Bitte decken Sie die schraffierte Fläche mit einem Bild ab.

Please cover the shaded area with a picture.
## Agenda

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td><strong>Continental at a Glance</strong></td>
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<tr>
<td>2</td>
<td>Strategy</td>
<td>13</td>
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<tr>
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<td>Automotive Group</td>
<td>24</td>
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<td>Chassis &amp; Safety → Autonomous Mobility and Safety</td>
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<td>Glossary</td>
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</table>
Continental at a Glance

One of the World’s Leading Technology Companies for Mobility

› Continental develops pioneering technologies and services for sustainable and connected mobility of people and their goods.

› We offer safe, efficient, intelligent, and affordable solutions for vehicles, machines, traffic and transportation.

› Continental was founded in 1871 and is headquartered in Hanover, Germany.

2019 sales

€44.5 billion

2019 sales by group

Rubber Group
40%

Automotive Group
60%

241,458 employees
(December 31, 2019)

595 Locations
in 59 countries
and markets
(December 31, 2019)
# Continental at a Glance

Founded in 1871, Expanding into Automotive Electronics Since 1998

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1871</td>
<td>Continental-Caoutchouc- and Gutta-Percha Compagnie is founded in Hanover, Germany.</td>
</tr>
<tr>
<td>1929</td>
<td>Acquisition of a US company’s Automotive Brake &amp; Chassis unit, the core of which is Alfred Teves GmbH in Frankfurt.</td>
</tr>
<tr>
<td>1987</td>
<td>Continental expands its activities in telematics and other fields by acquiring the automotive electronics business from Motorola.</td>
</tr>
<tr>
<td>1998</td>
<td>Continental acquires Siemens VDO Automotive AG and advances to among the top five suppliers in the automotive industry worldwide.</td>
</tr>
<tr>
<td>2001</td>
<td>Continental expands its activities by acquiring Temic, the international electronics specialist.</td>
</tr>
<tr>
<td>2004</td>
<td>Continental acquires Elektrobit.</td>
</tr>
<tr>
<td>2006</td>
<td>Continental acquires Veyance Technologies.</td>
</tr>
<tr>
<td>2007</td>
<td>Continental strengthens its position in rubber and plastic technology by acquiring Veyance Technologies.</td>
</tr>
<tr>
<td>2015</td>
<td>Continental expands software and systems expertise through the acquisition of Elektrobit.</td>
</tr>
<tr>
<td>2017</td>
<td>Continental expands its expertise in vehicle antennas by acquiring Kathrein Automotive GmbH.</td>
</tr>
<tr>
<td>2018</td>
<td>Continental strengthens its position in rubber and plastic technology by acquiring Veyance Technologies.</td>
</tr>
<tr>
<td>2018</td>
<td>Continental expands its expertise in vehicle antennas by acquiring Kathrein Automotive GmbH.</td>
</tr>
<tr>
<td>2018</td>
<td>Continental reinforces its activities by acquiring Temic, the international electronics specialist.</td>
</tr>
<tr>
<td>2018</td>
<td>Continental expands its cyber security expertise through the acquisition of Argus Cyber Security.</td>
</tr>
<tr>
<td>2018</td>
<td>Continental expands its expertise in vehicle antennas by acquiring Kathrein Automotive GmbH.</td>
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additional information:
- Merger with major companies of the German rubber industry to form Continental Gummi-Werke AG.
- Acquiring General Tire and changing the name to Continental Aktiengesellschaft.
1 | Continental at a Glance
Strong Sales Expansion Due to Acquisitions and Organic Growth

Sales as reported for the single fiscal year.
1 | Continental at a Glance
Continental is No. 3 in Worldwide Supplier Ranking

Top 10 global automotive parts suppliers – 2019 sales (€ bn)

1 Robert Bosch only includes Mobility Solutions division.
2 Continental not including ContiTech industrial business and other non-OE automotive business.
3 ZF excluding Industrial Technology business.

Sources: Company filings and estimates calendarized to December year-end. Based on average currency exchange rates 2019.
Strong Equity Ratio Regained Mainly Due to Growth of Retained Earnings
1 | Continental at a Glance
Gross Indebtedness Maturity Scheme (YE2019: €7,619.0 mn)
1 | Continental at a Glance
Net Indebtedness and Gearing Ratio

- **Gross indebtedness**
  YE2019: €7,619.0 mn
  (PY: €4,606.9 mn)

- **Cash and cash equivalents**
  YE2019: €3,341.8 mn
  (PY: €2,761.4 mn)

- **Net indebtedness**
  YE2019: €4,071.7 mn
  (PY: €1,661.3 mn)

- **Available and fully committed credit lines**
  YE2019: €4,702.2 mn
  (PY: €3,504.1 mn)

- **Total liquidity**
  YE2019: €8,044.0 mn
  (PY: €6,265.5 mn)

---

1 IAS 19 applied starting 2012.
2 IFRS 16 applied starting 2019.
Continental at a Glance
Development of Sales and Adjusted EBIT

1 Before amortization of intangibles from PPA, consolidation and special effects.
# Continental at a Glance

## Key Figures

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>% of sales</th>
<th>2018</th>
<th>% of sales</th>
<th>2019</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continental Corporation (€ mn)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>44,009.5</td>
<td>-</td>
<td>44,404.4</td>
<td>-</td>
<td>44,478.4</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>6,678.9</td>
<td>15.2</td>
<td>6,235.7</td>
<td>14.0</td>
<td>4,977.2</td>
<td>11.2</td>
</tr>
<tr>
<td>EBIT</td>
<td>4,561.5</td>
<td>10.4</td>
<td>4,027.7</td>
<td>9.1</td>
<td>-268.3</td>
<td>-0.6</td>
</tr>
<tr>
<td>Adjusted sales</td>
<td>-</td>
<td>-</td>
<td>44,374.2</td>
<td>-</td>
<td>43,867.7</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted EBIT(^1)</td>
<td>-</td>
<td>-</td>
<td>4,117.0</td>
<td>9.3</td>
<td>3,233.9</td>
<td>7.4</td>
</tr>
<tr>
<td>Operating assets</td>
<td>22,172.4</td>
<td>-</td>
<td>23,640.5</td>
<td>-</td>
<td>26,178.5</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses</td>
<td>3,103.7</td>
<td>7.1</td>
<td>3,209.0</td>
<td>7.2</td>
<td>3,364.2</td>
<td>7.6</td>
</tr>
<tr>
<td>CapEx(^2)</td>
<td>2,854.4</td>
<td>6.5</td>
<td>3,124.4</td>
<td>7.0</td>
<td>3,308.6</td>
<td>7.4</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>2,117.4</td>
<td>-</td>
<td>2,208.0</td>
<td>-</td>
<td>5,245.5</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)^(^4)</td>
<td>40.2</td>
<td>-</td>
<td>20.7</td>
<td>-</td>
<td>2,509.9</td>
<td>-</td>
</tr>
</tbody>
</table>

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\(^1\) IFRS 9 and IFRS 15 applied starting 2018, IFRS 16 applied starting 2019.

\(^2\) EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

\(^3\) Capital expenditure on property, plant and equipment, and software.

\(^4\) Excluding impairment on financial investments.

\(^3\) Impairment also includes necessary reversals of impairment losses.
Purchasing contracts

› Continental has a wide range of sources for production materials worldwide.

› A specific strategy for each production material group is set up and the appropriate supplier panel is selected. This way we ensure the competitiveness and availability of the materials.

› For some materials, prices might have a long lead time until they become fully reflected in the cost of our final products.

1 E.g. synthetic rubber, carbon black, chemicals.
2 E.g. discrete/standards, microcontroller, LCDs.
3 E.g. printed circuit boards, mechatronics, motors, components.
4 E.g. stamped parts, engine system specific forgings, bearings, fasteners.
5 E.g. textiles, plastics.

Total production material purchased in 2019: €20.1 bn

Oil-based chemicals 14% ¹
Electronics 25% ²
Natural rubber 3%
Others 12% ⁵
Steel and metal parts 6%
Mechanical components 22% ⁴
Electro-mechanical components 18% ³
## Agenda

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</tbody>
</table>
Corporate Strategy at a Glance

7 strategic dimensions

- **Great people culture**
  People who motivate – in a culture that inspires

- **Technological balance**
  Combination of established and pioneering technologies

- **Balanced customer portfolio**
  Balance between automotive and other industries

- **Value creation**
  Enhancing the value of the corporation on a long-term basis

- **Regional sales balance**
  Globally balanced distribution of sales

- **Top market position**
  Among the three leading suppliers in all relevant markets

- **In the market for the market**
  High degree of localization
2 | Strategy – Value Creation
Our Long-term Target is at Least 20% ROCE

Reported EBIT 2009 impacted by €1.8 bn special effects, thereof €1.0 bn non-cash impairment effects and €0.7 bn restructuring expenses.

Reported EBIT 2019 impacted by €3.3 bn special effects, thereof €2.5 bn non-cash impairment effects and €0.7 bn restructuring expenses.

ROCE is calculated as reported EBIT for the fiscal year divided by average operating assets for the fiscal year.

1 Reported EBIT 2009 impacted by €1.8 bn special effects, thereof €1.0 bn non-cash impairment effects and €0.7 bn restructuring expenses.
2 Reported EBIT 2019 impacted by €3.3 bn special effects, thereof €2.5 bn non-cash impairment effects and €0.7 bn restructuring expenses.
3 ROCE is calculated as reported EBIT for the fiscal year divided by average operating assets for the fiscal year.
## Strategy – Value Creation

### Cost Consciousness – Rising Production in Best-Cost Countries

### Share of Continental’s European production in best-cost countries within Europe

<table>
<thead>
<tr>
<th>Category</th>
<th>2009</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chassis &amp; Safety</td>
<td>30%</td>
<td>41%</td>
</tr>
<tr>
<td>Interior</td>
<td>27%</td>
<td>48%</td>
</tr>
<tr>
<td>Powertrain</td>
<td>13%</td>
<td>40%</td>
</tr>
<tr>
<td>Tires</td>
<td>68%</td>
<td>78%</td>
</tr>
<tr>
<td>ContiTech</td>
<td>26%</td>
<td>34%</td>
</tr>
</tbody>
</table>

### Share of Continental’s production (ex Europe) in best-cost countries outside Europe

<table>
<thead>
<tr>
<th>Category</th>
<th>2009</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chassis &amp; Safety</td>
<td>62%</td>
<td>69%</td>
</tr>
<tr>
<td>Interior</td>
<td>72%</td>
<td>84%</td>
</tr>
<tr>
<td>Powertrain</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>Tires</td>
<td>62%</td>
<td>56%</td>
</tr>
<tr>
<td>ContiTech</td>
<td>51%</td>
<td>49%</td>
</tr>
</tbody>
</table>

1 Based on sales.
2 Based on units.
2 | Strategy – Regional Sales Balance
Globally Balanced Distribution of Sales

2009:
The Americas 21%
Asia 14%

2019:
The Americas 29%
Asia 22%

Target:
The Americas ≥25%
Asia 30%

Europe
Asia
Other countries
# 2 | Strategy – Top Market Position

Among the Three Leading Suppliers in All Relevant Markets

› **Our Goal:**
   To be among the world’s three leading suppliers with regard to customer focus, quality and market share in the long term.

