Bitte decken Sie die schraffierte Fläche mit einem Bild ab.

Please cover the shaded area with a picture.

(24,4 x 7,6 cm)
## Agenda

### Continental – Overview and Strategy
- Group Sector Automotive Technologies
  - Business Area Autonomous Mobility and Safety
  - Business Area Vehicle Networking and Information
- Group Sector Rubber Technologies
  - Business Area Tires
  - Business Area ContiTech
- Corporate Governance
- Sustainability
- Financials
- Back-up
Continental
We Are a Global Powerhouse

A leading player in autonomous mobility

First to market with software-defined vehicle architecture

Industry-benchmark operational efficiency in Tires

~236,000 talented and dedicated employees
Changing Economic Environment
Positive Mid-term Growth Outlook, but Well Below Previous Expectations

Light vehicle (LV) production (million units)

Light vehicle (LV) replacement tire sales (million units)
Technological and Societal Changes
Challenges and Opportunities

- Digitalization
- Speed
- Sustainability
- Technology Shift
- Competitive Environment
Our Objectives
What Drives Our Strategy?

What do we want?

Emerge as a winner of the transformation.

Create value for all stakeholders.
Customers, suppliers, employees, partners, communities and shareholders.
Our Strategy
Emerge as a Winner of the Transformation

1. Strengthen operational performance
   - Right-size cost structure
   - Commitment to efficiency and quality

2. Differentiate our portfolio
   - Win in growth businesses
   - Manage value businesses for profitability and cash

3. Turn change into opportunity
   - Embrace sustainability
   - Focus on passion to win and transparency and ownership
**Strengthen Operational Performance**  
Right-size Cost Structure Via Reductions and Shift to Best Cost

<table>
<thead>
<tr>
<th>Annual gross cost savings target</th>
<th>Continental's contribution excluding powertrain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total &gt;€1 bn by 2023</td>
<td></td>
</tr>
<tr>
<td>Powertrain Technologies</td>
<td></td>
</tr>
<tr>
<td>~15%</td>
<td>Best-cost share in manufacturing</td>
</tr>
<tr>
<td>~25%</td>
<td>~70%</td>
</tr>
<tr>
<td>Rubber Technologies</td>
<td>~75%</td>
</tr>
<tr>
<td>~25%</td>
<td></td>
</tr>
<tr>
<td>Automotive Technologies</td>
<td></td>
</tr>
<tr>
<td>~60%</td>
<td></td>
</tr>
<tr>
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</tr>
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<td>~50%</td>
</tr>
<tr>
<td>~15%</td>
<td>~60%</td>
</tr>
</tbody>
</table>
**Strengthen Operational Performance**
*Multiple Activities Underway to Improve Productivity and Quality*

<table>
<thead>
<tr>
<th>Targets</th>
<th>Selected examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational excellence</strong></td>
<td><strong>Energy efficiency</strong></td>
</tr>
<tr>
<td>Increase effectiveness,</td>
<td>Quality First program</td>
</tr>
<tr>
<td>efficiency and flexibility</td>
<td>Total Quality Management CoC</td>
</tr>
<tr>
<td></td>
<td>Continental Business System</td>
</tr>
<tr>
<td><strong>Quality excellence</strong></td>
<td></td>
</tr>
<tr>
<td>Reduce quality-related incidents and costs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Standardization</strong></td>
<td>Cooperation Portal</td>
</tr>
<tr>
<td>Leverage existing platforms,</td>
<td></td>
</tr>
<tr>
<td>tools and processes</td>
<td></td>
</tr>
</tbody>
</table>

1 CoC = Center of Competence.
Differentiate Our Portfolio
Differentiation of Our Portfolio Between Growth and Value

**Growth**
- Fast-growing markets
- Outperformance driven by technological innovation
- Focus: market position, growth and long-term profitability

**Value**
- Stable, mature markets
- Profitable business
- Focus: profitability and cash conversion

**Automotive Technologies**
- Software and systems excellence
- Architecture and networking
- Autonomous mobility
- Smart mobility

