	47.7	-100.0	–	100.0
Hans-Jürgen Duensing (until May 31, 2021)	-6.5	62.1	-70.7	-67.3	1.1
José Avila (until Sep. 30, 2018)	19.8	-58.2	13.2	–	0.0
Ralf Cramer (until Aug. 11, 2017)	-275.0	-100.0	–	–	–
Earnings performance					
Continental AG: net income	54.3	-18.6	-143.0	-1,682.1 ²	-33.7
Continental Group: adjusted EBIT	37.7	5.2	31.6	6.6	-8.0 ³
Average employee remuneration based on full-time equivalent					
Reference group ⁴	3.0	5.6	2.2	4.4	-7.3

¹ Granted and owed remuneration as defined in Section 162 (1) Sentence 1 AktG.

² Due to change in net income from -€423 million to €6,692 million.

³ Change to the figures for continuing operations.

⁴ Employees of the German companies of the Continental Group, with the exception of kek-Kaschierungen GmbH. This exempt company is currently not integrated into the corporate-wide accounting systems; it employs less than 10% of all employees of the German companies of the Continental Group. Full-time employees (within the meaning of the collectively bargained or contractual weekly target working time) who were employed for a total of 360 social security days in fiscal 2025 as at December 31, 2025, excluding interns, trainees and posted employees; gross salary with employer share for social security and non-cash benefits; less severance pay and inventor remuneration. Due to the Aumovio spin-off and the resulting removal of German group companies that now belong to the Aumovio Group, the reference group relative to previous years has changed. Given the change in the population, this led to a negative salary progression year-on-year in fiscal 2025.

Malus and clawback provision pursuant to Section 162 (1) Sentence 2 No. 4 AktG

The Supervisory Board of Continental AG applied neither the compliance malus and clawback provision nor the performance correction and clawback provision in fiscal 2025, since the associated conditions were not met. The condition for the compliance malus and clawback provision is that an Executive Board member, in their function as a member of the Executive Board, commits a demonstrably knowing gross violation of their duties of care as defined in Section 93 *AktG*, a key principle of action set out in Continental's internal directives, or one of their other employment-related contractual obligations. In such cases, the Supervisory Board may, at its duty-bound discretion, reduce part or all of the variable remuneration to be granted for the fiscal year in which the gross violation occurred or, in the case of a payment already made, request a refund.

The condition for the performance correction and clawback provision is that underlying data was inaccurate when calculating the variable remuneration components.

Deviation from the remuneration system pursuant to Section 162 (1) Sentence 2 No. 5 AktG

One instance of deviation from the remuneration system occurred in the reporting year. The Supervisory Board decided by resolution on March 15, 2023, that the new member of the Executive Board for Integrity and Law, Olaf Schick, would be treated from a financial perspective as if his target achievement for the STI (performance bonus) for the first 12 months of his term of office were 100%. This deviation was necessary to compensate for entitlements to variable remuneration that were lost when he left his previous employer.

Remuneration of the Supervisory Board

Individual remuneration of the members of the Supervisory Board in fiscal 2025

Under the remuneration system for the Supervisory Board, each member of the Supervisory Board receives an annual fixed remuneration of €180 thousand. For the chairperson and vice chairperson of the Supervisory Board, as well as the chairperson and members of a committee, a higher remuneration is paid. This is three times the regular fixed remuneration of a Supervisory Board member for the chairperson of the Supervisory Board, 2.5 times as much for the chairperson of the Audit Committee, two times as much for the chairperson of another committee, and 1.5 times as

much for the vice chairperson of the Supervisory Board and for the members of a committee.

In addition, each Supervisory Board member receives meeting attendance fees of €1 thousand for each Supervisory Board meeting that the member attends in person. This applies, mutatis mutandis, to personal attendance of committee meetings that do not take place on the same day as a Supervisory Board meeting. The members of the Supervisory Board also have their cash expenses reimbursed, in addition to any value-added tax incurred by them for activities relating to Supervisory Board work.

Remuneration granted and owed to the present and former members of the Supervisory Board in fiscal 2025