› How our business areas are positioned:

<table>
<thead>
<tr>
<th>Business Area</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chassis &amp; Safety (Autonomous Mobility and Safety)</td>
<td>Among the top three for Electronic Brake Systems, Foundation Brake Systems, Actuation, Airbag Electronics and Advanced Driver Assistance Systems worldwide</td>
</tr>
<tr>
<td>Interior (Vehicle Networking and Information)</td>
<td>Among the top three for Body &amp; Security, Instrumentation &amp; Driver HMI, Infotainment &amp; Connectivity and Commercial Vehicles worldwide</td>
</tr>
<tr>
<td>Powertrain (Vitesco Technologies)</td>
<td>One of the world’s leading suppliers for powertrain technologies</td>
</tr>
<tr>
<td>Tires</td>
<td>Number four tire manufacturer of the world, also in top positions in individual segments and markets</td>
</tr>
<tr>
<td>ContiTech</td>
<td>The world’s leading supplier of technical elastomer products and a specialist in thermoplastics technology</td>
</tr>
</tbody>
</table>
Strategy – In the Market for the Market
High Degree of Localization

595 locations in 59 countries and markets

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>45,912</td>
</tr>
<tr>
<td>Europe</td>
<td>138,537</td>
</tr>
<tr>
<td>Asia</td>
<td>46,265</td>
</tr>
<tr>
<td>Africa</td>
<td>1,429</td>
</tr>
<tr>
<td>South America</td>
<td>7,949</td>
</tr>
<tr>
<td>Australia</td>
<td>1,366</td>
</tr>
</tbody>
</table>

World: 241,458 employees
595 locations
2 | Strategy – Balanced Customer Portfolio
Balance Between Automotive and Other Industries

Target (medium and long term)

- Original equipment manufacturers (OEMs): 71% (~60%)
- Other sectors and end customers: 29% (~40%)

2019: Sales OE automotive/Non-OE automotive by division

<table>
<thead>
<tr>
<th>Division</th>
<th>OE</th>
<th>Non-OE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chassis &amp; Safety</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Interior</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Powertrain</td>
<td>96%</td>
<td></td>
</tr>
<tr>
<td>Tires</td>
<td>74%</td>
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<td>ContiTech</td>
<td>50%</td>
<td></td>
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</table>

OE | Non-OE
2 | Strategy – Technological Balance
Product Portfolio of Established and Pioneering Technologies

- Compound annual growth rate (CAGR)
  - Introduction: ≥ 5 - 10%
  - Growth: 0 - 10%
  - Maturity: ≤ 0%
  - Saturation: Time

Technology life cycle  Technology portfolio share of sales in %

\[\text{Simplified, schematic view.}\]
**Trust**
We both give and earn trust.

**Freedom To Act**
We grow through freedom toward responsibility.

**Passion To Win**
We have the passion to win.

**For One Another**
We attain top value with our team as one Continental.
## Strategy

<table>
<thead>
<tr>
<th>Continental Group</th>
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<tr>
<td><strong>Group Sectors</strong></td>
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<tr>
<td>Automotive Technologies</td>
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<tr>
<td>Business Areas</td>
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Investor Presentation, April 2020 © Continental AG
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<td>120</td>
</tr>
</tbody>
</table>
3 | Automotive Group
One of the World’s Leading Automotive Suppliers

- The Automotive Group of Continental is one of the world’s leading suppliers of automotive products, systems and solutions, especially in the area of electronics.
- Until December 31, 2019, the Automotive Group comprised the divisions Chassis & Safety, Interior and Powertrain.
- Since January 1, 2020, the Automotive Group has been organized into the group sectors Automotive Technologies and Powertrain Technologies.

2019 sales by division

- Powertrain: 29%
- Chassis & Safety: 35%
- Interior: 36%

Investor Presentation, April 2020 © Continental AG
3 | Automotive Group
Continuous Strategic Investments

Acquisitions
Preferred approach for core technologies

Cooperations
Where the strength of the partners complement each other

2013
Surround Vision
ASL Vision

2015
Software
Elektrobit

2016
LiDAR
asee

2017
Driverless vehicle
easyMILE

2018
Cyber security
ARGUS CYBER SECURITY

2019
Virtual development

Truck
Head-up display
AI platform
Steering
Digital maps
Antenna

Investor Presentation, April 2020 © Continental AG
3 | Automotive Group
Positive Development of Light Vehicle Production, Driven by China/Asia

Million units of PC and LCV¹

Source: IHS

¹ Passenger cars (PC) and light commercial vehicles < 6 metric tons (LCV).
3 | Automotive Group
Megatrends in the Automotive Industry Drive our Business

Safety

Connectivity

Electrification

Automated Driving
Unique know-how.
Unique products.
Unique systems.
Automotive Group
Substantial Content Potential for Continental’s Technologies

- Intelligent Antenna Module, Smart Telematics
- Multi Function Mono Camera
- Head-up Display, Instrument Cluster, Central Input Device
- Dynamic eHorizon
- Surround View
- High Resolution Flash LIDAR™
- Advanced Radar Sensor
- Intelligent Rear View Camera
- Short Range Radar
- Advanced Radar Sensor
- Electric Parking Brake (EPB-Ci)
- M2XPro
- LED Light Band
- Interior Camera
- High Performance Computer
- Assisted & Automated Driving Control Unit
- MK C1® Brake System
- Ultrasound Sensors
- Short Range Radar
Automotive Group

Development of Sales and Adjusted EBIT

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<table>
<thead>
<tr>
<th>€ bn</th>
<th>Sales by division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2009</td>
</tr>
<tr>
<td>Chassis &amp; Safety</td>
<td></td>
</tr>
<tr>
<td>Interior</td>
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</tr>
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</tbody>
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<table>
<thead>
<tr>
<th>€ bn</th>
<th>Sales by region</th>
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<tbody>
<tr>
<td></td>
<td>2009</td>
</tr>
<tr>
<td>Germany (D)</td>
<td></td>
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<tr>
<td>Europe ex D</td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td></td>
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<tr>
<td>Asia</td>
<td></td>
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<tr>
<td>Other countries</td>
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<table>
<thead>
<tr>
<th>€ bn</th>
<th>Adjusted EBIT¹</th>
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<tbody>
<tr>
<td></td>
<td>2009</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td></td>
</tr>
<tr>
<td>Adj. EBIT/Sales</td>
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</tr>
</tbody>
</table>

¹ Before amortization of intangibles from PPA, consolidation and special effects.
3 | Automotive Group
Development of Order Intake, R&D, and CapEx

Order intake (OI)¹

- 2009: €1.2 bn
- 2014: €1.4 bn
- 2019: €1.2 bn

R&D (net)

- 2009: 9.5% R&D/Sales, 7.7% R&D/OI
- 2014: 8.8% R&D/Sales, 6.1% R&D/OI
- 2019: 10.9% R&D/Sales, 8.8% R&D/OI

CapEx

- 2009: €0.0 bn
- 2014: €0.5 bn
- 2019: €1.0 bn

¹ Lifetime sales.
### Automotive Group

#### Key Figures

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automotive Group (€ mn)</strong></td>
<td>% of sales</td>
<td>% of sales</td>
<td>% of sales</td>
</tr>
<tr>
<td>Sales</td>
<td>26,565.4</td>
<td>-</td>
<td>26,523.3</td>
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<tr>
<td>EBITDA</td>
<td>3,296.4</td>
<td>12.4</td>
<td>1,920.2</td>
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<tr>
<td>EBIT</td>
<td>2,086.8</td>
<td>7.9</td>
<td>-2,107.7</td>
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<tr>
<td>Adjusted sales</td>
<td>-</td>
<td>26,833.4</td>
<td>-26,376.3</td>
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<td>Adjusted EBIT(^1)</td>
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<td>1,868.6</td>
<td>1,166.3</td>
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<td>Operating assets</td>
<td>12,874.1</td>
<td>-</td>
<td>14,826.4</td>
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<tr>
<td>Research and development expenses</td>
<td>2,675.5</td>
<td>10.1</td>
<td>2,902.0</td>
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<td>CapEx(^2)</td>
<td>1,789.5</td>
<td>6.7</td>
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<td>Depreciation and amortization</td>
<td>1,209.6</td>
<td>-</td>
<td>4,027.9</td>
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<td>- thereof impairment(^3,4)</td>
<td>37.3</td>
<td>-</td>
<td>2,475.1</td>
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</table>

1 IFRS 9 and IFRS 15 applied starting 2018. IFRS 16 applied starting 2019.
2 EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.
3 Capital expenditure on property, plant and equipment, and software.
4 Excluding impairment on financial investments.
5 Impairment also includes necessary reversals of impairment losses.
3.1 | Chassis & Safety → Autonomous Mobility and Safety
A Leading Global Supplier for Active and Passive Safety Technologies

- On January 1, 2020, Chassis & Safety transformed to Autonomous Mobility and Safety (AMS).
- The Autonomous Mobility and Safety business area develops, produces and integrates active and passive safety technologies and controls vehicle dynamics.
- As AMS, we make driving safer and easier and pave the way for autonomous mobility.

Safe and Dynamic Driving towards Vision Zero.

- €9.4 billion 2019 sales
- 48,434 employees (December 31, 2019)
- 72 locations* in 17 countries and markets

* Headquartered in Frankfurt/Main, Germany.

Investor Presentation, April 2020 © Continental AG
3.1 | Chassis & Safety → Autonomous Mobility and Safety
Four Strong Business Units

**Hydraulic Brake Systems**
- Foundation brakes
- Drum brakes
- Electric parking brakes
- Brake actuation
- Brake hoses

**Vehicle Dynamics**
- Conventional electronic brake systems
- Brake by wire systems
- HAD\(^1\) brake systems
- Air suspension systems
- Motorcycle – Electronic brake systems

**Passive Safety & Sensorics**
- Sensors for various applications
- Passive and integrated safety
- V2X-Communication
- Safety engineering
- Electronic control units
- Washer Systems

**Advanced Driver Assistance Systems**
- Radar
- Camera
- Lidar
- Assisted and automated driving control unit (ADCU)

\(^1\) Highly Automated Driving.
3.1 | Chassis & Safety → Autonomous Mobility and Safety

Our Mission: Reduce the Number of Fatalities and Those Injured

Over 1.35 million people die in road accidents every year.

A further 50 million are injured.

Road traffic fatality rates per 100,000 population by WHO region:

- Europe: 18.0
- Americas: 15.6
- Africa: 26.6
- South East Asia: 20.7
- Western Pacific: 16.9

Data Source:
Global Status Report on Road Safety 2018
World Health Organization
Road traffic fatality rates per 100,000 population by WHO region.
Chassis & Safety → Autonomous Mobility and Safety
Passive and Active Safety Systems Save Lives!

Traffic fatalities and introduction of safety applications in Germany 1953 – 2019

Source: Federal Statistics Office, Germany (Destatis); * Utilization mandatory by EU-regulation for passenger cars; AEB and LDW mandatory as of 2013 for commercial vehicles and buses.

As confirmed by EU on March 25th 2019:
- On the Parliament’s side, the IMCO committee should vote on April 2, 2020. The final, formal vote is expected to take place under the new Parliament in the autumn, after the EU elections.
- All timing proposals based on the assumption that GSR enters into force in November 2019. (Application date = +30 months | A = on application date | B = +24 months | C = +48 months).