**Tires**
- Fleet services, selective regions

**ContiTech**
- Smart solutions beyond rubber

**ContiTech Automotive Technologies**
- User experience
- Safety

**ContiTech**
- EMEA business
- Base business
## Differentiate the Portfolio
Focused Management Approaches to Best Crystallize Value

<table>
<thead>
<tr>
<th>Growth</th>
<th>Profitability</th>
<th>Investment</th>
<th>Strategic optionality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td></td>
<td></td>
<td>Competitive funding for investment needs</td>
</tr>
<tr>
<td>Value</td>
<td></td>
<td></td>
<td>Ability to attract talents and potential</td>
</tr>
<tr>
<td>Value</td>
<td></td>
<td></td>
<td>partners</td>
</tr>
</tbody>
</table>

- **Growth**
  - Value-accrative outperformance
  - Long-term profitability
  - Innovation to expand market position

- **Value**
  - Selective growth
  - Focus on profitability
  - Cash conversion
  - Continuous best owner review
  - Partnerships or divestitures
**Turn Change into Opportunity**

**Embracing Sustainability in Everything We Do**

<table>
<thead>
<tr>
<th>Targets¹</th>
<th>Activities</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Together with our value chain partners and latest by 2050, we strive for:</td>
<td>We actively unleash sustainable market potential in all business units</td>
<td>Aligned with shareholders</td>
</tr>
<tr>
<td>100% Carbon neutrality</td>
<td>Foster innovation and phase-in growth businesses</td>
<td>Long-term incentive program utilizes three key performance indicators:</td>
</tr>
<tr>
<td>100% Emission-free mobility and industry</td>
<td>Transform or phase-out non-viable businesses</td>
<td>- Share price</td>
</tr>
<tr>
<td>100% Closed resource</td>
<td>Advance sustainable business practices</td>
<td>- Relative TSR²</td>
</tr>
<tr>
<td>100% Responsible value chain</td>
<td></td>
<td>- Sustainability</td>
</tr>
</tbody>
</table>

² Total Shareholder Return.

---

**Turn Change into Opportunity**

**Embracing Sustainability in Everything We Do**

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</tbody>
</table>

² Total Shareholder Return.
Turn Change into Opportunity
“Passion to Win” and “Transparency and Ownership” Have Top Focus

Our Values

- **Passion to win**: 75% of employees do agree
- **Freedom to act**: 77% of employees do agree
- **Trust**: 81% of employees do agree

Our Mindset

- **Transparency and Ownership**: 81%
- **Flexibility and Agility**: 72%
- **Quality and Impact**: 75%

75% of employees do agree

For one another 72% of employees do agree
Agenda

Continental

Group Sector Automotive Technologies – Overview

- Business Area Autonomous Mobility and Safety
- Business Area Vehicle Networking and Information

Group Sector Rubber Technologies

- Business Area Tires
- Business Area ContiTech

Corporate Governance

Sustainability

Financials

Back-up
Transformation of the Automotive Industry
Six Dominating Trends Will Define the Future of Mobility

- Autonomous Mobility
- Smart Mobility
- Architecture and Networking
- User Experience
- Safety
- Software
Transformation of the Automotive Industry
Expanding Value Creation Opportunities in All Trends

Old World: Defined by Hardware

New World: Defined by Hardware and Software

Trends
- Autonomous Mobility
- Smart Mobility
- Architecture and Networking
- Software
- User Experience
- Safety

Evolved Trends
- Automated
- Islands
- Domain
- Critical
- Digital
- Integrated

Key differentiator
- Autonomous
- Ecosystems
- Centralized
- Holistic
- Comprehensive

Value creation opportunities

2000
2020
2030

Evolution of Trends
Transformation into Automotive Technologies
Realigning Our Activities into Action Fields to Better Serve Trends

We Drive the Future of Mobility.