In € thousands	Remuneration components in 2025		Total
	Fixed ¹	Meeting attendance fees	
Prof. Dr.-Ing. Wolfgang Reitzle ²	540	1	541
Hasan Allak ^{3, 4}	270	8	278
Christiane Benner (until Sep. 17, 2025) ^{3, 5}	192	6	198
Dr. Kevin Borck ³	180	7	187
Dorothea von Boxberg	180	0	180
Stefan Erwin Buchner (until Sep. 4, 2025)	122	3	125
Dr. Gunter Dunkel (until Sep. 17, 2025)	128	4	132
Matthias Ebenau (until Sep. 17, 2025) ³	128	6	134
Francesco Grioli ³	270	10	280
Petra Hartwig (since Sep. 22, 2025) ³	50	1	51
Michael Iglhaut ³	192	8	200
Satish Khatu	180	6	186
Isabel Corinna Knauf	270	6	276
Sabine Kühn (since Sep. 22, 2025) ³	50	1	51
Michael Linnartz (since Sep. 22, 2025) ³	75	2	77
Carmen Löffler (until Sep. 17, 2025) ³	128	6	134
Sabine Neuß	180	0	180
Prof. Dr. Rolf Nonnenmacher	450	6	456
Anne Nothing (until Sep. 17, 2025) ³	128	5	133
Klaus Rosenfeld	270	4	274
Sabrina Soussan (since Sep. 22, 2025)	50	1	51
Georg F. W. Schaeffler	270	4	274
Jörg Schönfelder ³	180	5	185
Matthias Tote ³	270	8	278
Nicole Werner (since Sep. 22, 2025) ³	50	1	51

¹ The remuneration of the Supervisory Board comprises only a fixed remuneration.

² Chairman of the Supervisory Board.

³ In accordance with the guidelines issued by the German Federation of Trade Unions, these employee representatives have declared that they transfer their board remuneration to the Hans Böckler Foundation and in one case donate part of it to other institutions as well.

⁴ Vice chairman of the Supervisory Board since September 30, 2025.

⁵ Vice chairwoman of the Supervisory Board until September 17, 2025.

Comparative presentation of the annual change in the remuneration of the members of the Supervisory Board, the company's earnings performance and the average remuneration of employees on a full-time equivalent basis (Section 162 (1) Sentence 2 No. 2 AktG)

	Change 2021-2020	Change 2022-2021	Change 2023-2022	Change 2024-2023	Change 2025-2024
	in %	in %	in %	in %	in %
Remuneration of the Supervisory Board¹					
Members of the Supervisory Board in 2025					
Prof. Dr.-Ing. Wolfgang Reitzle ²	2.7	0.9	-0.9	0.0	0.9
Hasan Allak ³	2.2	-0.5	0.5	32.1	13.0
Christiane Benner ⁴	3.0	-0.4	0.4	-0.7	-27.6
Dr. Kevin Borck (since Sep. 16, 2024)	–	–	–	100.0	241.8
Dorothea von Boxberg	–	100.0	46.0	-2.2	1.7
Stefan Erwin Buchner (until Sep. 4, 2025)	–	100.0	0.5	-1.1	-31.9
Dr. Gunter Dunkel (until Sep. 17, 2025)	1.6	-0.5	-0.5	0.5	-28.5
Matthias Ebenau (until Sep. 17, 2025)	–	–	–	100.0	6.3
Francesco Grioli	3.3	0.4	0.7	-0.4	0.4
Petra Hartwig (since Sep. 22, 2025)	–	–	–	–	100.0
Michael Iglhaut (until Sep. 17, 2025)	10.6	-4.4	0.0	-0.4	-27.6
Satish Khatu	3.4	-0.5	0.5	1.1	0.0
Isabel Corinna Knauf	2.2	-0.5	48.9	-0.7	0.4
Sabine Kühn (since Sep. 22, 2025)	–	–	–	–	100.0
Michael Linnartz (since Sep. 22, 2025)	–	–	–	–	100.0
Carmen Löffler (until Sep. 17, 2025)	–	226.3	0.5	-1.1	-27.0
Sabine Neuß	9.2	-2.1	0.0	0.0	-2.7
Prof. Dr. Rolf Nonnenmacher	3.0	2.7	-1.7	1.1	-0.9
Anne Nothing (until Sep. 17, 2025)	–	–	–	100.0	5.5
Klaus Rosenfeld	1.5	4.3	-3.1	-1.8	1.8
Sabrina Soussan (since Sep. 22, 2025)	–	–	–	–	100.0
Georg F. W. Schaeffler	2.7	3.7	-1.4	0.7	-1.1
Jörg Schönfelder	1.5	-0.4	2.2	-23.2	-13.0
Matthias Tote (since April 26, 2024)	–	–	–	100.0	45.3
Nicole Werner (since Sep. 22, 2025)	–	–	–	–	100.0
Former members of the Supervisory Board					
Dirk Nordmann (until April 26, 2024)	1.8	1.4	-0.7	-68.1	-100.0
Lorenz Pfau (until April 26, 2024)	0.0	3.3	-2.7	-65.6	-100.0
Stefan Scholz (until Sep. 1, 2024)	2.7	-1.1	1.6	-34.0	-100.0
Elke Volkmann (until April 26, 2024)	3.3	0.0	-1.6	-66.8	-100.0
Maria-Elisabeth Schaeffler-Thumann (until April 29, 2022)	55.2	-78.5	-100.0	–	–
Kirsten Vörkel (until Sep. 15, 2021)	-29.0	-100.0	–	–	–
Prof. TU Graz e.h. KR Ing. Siegfried Wolf (until Dec. 31, 2021)	8.0	-97.3	–	–	–
Prof. Dr.-Ing. Peter Gutzmer (until April 26, 2019)	–	–	–	–	–
Prof. Dr. Klaus Mangold (until April 26, 2019)	–	–	–	–	–
Earnings performance					
Continental AG: net income	54.3	-18.6	-143.0	-1,682.1 ⁵	-33.7
Continental Group: adjusted EBIT	37.7	5.2	31.6	6.6	-8.0 ⁶
Average employee remuneration based on full-time equivalent					
Reference group ⁷	3.0	5.6	2.2	4.4	-7.3