### 3.1 | Chassis & Safety → Autonomous Mobility and Safety

Further Active Safety Content Driven by Legislation (e.g. EU)

#### “General Safety Regulation” of the EU (simplified view)

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Name</th>
<th>2022</th>
<th>2024</th>
<th>2026</th>
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</thead>
<tbody>
<tr>
<td>Emergency Braking</td>
<td>Advanced emergency braking for vehicles</td>
<td>[ ]</td>
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<td>[ ]</td>
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<tr>
<td>Emergency Braking</td>
<td>Advanced emergency braking for VRU</td>
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<td>Lane Keeping</td>
<td>Emergency lane keeping</td>
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<td>Reverse Maneuvering</td>
<td>Reversing safety - with intervention</td>
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<tr>
<td>Traffic Sign Recognition</td>
<td>Intelligent speed assistance</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
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<tr>
<td>Right Turn Assist</td>
<td>Blind spot information system (Turning Assist CV)</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
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<tr>
<td>Event Data Recording</td>
<td>Event (accident) data recorder</td>
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<tr>
<td>Event Data Recording</td>
<td>Event (accident) data recorder</td>
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</tr>
<tr>
<td>Driver Monitoring</td>
<td>Alcohol interlock installation facilitation</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
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<tr>
<td>Driver Monitoring</td>
<td>Drowsiness and attention detection</td>
<td>[ ]</td>
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<tr>
<td>Driver Monitoring</td>
<td>Driver readiness monitoring</td>
<td>[ ]</td>
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<tr>
<td>Driver Monitoring</td>
<td>Advanced distraction recognition</td>
<td>[ ]</td>
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<td>[ ]</td>
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<tr>
<td>Tire Monitoring</td>
<td>Tyre pressure monitoring for heavy duty</td>
<td>[ ]</td>
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</tr>
</tbody>
</table>

#### Components

- ARS and/or MFC
- ARS and MFC
- MFC
- 2*SRR
- MFC
- SRR or SVC
- ADCU or Infotainment HPC
- ADCU or Infotainment HPC
- t.b.d.
- in-cabin cam
- in-cabin cam
- in-cabin cam
- TPMS

---

As confirmed by EU on March 25th 2019: - On the Parliament’s side, the IMCO committee should vote on April 2, 2020. The final, formal vote is expected to take place under the new Parliament in the autumn, after the EU elections. - All timing proposals based on the assumption that GSR enters into force in November 2019. (Application date = +30 months | A = on application date | B = +24 months | C = +48 months).
3.1 | Chassis & Safety → Autonomous Mobility and Safety
From Advanced Driver Assistance Systems to Autonomous Mobility

Automated parking
SAE L0 – L4
› Back-up assist
› Entering / leaving lots
› Trailer maneuvering
› Remote parking
› Valet parking

Assisted & partly automated driving
SAE L1 – L2
› Adaptive cruise control
› Emergency brake assist
› Lane keeping support
› Traffic jam / highway assist
› Hands-off optional

Highly automated driving
SAE L3
› Traffic jam chauffeur
› Highway chauffeur

Geo-fenced / autonomous driving
(shared mobility)
SAE L4
› Urban pilot

Fully automated / autonomous driving
(individual mobility)
SAE L4/5
› Traffic jam pilot
› Highway pilot
› Urban pilot

In the market
2021
2023
2025+

Investor Presentation, April 2020 © Continental AG
3.1 | Chassis & Safety → Autonomous Mobility and Safety
Assisted and Partially Automated Driving Today

- L1 is powered by new legal regulations (e.g. EU “General Safety Regulation”) and increasing requirements of NCAP* globally
- L2 is the fastest growing market segment
- Continuous evolution of L2 content and performance

Expansion of L2 “Base”
- Great driver support and good affordability pushing deeper penetration down to lower vehicle segments.

Boost of L2 “Performance”
- Predictive, efficient and comfortable
- “Humanized” driving style
- Enabled by backend information

Leap to L2 “Premium”
- Continuously increasing coverage of use cases
- Better availability (weather, light conditions, etc.)
- Extended “operational design domain” (from highway to urban environment)
- Bridge on the way to L3 –
  High customer value for more affordable costs

* New Car Assessment Programme. For more information visit: http://www.globalncap.org/
3.1 | Chassis & Safety → Autonomous Mobility and Safety

Highly Automated Driving (AD) and Autonomous Mobility Tomorrow

- High system costs limit penetration in the next years to early adopters (high vehicle segments, RoboCabs)
- Social acceptance of residual risks and special behavior of AD vehicles (e.g. strict compliance with traffic rules, etc.) will take time
- Challenge: system maturity (performance and safety) for deployment on public roads

Highly Automated L3

- Hand-over procedure (case-to-case) from system to driver under intensive discussion (e.g. liability).
- Implementation based on field experience and data of L2 Premium

Autonomous Driving L4 – Shared Mobility

- Makes a business case for mobility providers as high system costs amortize in a short period

Fully Automated Driving L4/5 – Individual Mobility

- Initial deployment on highways (ramp-to-ramp)
- Deployment in urban environment (door-to-door) - same challenge as for robotaxis.
3.1 | Chassis & Safety → Autonomous Mobility and Safety

Know-how at all System Levels

- Eco system
- Vehicle (e.g. vehicle function)
- System (e.g. sensor network)
- Sub-System (e.g. sensor)
- Component (hardware/software)
3.1 Chassis & Safety → Autonomous Mobility and Safety
The Future: Our Driverless Vehicle Experimental Platform CUbE

**Multi modal mobility**
Explore driverless mobility as part of future mobility concepts and eco-systems.

**CUbE as experimental platform**
Develop viable components, software and system solutions for driverless vehicles. Demonstrate Continental's leading driverless technology.

**Collect driverless experience worldwide**
Roll-out CUbE vehicles in China, North America and Japan to identify regional specifics.

- V2X communication
- Automated driving control unit (ADCU)
- Radar
- Camera
- Lidar
- Steering
- Brake system

CUbE: Continental Urban Mobility Experience
3.1 | **Chassis & Safety → Autonomous Mobility and Safety**

We Are Successfully Working on Automated Driving for Decades

- **1999** W/w First Automotive Long Range Radar Sensor in Series Production (MB S Class)
- **2005-2007** Winner of the DARPA (Urban) Challenge
- **2012** First Supplier with AD Number Plate in Nevada
- **2019** IAA in Frankfurt/Main - CuBE in Public

>50 million long-range and short-range radar sensors produced since 1999
3.1 | Chassis & Safety
Development of Order Intake, Sales, and Adjusted EBIT

Order intake (OI)\(^1\)

Sales by region

Adjusted EBIT\(^2\)

\(^1\) Lifetime sales.
\(^2\) Before amortization of intangibles from PPA, consolidation and special effects.
## 3.1 Chassis & Safety

### Key Figures

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>% of sales</th>
<th>2018</th>
<th>% of sales</th>
<th>2019</th>
<th>% of sales</th>
</tr>
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<td><strong>Chassis &amp; Safety (€ mn)</strong></td>
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<td>9,588.0</td>
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<td>9,381.6</td>
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<td>EBITDA</td>
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<td>1,213.3</td>
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<td>1,145.3</td>
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<td>Adjusted sales</td>
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<td>-</td>
<td>9,588.0</td>
<td>-</td>
<td>9,381.6</td>
<td>-</td>
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<tr>
<td><strong>Adjusted EBIT(^1)</strong></td>
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<td>-</td>
<td>785.3</td>
<td>8.2</td>
<td>675.9</td>
<td>7.2</td>
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<td>4,887.1</td>
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<td>5,159.9</td>
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<td>1,048.7</td>
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<td>720.6</td>
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<td>- thereof impairment(^3,4)</td>
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<td>1.5</td>
<td>-</td>
<td>750.0</td>
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2. EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.
3. Capital expenditure on property, plant and equipment, and software.
4. Excluding impairment on financial investments.
5. Impairment also includes necessary reversals of impairment losses.
## Agenda

<table>
<thead>
<tr>
<th>Number</th>
<th>Section</th>
<th>Pages</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Continental at a Glance</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Strategy</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td>Automotive Group</td>
<td>24</td>
</tr>
<tr>
<td>3.1</td>
<td>Chassis &amp; Safety → Autonomous Mobility and Safety</td>
<td>34</td>
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<tr>
<td>3.2</td>
<td>Interior → Vehicle Networking and Information</td>
<td>48</td>
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<tr>
<td>3.3</td>
<td>Powertrain → Vitesco Technologies</td>
<td>60</td>
</tr>
<tr>
<td>4</td>
<td>Rubber Group</td>
<td>63</td>
</tr>
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<td>4.1</td>
<td>Tires</td>
<td>69</td>
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<tr>
<td>4.2</td>
<td>ContiTech</td>
<td>83</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>91</td>
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<td>6</td>
<td>Sustainability</td>
<td>101</td>
</tr>
<tr>
<td>7</td>
<td>Shares and Bonds</td>
<td>113</td>
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<tr>
<td>8</td>
<td>Glossary</td>
<td>120</td>
</tr>
</tbody>
</table>
On January 1, 2020, Interior transformed to Vehicle Networking and Information (VNI).

As VNI, we are focusing on the right solutions for next-level connectivity, innovative user experience and systems up to high performance computers.

We bundle competencies across business units and established a platform-centric development organization ("Central Engineering").

We make networked mobility happen.

€9.6 billion 2019 sales
48,117 employees (December 31, 2019)
131 locations* in 27 countries and markets

* Headquartered in Regensburg, Germany.
### 3.2 | Interior → Vehicle Networking and Information

Three Business Units Since January 1, 2020

#### Connected Car Networking
- Body high performance computers
- Body control modules
- Connectivity
- Access control systems
- Power closures
- Door control units
- Intelligent glass control
- Seat comfort systems
- Gateways
- Power stabilization
- Advanced antenna electronics
- Smart device integration

1 Includes receiving functions of Tire Pressure Monitoring and Tire Information Systems.

#### Human Machine Interface
- Instrument clusters
- Full digital clusters
- Cross domain hubs
- Multimedia
- Radios
- Display solutions
- Head-up displays
- Haptic controls
- Interior cameras

#### Commercial Vehicles and Services
- Instrument clusters and full digital clusters for commercial vehicles, off-highway vehicles, two-wheeled vehicles, driver working places
- Chassis, body and transmission electronics, sensorics and HAD components for commercial vehicles and off-highway vehicles
- Tachographs, ELD², tolling and connectivity
- Fleet management services
- Spare parts, wear parts and tools
- Original equipment services
- Independent aftermarket: Services, components and diagnostics for fleets and vehicle manufacturers
- Key as a service
- In-car data as a service
- Maps as a service
- City-data as a service

² Electronic logging device.
3.2 | Interior → Vehicle Networking and Information

Information Management is Key for Mobility Solutions and Services

With our holistic, intuitive and ergonomic human-machine interface, we capture commands from drivers and passengers while prioritizing and presenting information.

Driver and passengers

Devices

Infrastructure

Other vehicles

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

Vehicle

We manage and optimize the information flow by integrating cost competitive systems.
3.2 Interior → Vehicle Networking and Information

Holistic Connectivity

>33 million vehicles connected by 2019: >50% of produced vehicles are connected

2020: >250 million of the vehicles on the road will be connected

Since 1996.
3.2 | **Interior → Vehicle Networking and Information**

**Product Highlights for Networked Mobility**

**Connect**

**Holistic Connectivity**
We provide technologies for vehicle networking to connect drivers and passengers with vehicles, the cloud and the infrastructure. From products to services, protected by advanced Cyber Security solutions.

**Inform**

**Holistic Human-Machine Interface**
By knowing the needs of drivers and passengers we provide the expertise for superior comfort, ergonomics, and intuitive ease-of-use.

**Integrate**

**Cost Competitive Systems Solutions**
We integrate components, functions and services into cost competitive systems serving our customers including the aftermarket.
3.2 | Interior → Vehicle Networking and Information
Examples of Market-Specific Initiatives and Projects

<table>
<thead>
<tr>
<th>Connect</th>
<th>Inform</th>
<th>Integrate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ultra-wide band (UWB) technology for keyless vehicle access</td>
<td>Natural 3D centerstack display</td>
<td>First automotive security operations center with T-Systems</td>
</tr>
<tr>
<td>UWB makes keyless vehicle access more secure by preventing unauthorized access via relay (man-in-the-middle) attacks.</td>
<td>Enjoying 3D experience without special glasses and, for the first time, with touch function.</td>
<td>Vehicle manufacturers and fleet operators can continuously monitor the IT security of their vehicles on the road, detect attacks and react as quickly as possible.</td>
</tr>
</tbody>
</table>
3.2 | Interior → Vehicle Networking and Information
Portfolio Extension Towards Systems and Services

- Servitization and connected system
- Data for services
- Mobility services

- Products and closed system
- OTA keys

- KATHREIN
- ZONAR
- Elektrobit
- OSRAM
- CONTINENTAL
- Leia Inc.
- ARGUS
- Cyber Security
- vinli
- parkpocket
- UCIT
- QUANTUM INVENTIONS
- here
3.2 Interior → Vehicle Networking and Information
From Specific ECU Architecture to High Performance Computing

ECU¹ architecture

Server architecture with zone ECUs

Standardized server architecture

¹ Electronic Control Unit.
Increasing number of functions and higher performance require new approaches in electric and electronic (E/E) architecture.

- Move towards structures known from IT industry supporting functions in vehicle and cloud with high flexibility.
- The in-vehicle server is a cornerstone of modern vehicle architectures.

In-vehicle servers offer a hardware / software (SW) platform realizing individual use cases:
3.2 | Interior → Vehicle Networking and Information
Development of Order Intake, Sales, and Adjusted EBIT

Order intake (OI)\(^1\)

Sales by region

Adjusted EBIT\(^2\)

\(^1\) Lifetime sales.
\(^2\) Before amortization of intangibles from PPA, consolidation and special effects.
# 3.2 | Interior

**Key Figures**

<table>
<thead>
<tr>
<th>Interior (€ mn)</th>
<th>2017</th>
<th>% of sales</th>
<th>2018</th>
<th>% of sales</th>
<th>2019</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>9,305.2</td>
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<td>9,707.2</td>
<td>-</td>
<td>9,595.5</td>
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<tr>
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<td>1,140.0</td>
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<td>1,389.2</td>
<td>14.3</td>
<td>582.4</td>
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<td>EBIT</td>
<td>749.2</td>
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<td>988.1</td>
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<td>-13.8</td>
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<td>9,566.8</td>
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<td>9,448.5</td>
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<td>Adjusted EBIT&lt;sup&gt;1&lt;/sup&gt;</td>
<td>-</td>
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<td>863.2</td>
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<td>5,626.3</td>
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<tr>
<td>Research and development expenses</td>
<td>1,062.7</td>
<td>11.4</td>
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<td>1,189.2</td>
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</tr>
<tr>
<td>CapEx&lt;sup&gt;2&lt;/sup&gt;</td>
<td>453.3</td>
<td>4.9</td>
<td>578.4</td>
<td>6.0</td>
<td>683.7</td>
<td>7.1</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>390.8</td>
<td>-</td>
<td>401.1</td>
<td>-</td>
<td>1,907.7</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment&lt;sup&gt;3,4&lt;/sup&gt;</td>
<td>18.2</td>
<td>-</td>
<td>-1.6</td>
<td>-</td>
<td>1,373.2</td>
<td>-</td>
</tr>
</tbody>
</table>

<sup>1</sup> IFRS 9 and IFRS 15 applied starting 2018. IFRS 16 applied starting 2019.

<sup>2</sup> EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.

<sup>3</sup> Capital expenditure on property, plant and equipment, and software.

<sup>4</sup> Excluding impairment on financial investments.

<sup>3</sup> Impairment also includes necessary reversals of impairment losses.
| 1 | Continental at a Glance | 2 |
| 2 | Strategy | 13 |
| 3 | Automotive Group | 24 |
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| 3.2 | Interior → Vehicle Networking and Information | 48 |
| 3.3 | **Powertrain → Vitesco Technologies** | 60 |
| 4 | Rubber Group | 63 |
| 4.1 | Tires | 69 |
| 4.2 | ContiTech | 83 |
| 5 | Corporate Governance | 91 |
| 6 | Sustainability | 101 |
| 7 | Shares and Bonds | 113 |
| 8 | Glossary | 120 |
3.3 | Powertrain → Vitesco Technologies
One of the World’s Leading Suppliers for Powertrain Technologies

We are a leading international developer and manufacturer of state-of-the-art powertrain technologies for sustainable mobility. With smart system solutions and components for electric, hybrid and internal combustion vehicles, we make mobility clean, efficient and affordable.

For more details visit: www.vitesco-technologies.com

In 2019, Vitesco Technologies, a division of the Continental AG, had the following key data:

- €7.8 billion 2019 sales
- 41,744 employees (December 31, 2019)
- Headquartered in Regensburg, Germany
## 3.3 | Powertrain

### Key Figures

<table>
<thead>
<tr>
<th>Powertrain (€ mn)</th>
<th>2017</th>
<th>% of sales</th>
<th>2018</th>
<th>% of sales</th>
<th>2019</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>7,660.9</td>
<td>-</td>
<td>7,741.0</td>
<td>-</td>
<td>7,802.3</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>854.8</td>
<td>11.2</td>
<td>574.6</td>
<td>7.4</td>
<td>192.5</td>
<td>2.5</td>
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<tr>
<td>EBIT</td>
<td>439.9</td>
<td>5.7</td>
<td>119.8</td>
<td>1.5</td>
<td>-662.1</td>
<td>-8.5</td>
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<tr>
<td>Adjusted sales</td>
<td>-</td>
<td>-</td>
<td>7,888.0</td>
<td>-</td>
<td>7,802.3</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted EBIT(^1)</td>
<td>-</td>
<td>-</td>
<td>220.1</td>
<td>2.8</td>
<td>57.0</td>
<td>0.7</td>
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<tr>
<td>Operating assets</td>
<td>3,325.6</td>
<td>-</td>
<td>3,582.2</td>
<td>-</td>
<td>3,906.3</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses</td>
<td>699.0</td>
<td>9.1</td>
<td>672.6</td>
<td>8.7</td>
<td>664.1</td>
<td>8.5</td>
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<tr>
<td>CapEx(^2)</td>
<td>653.7</td>
<td>8.5</td>
<td>691.0</td>
<td>8.9</td>
<td>657.7</td>
<td>8.4</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>414.9</td>
<td>-</td>
<td>454.8</td>
<td>-</td>
<td>854.6</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3,4)</td>
<td>18.6</td>
<td>-</td>
<td>19.3</td>
<td>-</td>
<td>351.9</td>
<td>-</td>
</tr>
</tbody>
</table>

\(^1\) IFRS 9 and IFRS 15 applied starting 2018. IFRS 16 applied starting 2019.  
\(^2\) EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.  
\(^3\) Capital expenditure on property, plant and equipment, and software.  
\(^4\) Excluding impairment on financial investments.  
\(^5\) Impairment also includes necessary reversals of impairment losses.
Agenda

1. Continental at a Glance
2. Strategy
3. Automotive Group
   3.1 Chassis & Safety → Autonomous Mobility and Safety
   3.2 Interior → Vehicle Networking and Information
   3.3 Powertrain → Vitesco Technologies
4. Rubber Group
   4.1 Tires
   4.2 ContiTech
5. Corporate Governance
6. Sustainability
7. Shares and Bonds
8. Glossary
On January 1, 2020, the former Rubber Group of Continental was renamed the Rubber Technologies group sector, comprising the business areas Tires and ContiTech.

- Continental tires business area ranks number four among the world’s leading tire manufacturers.
- The ContiTech business area is the world’s leading supplier of technical elastomer products and is a specialist in thermoplastics technology.
## Rubber Group
### Overview of Business Areas and Business Units

### Tires

<table>
<thead>
<tr>
<th>Passenger and Light Truck Tires (PLT)</th>
<th>Commercial Vehicle Tires (CVT)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Markets</strong></td>
<td></td>
</tr>
<tr>
<td>› EMEA¹</td>
<td>› The Americas</td>
</tr>
<tr>
<td>› The Americas</td>
<td>› APAC²</td>
</tr>
<tr>
<td><strong>Products</strong></td>
<td></td>
</tr>
<tr>
<td>› Original equipment</td>
<td>› Original equipment</td>
</tr>
<tr>
<td>› Replacement</td>
<td>› Replacement</td>
</tr>
<tr>
<td>› Summer tires, winter tires, high-performance tires</td>
<td>› Commercial specialty tires</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2019 sales</th>
<th>€11,728 mn</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of total</td>
<td>26%</td>
</tr>
<tr>
<td>Adj. EBIT³</td>
<td>€1,708 mn</td>
</tr>
<tr>
<td>Adj. EBIT margin</td>
<td>14.9%</td>
</tr>
</tbody>
</table>

**Sales breakdown**

- **74%** Replacement
- **26%** OE

### ContiTech

<table>
<thead>
<tr>
<th>2019 sales</th>
<th>€6,402 mn</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of total</td>
<td>14%</td>
</tr>
<tr>
<td>Adj. EBIT³</td>
<td>€467 mn</td>
</tr>
<tr>
<td>Adj. EBIT margin</td>
<td>7.5%</td>
</tr>
</tbody>
</table>

**Sales breakdown**

- **50%** Industrial
- **50%** OE

---

¹ Europe, Middle East, and Africa.
² Asia and Pacific.
³ Before amortization of intangibles from PPA, consolidation and special effects.
Rubber Group
Development of Sales

Sales by division

€ bn
20
15
10
5
0

2009 2014 2019

Tires  ContiTech

Sales by region

€ bn
20
15
10
5
0

2009 2014 2019

Germany (D)  Europe ex D
North America  Asia
Other countries

Sales by customer type

€ bn
20
15
10
5
0

2009 2014 2019

Industrial/Replacement  Automotive OE
4 | Rubber Group
Development of R&D, CapEx, and Adjusted EBIT

<table>
<thead>
<tr>
<th>€ bn</th>
<th>R&amp;D (net)</th>
<th>€ bn</th>
<th>CapEx</th>
<th>€ bn</th>
<th>Adjusted EBIT¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0</td>
<td></td>
<td>3.0</td>
<td></td>
<td>3.0</td>
<td></td>
</tr>
<tr>
<td>2.5</td>
<td></td>
<td>2.5</td>
<td>6.7%</td>
<td>2.5</td>
<td>17.2%</td>
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<tr>
<td>2.0</td>
<td></td>
<td>2.0</td>
<td>6.6%</td>
<td>2.0</td>
<td>12.4%</td>
</tr>
<tr>
<td>1.5</td>
<td></td>
<td>1.5</td>
<td></td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>1.0</td>
<td></td>
<td>1.0</td>
<td>6.7%</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>0.5</td>
<td></td>
<td>0.5</td>
<td>6.6%</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>0.0</td>
<td></td>
<td>0.0</td>
<td>6.6%</td>
<td>0.0</td>
<td></td>
</tr>
</tbody>
</table>

- R&D (net)
- R&D/Sales
- Capex
- Capex/Sales
- Adjusted EBIT
- Adj. EBIT/Sales

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

Investor Presentation, April 2020 © Continental AG
## Rubber Group

### Key Figures

<table>
<thead>
<tr>
<th>Rubber Group (€ mn)</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>17,494.7</td>
<td>17,603.1</td>
<td>18,012.9</td>
</tr>
<tr>
<td>EBITDA</td>
<td>3,499.6</td>
<td>3,196.6</td>
<td>3,168.2</td>
</tr>
<tr>
<td>EBIT</td>
<td>2,593.5</td>
<td>2,278.3</td>
<td>1,957.5</td>
</tr>
<tr>
<td>Adjusted sales</td>
<td>-</td>
<td>17,595.1</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted EBIT&lt;sup&gt;1&lt;/sup&gt;</td>
<td>-</td>
<td>2,389.4</td>
<td>-</td>
</tr>
<tr>
<td>Operating assets</td>
<td>9,325.1</td>
<td>9,618.1</td>
<td>11,317.3</td>
</tr>
<tr>
<td>Research and development expenses</td>
<td>428.2</td>
<td>448.5</td>
<td>462.2</td>
</tr>
<tr>
<td>CapEx&lt;sup&gt;2&lt;/sup&gt;</td>
<td>1,060.2</td>
<td>1,087.3</td>
<td>1,187.9</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>906.1</td>
<td>918.3</td>
<td>1,210.7</td>
</tr>
<tr>
<td>- thereof impairment&lt;sup&gt;3,4&lt;/sup&gt;</td>
<td>2.9</td>
<td>1.5</td>
<td>34.8</td>
</tr>
</tbody>
</table>

### Notes:
2. EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.
3. Capital expenditure on property, plant and equipment, and software.
4. Impairment also includes necessary reversals of impairment losses.