1 Granted and owed remuneration as defined in Section 162 (1) Sentence 1 AktG.

2 Chairman of the Supervisory Board.

3 Vice chairman of the Supervisory Board since September 30, 2025.

4 Vice chairwoman of the Supervisory Board until September 17, 2025.

5 Due to change in net income from -€423 million to €6,692 million.

6 Change to the figures for continuing operations.

7 Employees of the German companies of the Continental Group, with the exception of kek-Kaschierungen GmbH. This exempt company is currently not integrated into the corporate-wide accounting systems; it employs less than 10% of all employees of the German companies of the Continental Group. Full-time employees (within the meaning of the collectively bargained or contractual weekly target working time) who were employed for a total of 360 social security days in fiscal 2025 as at December 31, 2025, excluding interns, trainees and posted employees; gross salary with employer share for social security and non-cash benefits; less severance pay and inventor remuneration. Due to the Aumovio spin-off and the resulting removal of German group companies that now belong to the Aumovio Group, the reference group relative to previous years has changed. Given the change in the population, this led to a negative salary progression year-on-year in fiscal 2025.

The Executive Board and the Supervisory Board have prepared this remuneration report in accordance with Section 162 *AktG*.

For the Executive Board

For the Supervisory Board

Christian Kötz
Chairman of the Executive Board

Roland Welzbacher
Member of the Executive Board (CFO)

Prof. Dr.-Ing. Wolfgang Reitzle
Chairman of the Supervisory Board

Auditor's Report

To Continental Aktiengesellschaft, Hanover

We have audited the remuneration report of Continental Aktiengesellschaft, Hanover, for the financial year from January 1 to December 31, 2025, including the related disclosures, which was prepared to comply with Section 162 of the German Stock Corporation Act (*Aktiengesetz - AktG*).

Responsibilities of the executive directors and the Supervisory Board

The executive directors and the Supervisory Board of Continental Aktiengesellschaft are responsible for the preparation of the remuneration report, including the related disclosures, which complies with the requirements of Section 162 *AktG*. The executive directors and the Supervisory Board are also responsible for such internal control as they determine is necessary to enable the preparation of a remuneration report, including the related disclosures, which is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities

Our responsibility is to express an opinion on this remuneration report, including the related disclosures, based on our audit. We conducted our audit in accordance with German generally accepted standards for the audit of financial statements promulgated by the Institute of Public Auditors in Germany (Institut der Wirtschaftsprüfer, IDW). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the remuneration report, including the related disclosures, is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts including the related disclosures stated in the remuneration report. The procedures selected depend on the auditor's judgment. This includes the assessment of the risks of material misstatement of the remuneration report including the related disclosures, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the preparation of the remuneration report including the related disclosures. The objective of this is to plan and perform audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the executive directors and the supervisory board, as well as evaluating the overall presentation of remuneration report including the related disclosures.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Audit opinion

In our opinion, based on the findings of our audit, the remuneration report for the financial year from January 1 to December 31, 2025, including the related disclosures, complies in all material respects with the accounting provisions of Section 162 *AktG*.

Reference to another matter - formal audit of the remuneration report according to Section 162 *AktG*

The audit of the content of the remuneration report described in this auditor's report includes the formal audit of the remuneration report required by Section 162 (3) *AktG*, including the issuance of a report on this audit. As we express an unqualified audit opinion on the content of the remuneration report, this audit opinion includes that the information required by Section 162 (1) and (2) *AktG* has been disclosed in all material respects in the remuneration report.

Restriction on use

We issue this auditor's report on the basis of the engagement agreed with Continental Aktiengesellschaft. The audit has been performed only for purposes of the company and the auditor's report is solely intended to inform the company as to the results of the audit. Our responsibility for the audit and for our auditor's report is only towards the company in accordance with this engagement. The auditor's report is not intended for any third parties to base any (financial) decisions thereon. We do not assume any responsibility, duty of care or liability towards third parties; no third parties are included in the scope of protection of the underlying engagement. Section 334 of the German Civil Code (*Bürgerliches Gesetzbuch - BGB*), according to which objections arising from a contract may also be raised against third parties, is not waived.

Hanover, March 18, 2026

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Harald Wimmer
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