---

Investor Presentation, April 2020 © Continental AG
4.1 | Tires
Number Four Tire Manufacturer of the World

- Continental tires business ranks number four among the world’s leading tire manufacturers.
- The business area offers a broad product range for cars, commercial vehicles and two-wheeled vehicles. This also includes services for trade and fleet applications as well as digital management systems for commercial vehicle tires.
- Continuous investment in R&D makes a significant contribution toward safe, cost-effective and ecologically efficient mobility.

Short Braking Distances. Highly Economical.

- €11.7 billion 2019 sales
- 56,884 employees (December 31, 2019)
- 193 locations* in 49 countries and markets

* Headquartered in Hanover, Germany.
# 4.1 Tires

## Business Units and Tire Brands

<table>
<thead>
<tr>
<th>Passenger and Light Truck Tires (PLT)</th>
<th>Commercial Vehicle Tires (CVT)</th>
<th>Two Wheel Tires</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Original Equipment</strong></td>
<td><strong>Replacement</strong></td>
<td><strong>Truck Tires</strong></td>
</tr>
<tr>
<td>EMEA¹</td>
<td>The Americas</td>
<td>EMEA¹</td>
</tr>
<tr>
<td>APAC²</td>
<td></td>
<td>APAC²</td>
</tr>
</tbody>
</table>

### Tires for:
- Compact, medium-size and full-size cars
- 4x4 and SUVs
- Vans, light trucks and recreational vehicles

### Tires, services and solutions for customer segments:
- Goods
- People
- Construction

### Tires and tubes for bicycles and motorcycles

### Tire technology solutions:
- Self Supporting Runflat tire (SSR)
- Minispares
- Conti MobilityKit
- ContiSeal
- ContiSilent

---

¹ Europe, Middle East and Africa.
² Asia and Pacific.
³ Not including North America, Columbia and Peru.
⁴ Trademark rights for Malaysia, Singapore and Brunei.

---

Investor Presentation, April 2020 © Continental AG
4.1 | Tires
Rising Global Replacement Tire Demand

Million units of replacement tires for PC and LCV

Source: LMC.

1 Passenger cars (PC) and light commercial vehicles < 6 metric tons (LCV).

Investor Presentation, April 2020 © Continental AG
4.1 | Tires
Update on Vision 2025

**Stage 1: 2001–2010**
- Create Value
  - Global footprint and business optimized
  - Strong cost focus
  - Global presence of Commercial Vehicle Tires sustained (South Africa/Asia and Pacific)
  - Turnaround of Passenger and Light Truck Tires business in North America region succeeded
  - Worldwide technology gap to competition closed

**Stage 2: 2011–2015**
- Sustain Value
  - Accelerated global growth (focus on Brazil, Russia, India, and China)
  - Leverage cost position
  - Improved technology position to establish among “Best In Class”

**Stage 3: 2016–2025**
- Enhance Value
  - Balance the global footprint
  - Benefit from excellent cost position
  - Achieve podium position in technology worldwide
  - Improve brand awareness further
  - One of the top 3 globally
4.1 | Tires
Passenger and Light Truck Tire Production Volume 2019 Worldwide ex Europe

43 mn units\(^1\)

- **Sumter (US)**: 4
- **Mount Vernon (US)**: 11
- **San Luis Potosí (MX)**: 6
- **Cuenca (EC)**: 2
- **Camaçari (BR)**: 9
- **Modipuram (IN)**: 0.5
- **Hefei (CN)**: 9
- **Port Elizabeth (ZA)**: 2

\(^1\) Not including Europe.
Passenger and Light Truck Tire Production Volume 2019 in Europe

- Sarreguemines (FR): 10 units
- Korbach (DE): 9 units
- Aachen (DE): 8 units
- Otrokovice (CZ): 20 units
- Puchov (SK): 15 units
- Timișoara (RO): 16 units
- Lousado (PT): 18 units
- Kaluga (RU): 3 units

99 mn units
4.1 | Tires
Commercial Vehicle Tire Production Volume¹ 2019 Worldwide

9.2 mn units¹

Mount Vernon (US) 3.1
Cuenca (EC) 0.2
Camaçari (BR) 0.8
Otrokovice (CZ) 1.5
Puchov (SK) 2.9
Modipuram (IN) 0.5
Petaling Jaya (MY) 0.1

¹ Including truck and bus radial and bias tires, not including retread tires and commercial specialty tires.
4.1 | **Tires**

Improving Tire Mix Due to Rising SUV and Pickup Share

**Source:** IHS.

1 Passenger cars (PC) and light commercial vehicles < 6 metric tons (LCV).
4.1 | Tires
Passenger and Light Truck Tires (PLT) – Mix Improvement Driven by ≥18"

Investor Presentation, April 2020 © Continental AG
4.1 | Tires
Passenger and Light Truck Tires – Brand & Product Mix Improvement

Brand mix
passenger and light truck tires sales
(mn units)

<table>
<thead>
<tr>
<th>Year</th>
<th>All other brands</th>
<th>Continental brand</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>99</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>128</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>142</td>
<td></td>
</tr>
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</table>

Product category mix
passenger car and light truck sales
(mn units)

<table>
<thead>
<tr>
<th>Year</th>
<th>High-performance summer and all-season tires ≥ 18&quot;</th>
<th>Winter tires</th>
<th>Other PLT</th>
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</thead>
<tbody>
<tr>
<td>2009</td>
<td>99</td>
<td>6</td>
<td>19</td>
</tr>
<tr>
<td>2014</td>
<td>128</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>2019</td>
<td>142</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Investor Presentation, April 2020 © Continental AG
4.1 | **Tires**
Balancing Global Presence While Outperforming Underlying Markets

Passenger and light truck tires (PLT) sales (mn units)

<table>
<thead>
<tr>
<th>Year</th>
<th>Europe</th>
<th>The Americas</th>
<th>Asia/Pacific</th>
<th>Rest of world</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>128</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>142</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CAGR 3.8%¹

Commercial vehicle tires (CVT) sales (mn units)

<table>
<thead>
<tr>
<th>Year</th>
<th>Europe</th>
<th>The Americas</th>
<th>Asia/Pacific</th>
<th>Rest of world</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>5.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>7.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>9.2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CAGR 6.2%²

¹ Global passenger car and light truck tires sales market CAGR 2009-2019: 3.5% (LMC).
² Global truck tire sales market CAGR 2009-2019: 3.6% (LMC).
4.1 | Tires
Development of Sales and Adjusted EBIT

Sales by customer type

Sales by region

Adjusted EBIT\(^1\)

---

Before amortization of intangibles from PPA, consolidation and special effects.
## 4.1 | Tires
### Key Figures

<table>
<thead>
<tr>
<th>Tires (€ mn)</th>
<th>2017</th>
<th>% of sales</th>
<th>2018</th>
<th>% of sales</th>
<th>2019</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>11,325.8</td>
<td>-</td>
<td>11,352.2</td>
<td>-</td>
<td>11,728.0</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>2,748.7</td>
<td>24.3</td>
<td>2,495.2</td>
<td>22.0</td>
<td>2,497.7</td>
<td>21.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>2,151.3</td>
<td>19.0</td>
<td>1,882.1</td>
<td>16.6</td>
<td>1,651.6</td>
<td>14.1</td>
</tr>
<tr>
<td>Adjusted sales</td>
<td>-</td>
<td>-</td>
<td>11,352.2</td>
<td>-</td>
<td>11,468.7</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted EBIT</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>1,902.6</strong></td>
<td><strong>16.8</strong></td>
<td><strong>1,708.2</strong></td>
<td><strong>14.9</strong></td>
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<td>Operating assets</td>
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<td>2.6</td>
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<td>7.9</td>
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<td>846.1</td>
<td>-</td>
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<tr>
<td>- thereof impairment²³⁴</td>
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<td>-</td>
<td>22.5</td>
<td>-</td>
</tr>
</tbody>
</table>

---

1 IFRS 9 and IFRS 15 applied starting 2018. IFRS 16 applied starting 2019.
2 EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.
3 Capital expenditure on property, plant and equipment, and software.
4 Excluding impairment on financial investments.
5 Impairment also includes necessary reversals of impairment losses.
## Agenda

1. **Continental at a Glance** 2
2. **Strategy** 13
3. **Automotive Group** 24
   3.1 **Chassis & Safety → Autonomous Mobility and Safety** 34
   3.2 **Interior → Vehicle Networking and Information** 48
   3.3 **Powertrain → Vitesco Technologies** 60
4. **Rubber Group** 63
   4.1 **Tires** 69
   4.2 **ContiTech** 83
5. **Corporate Governance** 91
6. **Sustainability** 101
7. **Shares and Bonds** 113
8. **Glossary** 120
ContiTech
The World’s Leading Supplier of Technical Elastomers and Thermoplastics

Smart Solutions Beyond Rubber

› We move the industries, in which we are active.

› As an industry partner we are developing, manufacturing and marketing environmentally friendly, multi-material smart industrial and service solutions that make mining, railway engineering, the automotive industry and other important industries safer and more convenient.

€6.4 billion
2019 sales

45,801 employees
(December 31, 2019)

202 locations*
in 43 countries and markets

* Headquartered in Hanover, Germany.
4.2 | ContiTech
History/Development Since 2004

- **2004**: ContiTech further strengthens its position by purchasing Tianjin Xinbinhai Conveyor Belt Co. and Mining Industrial Resource Supplies Pty Ltd.
- **2006**: ContiTech acquires a majority interest in the Slovak company Continental Matador Rubber s.r.o.
- **2007**: Acquiring Phoenix further specializes ContiTech in the field of rubber and plastics technology.
- **2011**: ContiTech acquires the conveyor belt producer Legg Company.
- **2012**: ContiTech acquires Parker Hannifin’s automotive air conditioning business.
- **2013**: ContiTech acquires the Slovak company Continental Matador Rubber s.r.o.
- **2015**: Merlett Group’s thermoplastics technologies and solutions business further strengthens ContiTech’s portfolio.
- **2017**: By acquiring Hornschuch ContiTech expanded its portfolio with foils and artificial leather for the furniture, construction, and automotive industries and for the do-it-yourself (DIY) sector.
- **2019**: ContiTech further strengthens its position in rubber and plastic technology by acquiring Veyance Technologies.
- **2020**: ContiTech acquires Roulunds, a transmission belt producer.
Top 10 suppliers of technical elastomers and thermoplastics – 2018 sales (€ bn)
## 4.2 | ContiTech
Business Units and Key Products

<table>
<thead>
<tr>
<th>Air Spring Systems</th>
<th>Conveying Solutions</th>
<th>Industrial Fluid Solutions</th>
<th>Mobile Fluid Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Spring Systems in commercial, industrial and rail vehicles, machinery and equipment</td>
<td>System supplier of conveyor and special belts with worldwide assembly and maintenance service</td>
<td>Hoses for almost every industrial application and industrial vehicles</td>
<td>Solutions from hose components to complex hose line systems for passenger cars and commercial vehicles</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Power Transmission Group</th>
<th>Surface Solutions</th>
<th>Vibration Control</th>
<th>As a technology partner, we offer intelligent solutions made of rubber and plastic in combination with metal, fabric and electronics.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belts, components and systems for vehicles and many other industries</td>
<td>Surface materials for vehicle interiors, home decoration and technical solutions</td>
<td>Vibration technology and noise insulation in automobiles and many other industries</td>
<td></td>
</tr>
</tbody>
</table>
We are experts in a large variety of industries with an understanding for the opportunities of digitalization.
4.2 | ContiTech
Development of Sales and Adjusted EBIT

Before amortization of intangibles from PPA, consolidation and special effects.
## 4.2 | ContiTech

### Key Figures

<table>
<thead>
<tr>
<th>ContiTech (€ mn)</th>
<th>2017</th>
<th>% of sales</th>
<th>2018</th>
<th>% of sales</th>
<th>2019</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>6,246.4</td>
<td>-</td>
<td>6,344.7</td>
<td>-</td>
<td>6,401.5</td>
<td>-</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>750.9</td>
<td>12.0</td>
<td>701.4</td>
<td>11.1</td>
<td>670.5</td>
<td>10.5</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>442.2</td>
<td>7.1</td>
<td>396.2</td>
<td>6.2</td>
<td>305.9</td>
<td>4.8</td>
</tr>
<tr>
<td><strong>Adjusted sales</strong></td>
<td>-</td>
<td>-</td>
<td>6,336.7</td>
<td>-</td>
<td>6,197.1</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted EBIT(^1)</strong></td>
<td>-</td>
<td>-</td>
<td>486.8</td>
<td>7.7</td>
<td>466.9</td>
<td>7.5</td>
</tr>
<tr>
<td><strong>Operating assets</strong></td>
<td>3,182.1</td>
<td>-</td>
<td>3,146.9</td>
<td>-</td>
<td>3,519.8</td>
<td>-</td>
</tr>
<tr>
<td><strong>Research and development expenses</strong></td>
<td>138.4</td>
<td>2.2</td>
<td>149.1</td>
<td>2.3</td>
<td>162.8</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>CapEx(^2)</strong></td>
<td>213.2</td>
<td>3.4</td>
<td>250.2</td>
<td>3.9</td>
<td>261.7</td>
<td>4.1</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>308.7</td>
<td>-</td>
<td>305.2</td>
<td>-</td>
<td>364.6</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3,4)</td>
<td>2.4</td>
<td>-</td>
<td>0.3</td>
<td>-</td>
<td>12.3</td>
<td>-</td>
</tr>
</tbody>
</table>

---

\(^1\) IFRS 9 and IFRS 15 applied starting 2018. IFRS 16 applied starting 2019.
\(^2\) EBIT before amortization of intangible assets from PPA, consolidation and special effects; sales before changes in the scope of consolidation.
\(^3\) Capital expenditure on property, plant and equipment, and software.
\(^4\) Excluding impairment on financial investments.
\(^\text{impairment also includes necessary reversals of impairment losses.}\)
# Agenda

| 1 | Continental at a Glance | 2 |
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| 5 | **Corporate Governance** | 91 |
| 6 | Sustainability | 101 |
| 7 | Shares and Bonds | 113 |
| 8 | Glossary | 120 |
5 | Corporate Governance
Two-Tier Board System – Corporate Bodies

Corporate bodies of the company

Shareholders’ Meeting
Shareholders exercise their rights of participation and control
- Elects shareholder representatives
- Discharges
- Reports

Supervisory Board
- Chairman’s Committee: 20 members
  - 10 shareholder representatives
  - 10 employee representatives
- Involved in decisions of fundamental significance to the company
- Mediation Committee
- Audit Committee
- Nomination Committee

Executive Board
- 8 members
- Appoints, monitors, and advises
- Reports
- Responsible for managing the company in accordance with the law, the Articles of Incorporation, and the By-Laws of the Supervisory and Executive Boards, while taking into account the resolutions of the Shareholders’ Meeting
Dr. Elmar Degenhart
born in 1959;
Chairman of the Executive Board;
appointed in 2009 until August 2024

Hans-Jürgen Duensing
born in 1958;
ContiTech business area;
appointed in 2015 until April 2023

Frank Jourdan
born in 1960;
Autonomous Mobility and Safety business area;
appointed in 2013 until March 2024

Christian Kötz
born in 1970;
Tires business area;
appointed in 2019 until March 2022

Helmut Matschi
born in 1963;
Vehicle Networking and Information business area;
appointed in 2009 until March 2024

Dr. Ariane Reinhart
born in 1969;
Human Relations and Sustainability,
Director of Labor Relations;
appointed in 2014 until September 2022

Wolfgang Schäfer
born in 1959;
Chief Financial Officer;
appointed in 2010 until December 2024

Nikolai Setzer
born in 1971;
Spokesman of the Automotive Board,
Automotive Central Functions;
appointed in 2009 until March 2024
**5 | Corporate Governance**

**Supervisory Board – Key Facts**

- **20 board members**
  - 10 shareholder representatives
  - 10 employee representatives

- **Age**
  - 25% <55
  - 35% 55-65
  - 40% >65

- **Gender**
  - 30% Male
  - 70% Female

- **Nationality**
  - 20% German
  - 80% Other

- **Supervisory board tenure**
  - 7 1-5 years
  - 5 6-10 years
  - 8 >10 years

- **Independence of shareholder representatives**
  - 70%

---

1. Independence definition acc. to German Corporate Governance Code (GCGC).
# Corporate Governance

Supervisory Board of Continental AG

## Shareholder representatives

<table>
<thead>
<tr>
<th>Name</th>
<th>Date of Birth</th>
<th>Elected Until</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prof. Dr.-Ing. Wolfgang Reitzle</strong></td>
<td>1949</td>
<td>2024</td>
</tr>
<tr>
<td>Chairman of the Supervisory Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dr. Gunter Dunkel</strong></td>
<td>1953</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Satish Khatu</strong></td>
<td>1952</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Isabel Corinna Knauf</strong></td>
<td>1972</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Sabine Neuß</strong></td>
<td>1968</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Prof. Dr. Rolf Nonnenmacher</strong></td>
<td>1954</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Klaus Rosenfeld</strong></td>
<td>1966</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Georg F. W. Schaeffler</strong></td>
<td>1964</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Maria-Elisabeth Schaeffler-Thumann</strong></td>
<td>1941, el. in 2009</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Prof. KR Ing. Siegfried Wolf</strong></td>
<td>1957</td>
<td>2024</td>
</tr>
</tbody>
</table>

## Employee representatives

<table>
<thead>
<tr>
<th>Name</th>
<th>Date of Birth</th>
<th>Elected Until</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Christiane Benner</strong></td>
<td>1968</td>
<td>2024</td>
</tr>
<tr>
<td>Deputy Chairwoman of the Supervisory Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Hasan Allak</strong></td>
<td>1970</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Francesco Grioli</strong></td>
<td>1972</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Michael Iglhaut</strong></td>
<td>1964</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Dirk Nordmann</strong></td>
<td>1960</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Lorenz Pfau</strong></td>
<td>1961</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Jörg Schönfelder</strong></td>
<td>1966</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Stefan Scholz</strong></td>
<td>1965</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Kirsten Vörkel</strong></td>
<td>1965</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Elke Volkmann</strong></td>
<td>1959</td>
<td>2024</td>
</tr>
</tbody>
</table>
5 | Corporate Governance

Remuneration of an Executive Board Member 2019 (Example)

Remuneration of an Executive Board member responsible for a division

---

1 Average.
2 Based on a target bonus (here: €1.167 million), for 100% achievement of defined CVC and ROCE targets, maximum of 150% of the target bonus (including achieving any additional strategic targets as well as any correction of the target achievement of +/- 20% by the Supervisory Board), divided into an immediate payment (60%) and deferral (40%).
3 The possible increase in the value of the deferral is capped at 250% of the initial value. The maximum amount shown relates to the maximum payment in the performance bonus at 150% target achievement.
4 Based on achieving average CVC versus planned CVC (max. 200%), multiplied by the degree of achieving the total shareholder return, maximum payment of 200%. 

Investor Presentation, April 2020 © Continental AG
Remuneration of a Supervisory Board Member 2019 (Example)

- Fixed remuneration
- Additional benefits (meeting fees)
- Variable remuneration
- Total remuneration

 Basis for calculation: €90 for each cent of earnings per share over €2, calculated as an average of the last three years.
5 | Corporate Governance
New Remuneration System for the Executive Board 2020 Onwards

Organization Realignment
Continental acts in the changing industries by transforming into a holding-type structure to increase its agility and flexibility.

Agile Workstyle & Network Culture
Personal ownership and agile collaboration drive cross-sector cooperation and Continental success.

New legal requirements
Compliance to ARUG II and the new German Corporate Governance Code.

Aims of New Compensation Model

‘Viability’
We honor sustainable value creation based on cooperation in short- and long-term perspective.

‘Transformation’
We will encourage and reward those who go the extra mile to ensure the success of our transformation process.

‘Fairness’
We focus on fairness and equity with a transparent and consistent Rewards framework to attract, motivate and retain our talents.

Triggers of Change

With a fair compensation model we drive our transformation to shape a successful future

Approved by the supervisory board on February 19, 2020.
New Remuneration System for the Executive Board – KPIs

KPIs reward achievement of performance goals and motivate operational excellence

EBIT target² achievement
ROCE target² achievement
Adj. FCF² (Group Strategic Goal) target achievement
To be defined (Group Sector specific)
EBIT target² achievement
ROCE target² achievement

1 And/or Business Area.
² Being reviewed annually to reflect respective business/industry cycle.
5 | Corporate Governance
New Remuneration System for the Executive Board – LTI

Adjusted to fulfill the DCGK-E legal requirements and investor’s expectations

Number of Phantom Shares Granted × Performance Index (PI) = Number of Phantom Shares Vested

Relative TSR\textsuperscript{1} × Sustainability Score


Phase Value

Select sustainability criteria, e.g. for LTI 2020-2023:
- Own CO2 emissions (Climate Protection)
- Share of recycled waste in production (Circular Economy)
- BASICS LIVE | Sustainable Engagement Index (good working conditions)
- Sickness absence rate (good working conditions)
- Women in management positions (Corporate Governance)
- Accident rate – Own employees (green and safe factories)

3-year Performance Period

1 TSR = Total Shareholder Return = Share price appreciation + Dividends paid.
2 \textsuperscript{2}”CON” = Continental AG.
3 \textsuperscript{3}”SXAP” = STOXX® Europe 600 Automobiles & Parts.
## Agenda

<table>
<thead>
<tr>
<th></th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental at a Glance</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Strategy</td>
<td>13</td>
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<tr>
<td>3</td>
<td>Automotive Group</td>
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<td>3.1</td>
<td>Chassis &amp; Safety → Autonomous Mobility and Safety</td>
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<td>Interior → Vehicle Networking and Information</td>
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<td>Powertrain → Vitesco Technologies</td>
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</tr>
<tr>
<td>4</td>
<td>Rubber Group</td>
<td>63</td>
</tr>
<tr>
<td>4.1</td>
<td>Tires</td>
<td>69</td>
</tr>
<tr>
<td>4.2</td>
<td>ContiTech</td>
<td>83</td>
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<td>Corporate Governance</td>
<td>91</td>
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<tr>
<td>6</td>
<td><strong>Sustainability</strong></td>
<td>101</td>
</tr>
<tr>
<td>7</td>
<td>Shares and Bonds</td>
<td>113</td>
</tr>
<tr>
<td>8</td>
<td>Glossary</td>
<td>120</td>
</tr>
</tbody>
</table>
6 | **Sustainability**

**Sustainability Governance Structure**

**Steering and implementation**

**Group Sustainability Committee**
- Dr. Ariane Reinhart (Executive Board Member HR and Sustainability)
- Wolfgang Schäfer (Chief Financial Officer)
- Group sustainability
- Sustainability coordination of the business areas
- Relevant group functions
- Experts from business/technology and other experts (on request)

**Strategic coordination**

**Group functions**

**Decision-making**

**Corporation’s Executive Board**

**Sustainability coordination of the business areas**

**Executive Boards of the business areas**

**Business functions**

**Business Areas**

Sustainability committees and councils of the business areas
Our BASICS describe how we want to work together based on our four values: Trust, Passion To Win, Freedom To Act and For One Another.

The Continental Code of Conduct describes the ethical standards and requirements regarding employee behavior.

The Corporate Governance Principles describe in detail the corporation’s managerial and supervisory tasks and processes.

The ESH Policy defines the basic rules regarding environmental protection and safety & health in our production processes.

The Business Partner Code of Conduct describe ethical standards and requirements regarding supplier behavior.

The Corporate Social Responsibility Principles are our commitment to freedom, democracy and human rights as essentials in our business activities.

The Quality Policy describe our approach towards a quality-driven culture.

The Sustainable Natural Rubber Policy defines our detailed requirements in our natural rubber sourcing.
6 | **Sustainability**
Sustainability Strategy: 12 (4+8) Areas of Materiality, Challenges and Targets

**Climate Protection**
- Carbon-neutral purchased electricity by end of 2020
- Carbon-neutral production by 2040
- Carbon-neutral value chain by 2050

**Clean Mobility**
- Zero Tailpipe Emission Vehicles (ZTEV)
- Reduction of other road emissions
- Supporting EU sustainable finance taxonomy

**Circular Economy**
- Closed resource cycles
  - Use of renewable and degradable resources
  - 95% recycled waste by 2030

**Sustainable Supply Chains**
- Minimizing negative social and environmental impacts in our supply chains
- Traceability and risk-based due diligence

**Good working conditions**
Inspiring, motivating and fair working conditions (incl. human rights in our own operations)

**Green and safe factories**
Sound operations not harming people or the environment; with solid management systems

**Innovations and Digitalization**
Innovational strength and new business models; shaping digital transformation and ethics

**Product quality**
High quality products based on product integrity and quality management

**Safe mobility**
Enhanced road safety with technological solutions to minimize severe road accidents and fatalities

**Sustainable profits**
Value generation in the long-term and responsible distribution of the value

**Corporate Governance**
Responsible management and fair business practices with balanced view of different perspectives (diversity)

**Corporate citizenship**
Community engagement, donations and volunteering; engagement campaign “Sustainability Heroes”
6 | **Sustainability**

Clean Mobility – Paving the Way for Zero-Emission Driving (ZTEV)

- Electrified powertrain
- Light-weight construction
- Automated driving solutions
- New traffic concepts
- Tires with lower rolling resistance
- Bridging technologies: clean fuel-powered vehicles

Percentage of products that demonstrably contribute to energy efficiency or to the reduction of pollutant or carbon dioxide emissions from sales 2019

42%
6 | Sustainability
Climate Protection – Our Clear Pathway Towards Carbon Neutrality

Our 3 climate action targets

1. Carbon-neutral purchased electricity by end of 2020
2. Carbon-neutral production by 2040 (Scope 1+2)
3. Carbon-neutral value chain by 2050 (Scope 3)

Our levers

- Radically increased use of renewables
  Continental will join the RE100 campaign
- Technological game changers
  e.g. electric/fuel cell cars, recycled and renewable materials
- Innovative efficiency improvements
  for own production, logistics, existing products and supply chains

Modelled reduction pathways, indexed

Scope 1+2
- CO₂ from own production
- 3.22 mn metric tons CO₂ in 2019

Scope 3
- CO₂ from value chain: use of products, supply chain, logistics and other processes
- >120 mn metric tons CO₂ in 2019

2020 2040 2050
6 | Sustainability
Circular Economy – Current Implementation Examples

<table>
<thead>
<tr>
<th>Product design / R&amp;D</th>
<th>Production</th>
<th>Cultural mindset change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of recycling material</td>
<td>Recycled waste</td>
<td>Employee engagement campaign: “Sustainability Heroes”</td>
</tr>
<tr>
<td>Tire retreading</td>
<td>80% 2019 → 95% 2030</td>
<td>Investment Presentation, April 2020 © Continental AG</td>
</tr>
</tbody>
</table>
6 | Sustainability
Sustainable Supply Chains – Risk-Based Due-Diligence Approach

› **Business Partner Code of Conduct** defines general sustainability standards for suppliers:
  › Human rights
  › Labor standards
  › Environmental protection
  › Combatting corruption

› **Dedicated initiatives on sustainable natural rubber** in cooperation with GIZ\(^1\) and participation in a global industry platform (GPSNR\(^2\))

› **Supplier self assessments** to evaluate compliance with standards (670 supplier self assessments via service providers NQC and EcoVadis as at December 31, 2019)

› **24/7 global compliance hotline** to report violations against our standards

---
\(^1\) Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (German Corporation for International Cooperation).
\(^2\) Global Platform for Sustainable Natural Rubber.
New credit line for Continental:

Better conditions for a more sustainable business

- Revolving bank credit line refinanced ahead of schedule (amount: €4 bn, term: five years)
- Syndication clearly oversubscribed; better credit conditions for Continental

- **Breaking new ground in the German automotive industry:** interest payments will now also depend on concrete improvements in the company’s sustainability performance

- These include procuring electricity externally from renewable sources, increasing the proportion of women in management positions, reducing the accident and sickness absence rates, and increasing the proportion of recycled waste.
## Development of Sustainability Performance Indicators

<table>
<thead>
<tr>
<th>Sustainability Topic</th>
<th>Key Performance Indicator</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clean Mobility</strong></td>
<td>Percentage of products of consolidated sales that demonstrably contribute to energy efficiency or to the reduction of pollutant or carbon dioxide emissions</td>
<td>~40(^2)</td>
<td>42</td>
</tr>
<tr>
<td><strong>Climate Protection</strong></td>
<td>Direct CO(_2) emissions (Scope 1) in millions of metric tons of CO(_2)(^3,4)</td>
<td>0.88</td>
<td>0.84</td>
</tr>
<tr>
<td></td>
<td>Indirect CO(_2) emissions (Scope 2) in millions of metric tons of CO(_2)(^3,4)</td>
<td>2.47(^5)</td>
<td>2.38</td>
</tr>
<tr>
<td><strong>Circular Economy</strong></td>
<td>Waste recycling rate in %(^6)</td>
<td>78</td>
<td>80</td>
</tr>
<tr>
<td><strong>Sustainable Supply Chains</strong></td>
<td>Number of available, valid supplier self-assessment questionnaires(^7,8)</td>
<td>&gt;750</td>
<td>670</td>
</tr>
<tr>
<td><strong>Innovations and Digitalization</strong></td>
<td>R&amp;D expenses in € millions in % of sales</td>
<td>3,209.0</td>
<td>3,364.2</td>
</tr>
<tr>
<td><strong>Green and Safe Factories</strong></td>
<td>Environmental protection management system certifications (ISO 14001 or similar), employees covered in %(^8)</td>
<td>&gt;80(^2)</td>
<td>82</td>
</tr>
<tr>
<td></td>
<td>Energy management system certifications (ISO 50001 or similar), employees covered in %(^9)</td>
<td>~50(^3)</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>Occupational safety management system certifications (ISO 45001 or similar), employees covered in %(^8)</td>
<td>~67(^7)</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>Number of accidents per million working hours(^8,10,11)</td>
<td>3.41</td>
<td>3.03</td>
</tr>
<tr>
<td><strong>Good Working Conditions</strong></td>
<td>OUR BASICS live sustainable engagement index in %</td>
<td>80</td>
<td>81</td>
</tr>
<tr>
<td></td>
<td>Sickness absence rate in %(^9)</td>
<td>3.27</td>
<td>3.37</td>
</tr>
<tr>
<td></td>
<td>Unforced fluctuation in %(^9)</td>
<td>6.25</td>
<td>6.00</td>
</tr>
<tr>
<td><strong>Product Quality</strong></td>
<td>Quality management system certifications (ISO 9001 or similar), employees covered in %(^8)</td>
<td>~90(^2)</td>
<td>86</td>
</tr>
<tr>
<td><strong>Corporate Governance</strong></td>
<td>Proportion of women in management positions in %(^8,12,13)</td>
<td>14.8</td>
<td>15.8</td>
</tr>
</tbody>
</table>

1 All data externally assured by KPMG.
2 In 2018, not reported as key figures but as indicative, rounded statement in the text.
3 Based on the reporting on the environmental data collection system that includes the relevant production and research and development locations (not including fleet consumption). Definitions based on the standards of the Global Reporting Initiative (GRI) and in accordance with the Greenhouse Gas (GHG) Protocol.
4 Scope 2 emissions are calculated on the basis of reported energy use using the location-based method of the GHG Protocol and largely by applying emission factors from Defra (January 2019) and IEA (May 2018).
5 Figure for 2018 was recalculated due to an adjustment in the application of the location-based method of the GHG Protocol.
6 Based on the reporting on the environmental data collection system that includes the relevant production and research and development locations. Definitions based on the standards of the Global Reporting Initiative (GRI).
7 Based on the self-assessment questionnaires via EcoVadis and NQC.
8 As at December 31.
9 Permanent staff only (own employees).
10 Figure from more than one last day, i.e. with at least one last day beyond the day of the accident.
11 Excluding Continental tire sales (approx. 2% of the total workforce).
12 Based on the employees recorded in the HR data system (approx. 97%).
13 Relates to executives and senior executives.
6 | Sustainability
Memberships and Initiatives

In support of

**WOMEN’S EMPOWERMENT PRINCIPLES**

Established by UN Women and the UN Global Compact Office

---

**econsense**
Forum Nachhaltige Entwicklung der Deutschen Wirtschaft

**LUXEMBURGER DEKLARATION**
ZUR BETRIEBLICHEN GESUNDHEITSFÖRDERUNG

**charta der vielfalt**

---

**Global Platform for Sustainable Natural Rubber**

**European Road Safety Charter**

---

6 | Sustainability
Ratings and Indexes

- Continental is listed in the following indexes:

![Image](https://i.imgur.com/ECPI.png)

![Image](https://i.imgur.com/DAX50.png)

- Ratings:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>65/100, Best 5% of companies</td>
<td>Water: Score B (2019)</td>
<td>65/100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BBB (January 2020)</th>
<th>Outperformer (2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>73/100</td>
<td>73/100</td>
</tr>
</tbody>
</table>


Investor Presentation, April 2020 © Continental AG
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental at a Glance</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Strategy</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td>Automotive Group</td>
<td>24</td>
</tr>
<tr>
<td>3.1</td>
<td>Chassis &amp; Safety → Autonomous Mobility and Safety</td>
<td>34</td>
</tr>
<tr>
<td>3.2</td>
<td>Interior → Vehicle Networking and Information</td>
<td>48</td>
</tr>
<tr>
<td>3.3</td>
<td>Powertrain → Vitesco Technologies</td>
<td>60</td>
</tr>
<tr>
<td>4</td>
<td>Rubber Group</td>
<td>63</td>
</tr>
<tr>
<td>4.1</td>
<td>Tires</td>
<td>69</td>
</tr>
<tr>
<td>4.2</td>
<td>ContiTech</td>
<td>83</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>91</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>101</td>
</tr>
<tr>
<td>7</td>
<td>Shares and Bonds</td>
<td>113</td>
</tr>
<tr>
<td>8</td>
<td>Glossary</td>
<td>120</td>
</tr>
</tbody>
</table>
## 7 | Shares and Bonds
Share Data / American Depositary Receipt (ADR) Data

<table>
<thead>
<tr>
<th>Share Data</th>
<th>ADR Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of share</td>
<td>Ratio</td>
</tr>
<tr>
<td>Bloomberg Ticker</td>
<td>1:10</td>
</tr>
<tr>
<td>Reuters Ticker</td>
<td>1:10</td>
</tr>
<tr>
<td>German Security Identification Number (WKN)</td>
<td>1:10</td>
</tr>
<tr>
<td>ISIN</td>
<td>1:10</td>
</tr>
<tr>
<td>Shares outstanding as at December 31, 2019</td>
<td>1:10</td>
</tr>
<tr>
<td>DE0005439004</td>
<td>1:10</td>
</tr>
</tbody>
</table>

---

<sup>1</sup> Before October 29, 2018 split was 1:5.
7 | Shares and Bonds
Shareholder Structure

Shareholder structure as at December 31, 2019

- IHO-Group: 46.0%
- Free Float: 54.0%

Shareholder structure of the free float (85.5% identified) as at December 31, 2019

- UK and Ireland: 25.3%
- Germany: 6.6%
- Germany (retail): 5.9%
- Scandinavia: 4.4%
- France: 3.1%
- Asia, Australia and Africa: 3.6%
- USA and Canada: 30.9%
- Rest of Europe: 5.7%
- Unidentified: 14.5%
7 | Shares and Bonds
Share Price Development vs. Major Stock Indexes

Based on December 31, 1998 = 100% (Continental shares: € 22.52).
**Shares and Bonds**

**History of Dividend Per Share (€)**

Dividend paid for the respective fiscal year, payout in the subsequent year.

Dividend for FY 2019 subject to Supervisory Board approval and the approval of the next Annual Shareholders’ Meeting.

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend Per Share (€)</th>
<th>Payout Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2.25</td>
<td>24%</td>
</tr>
<tr>
<td>2013</td>
<td>2.50</td>
<td>26%</td>
</tr>
<tr>
<td>2014</td>
<td>3.25</td>
<td>27%</td>
</tr>
<tr>
<td>2015</td>
<td>3.75</td>
<td>28%</td>
</tr>
<tr>
<td>2016</td>
<td>4.25</td>
<td>30%</td>
</tr>
<tr>
<td>2017</td>
<td>4.50</td>
<td>30%</td>
</tr>
<tr>
<td>2018</td>
<td>4.75</td>
<td>33%</td>
</tr>
<tr>
<td>2019</td>
<td>4.00</td>
<td>n.a.</td>
</tr>
</tbody>
</table>

1 Dividend paid for the respective fiscal year, payout in the subsequent year.

2 Dividend for FY 2019 subject to Supervisory Board approval and the approval of the next Annual Shareholders’ Meeting.
# Shares and Bonds

**Bond Data as of March 31, 2020**

<table>
<thead>
<tr>
<th>Issuer</th>
<th>Continental AG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issue</strong></td>
<td>Senior Notes</td>
</tr>
<tr>
<td><strong>Principal amount</strong></td>
<td>€750 mn</td>
</tr>
<tr>
<td><strong>Offering price</strong></td>
<td>99.228%</td>
</tr>
<tr>
<td><strong>Rating at issue date</strong></td>
<td>Ba1 (Moody's) BB (S&amp;P) BBB (Fitch)</td>
</tr>
<tr>
<td><strong>Current rating (corporation)</strong></td>
<td>BBB (S&amp;P), BBB+ (Fitch), Baa2 (Moody's)</td>
</tr>
<tr>
<td><strong>Coupon</strong></td>
<td>3.125% p.a.</td>
</tr>
<tr>
<td><strong>Issue date</strong></td>
<td>Sept. 9, 2013</td>
</tr>
<tr>
<td><strong>Maturity</strong></td>
<td>Sept. 9, 2020</td>
</tr>
<tr>
<td><strong>Interest payment</strong></td>
<td>Annual Sept. 9</td>
</tr>
<tr>
<td><strong>WKN</strong></td>
<td>A1X3B7</td>
</tr>
<tr>
<td><strong>ISIN</strong></td>
<td>XS0969344083</td>
</tr>
<tr>
<td><strong>Denomination</strong></td>
<td>€1,000 with minimum tradable amount €1,000</td>
</tr>
</tbody>
</table>

1. Non-contracted rating at issue date.
2. Contracted rating since May 19, 2000.
5. Publicly traded.
7 | Shares and Bonds
Development of Continental’s Credit Rating

- BBB+ / Baa1
- BBB / Baa2
- BBB- / Baa3
- BB+ / Ba1
- BB / Ba2
- BB- / Ba3
- B+ / B1
- B / B2

S&P, Fitch / Moody’s

Before Siemens VDO

Standard & Poor’s¹
Moody’s²
Fitch³

¹ Contracted rating since May 19, 2000.
² Contracted rating retroactive since January 1, 2019.
³ Contracted rating since November 7, 2013.
<p>| 1 | Continental at a Glance | 2 |
| 2 | Strategy | 13 |
| 3 | Automotive Group | 24 |
| 3.1 | Chassis &amp; Safety → Autonomous Mobility and Safety | 34 |
| 3.2 | Interior → Vehicle Networking and Information | 48 |
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| 4 | Rubber Group | 63 |
| 4.1 | Tires | 69 |
| 4.2 | ContiTech | 83 |
| 5 | Corporate Governance | 91 |
| 6 | Sustainability | 101 |
| 7 | Shares and Bonds | 113 |
| 8 | Glossary | 120 |</p>
<table>
<thead>
<tr>
<th><strong>Adjusted EBIT</strong></th>
<th>EBIT before amortization of intangibles from PPA, consolidation and special effects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADR</strong></td>
<td>American Depositary Receipt</td>
</tr>
<tr>
<td><strong>CapEx</strong></td>
<td>Capital expenditure on property, plant and equipment, and software</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>Earnings Before Interest and Taxes</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>EBIT before Depreciation and Amortization</td>
</tr>
<tr>
<td><strong>EBIT margin</strong></td>
<td>EBIT as a percentage of sales</td>
</tr>
<tr>
<td><strong>FCF</strong></td>
<td>The sum of cash flow arising from operating activities and cash flow arising from investing activities. Also referred to as cash flow before financing activities.</td>
</tr>
<tr>
<td><strong>Gearing ratio</strong></td>
<td>Net indebtedness divided by equity. Also known as the debt to equity ratio.</td>
</tr>
<tr>
<td><strong>ISIN</strong></td>
<td>International Securities Identification Number</td>
</tr>
<tr>
<td><strong>Net indebtedness</strong></td>
<td>The net amount of interest-bearing financial liabilities as recognized in the statement of financial position, the positive fair values of the derivative instruments, cash and cash equivalents, as well as other interest-bearing investments.</td>
</tr>
<tr>
<td><strong>Operating assets</strong></td>
<td>The assets less liabilities as reported in the balance sheet, without recognizing the net indebtedness, sales of accounts receivable, deferred tax assets, income tax receivables and payables, as well as other financial assets and debts. Average operating assets are calculated as at the end of the quarterly periods and, according to our definition, correspond to the capital employed.</td>
</tr>
<tr>
<td><strong>PPA</strong></td>
<td>Purchase Price Allocation</td>
</tr>
<tr>
<td><strong>R&amp;D</strong></td>
<td>Research and Development Expenses</td>
</tr>
<tr>
<td><strong>ROCE (average)</strong></td>
<td>Return On Capital Employed. We define ROCE as the ratio of EBIT to average operating assets for the fiscal year.</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>ABS</td>
<td>Anti-Lock Brake System</td>
</tr>
<tr>
<td>ACC</td>
<td>Adaptive Cruise Control</td>
</tr>
<tr>
<td>AD</td>
<td>Automated Driving</td>
</tr>
<tr>
<td>ADAS</td>
<td>Advanced Driver Assistance Systems</td>
</tr>
<tr>
<td>ADCU</td>
<td>Assisted and automated driving control unit</td>
</tr>
<tr>
<td>ARS</td>
<td>Advanced Radar Sensor</td>
</tr>
<tr>
<td>CAGR</td>
<td>Compound Annual Growth Rate</td>
</tr>
<tr>
<td>C&amp;S</td>
<td>Chassis &amp; Safety Division</td>
</tr>
<tr>
<td>CV</td>
<td>Commercial Vehicle</td>
</tr>
<tr>
<td>CVT</td>
<td>Commercial Vehicle Tires</td>
</tr>
<tr>
<td>ECU</td>
<td>Electronic Control Unit</td>
</tr>
<tr>
<td>ELD</td>
<td>Electronic Logging Device</td>
</tr>
<tr>
<td>ESC</td>
<td>Electronic Stability Control</td>
</tr>
<tr>
<td>ESG</td>
<td>Environment, Social, Governance</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>HAD</td>
<td>Highly Automated Driving</td>
</tr>
<tr>
<td>HMI</td>
<td>Human Machine Interface</td>
</tr>
<tr>
<td>HPC</td>
<td>High Performance Computer</td>
</tr>
<tr>
<td>LCV</td>
<td>Light Commercial Vehicle</td>
</tr>
<tr>
<td>LIDAR</td>
<td>Light Detection And Ranging</td>
</tr>
<tr>
<td>LTI</td>
<td>Long Term Incentive</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>MFC</td>
<td>Multi Function Camera</td>
</tr>
<tr>
<td>M2XPro</td>
<td>Motion Information to X Provider</td>
</tr>
<tr>
<td>OE, OEM</td>
<td>Original Equipment Manufacturer</td>
</tr>
<tr>
<td>PC</td>
<td>Passenger Car</td>
</tr>
<tr>
<td>PLT</td>
<td>Passenger and Light Truck Tires</td>
</tr>
<tr>
<td>SRR</td>
<td>Short Range Radar</td>
</tr>
<tr>
<td>SSR</td>
<td>Self-Supporting Runflat Tires</td>
</tr>
<tr>
<td>SUV</td>
<td>Sport Utility Vehicle</td>
</tr>
<tr>
<td>SVC</td>
<td>Surround View Camera</td>
</tr>
<tr>
<td>TPMS</td>
<td>Tire Pressure Monitoring System</td>
</tr>
<tr>
<td>V2X</td>
<td>Vehicle-to-everything</td>
</tr>
<tr>
<td>VRU</td>
<td>Vulnerable Road Users</td>
</tr>
<tr>
<td>ZTEV</td>
<td>Zero Tailpipe Emission Vehicles</td>
</tr>
</tbody>
</table>
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