Autonomous Mobility
Smart Mobility
User Experience
Safety
Software and Systems Excellence
Architecture and Networking
Transformation into Automotive Technologies
Realignment Leverages Synergies Across Multiple Dimensions

**Project management**
Managing **highest complexity** across action fields and parties

**Horizontal integration**
- Combining **functions across domains**
- **Standardized** hardware and software platforms to realize **better economies of scale and scope**

**Vertical integration**
Capable of providing **fully functional system stacks**
- Cloud
- Functions/services/apps
- Middleware/OS
- Basic software
- Hardware

**Scalability across OEs and platforms**
- Most competitive **cost position**, fastest **time to market** and attractive **value proposition**
- Unique portfolio **breadth and depth**
Differentiate Our Portfolio
Action Fields to be Managed as “Growth” or “Value”

- **Growth**
  - Fast-growing markets
  - Outperformance driven by technological innovation
  - Focus: market position, growth and long-term profitability

- **Value**
  - Stable, mature markets
  - Profitable business
  - Focus: profitability and cash conversion

**Expected outperformance**

- Growth: Σ ~ +2 to +4%-pts
- Value: ~ +1%-pts

**Sales 2020**

- Autonomous Mobility: ~ +10%-pts
- Smart Mobility: ~ +10%-pts
- Architecture and Networking: ~ +3%-pts
- SW and Systems Excellence: ~ +10%-pts
- User Experience: ~ +1%-pts
- Safety: ~ +1%-pts

1 Mid-term organic sales growth above IHS LVP.
Strengthen Operational Performance
Adjust Our Cost Structure to Deliver Targeted Cost Savings

Annual gross cost savings target

<table>
<thead>
<tr>
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<td>Automotive Technologies</td>
</tr>
<tr>
<td>Rubber Technologies</td>
</tr>
</tbody>
</table>

Contribution from Automotive Technologies

<table>
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<tr>
<th></th>
<th>2019</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best-cost share in manufacturing</td>
<td>~75%</td>
<td>~85%</td>
</tr>
<tr>
<td>Best-cost share in R&amp;D</td>
<td>~50%</td>
<td>~60%</td>
</tr>
</tbody>
</table>
Automotive Technologies: Adjusted EBIT Margin Bridge

We Strive for an Adjusted EBIT Margin of ~6% to 8% in the Mid-term

-1.8% Growth

- 2020

Operational performance

- Mid-term target

- ~ 6% to 8%

› Based on mid-term IHS light vehicle production forecast from November 2020
› Assumes expected outperformance of individual action fields

› Right-sized cost structure in terms of manufacturing and R&D
› Focus on operational excellence, quality excellence and standardization

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
Agenda

Continental

Group Sector Automotive Technologies – Strategic Action Fields

- Business Area Autonomous Mobility and Safety
- Business Area Vehicle Networking and Information

Group Sector Rubber Technologies

- Business Area Tires
- Business Area ContiTech

Corporate Governance

Sustainability

Financials

Back-up
Strategic Action Field: Architecture and Networking
Leading the Way Toward Software-defined Vehicles
Leading the Way toward Software-defined Vehicles
Complexity and Functional Growth Is Limited by Current Approach

Up2now

Going forward

› **Conventional** architecture and functions
  Based on gateway, body controller, other ECUs

› **Function-defined** architecture
  Based on ICAS1 High Performance Computer (HPC)
  › **Scalable** across platforms
  › New **functions & value streams**
Leading the Way toward Software-defined Vehicles
Complexity and Functional Growth Is Limited by Current Approach

**Patchwork architecture**
- Up to ~100 ECUs, limited computing power
- Functionality isolated in ECUs
- Lots of wires
- Limited cloud-based functionality

**User expectation:** pleasure, safety and convenience

**Function-defined architecture**
- Few HPCs and zones, significant computing power
- Functions defined by SW (HW abstraction)
- ~50% reduction of wires
- Always connected

**User expectation:** smart IoT device
Leading the Way toward Software-defined Vehicles
Vehicle as De-facto IoT Device – New Value Streams Across Lifecycle

Going forward

Up2now

Value per vehicle¹

System Integration
Electronics & Software

Complexity & functional growth

Value per vehicle¹

System Integration
Electronics & Software

Value per vehicle¹

Cloud services
New features and functions
Software maintenance

¹ Not to scale; for illustrative purposes only.
Leading the Way toward Software-defined Vehicles
We Are First-to-market and Top Player in X-domain Computing Solutions

HPC projects won and in acquisition (#)
Total order intake so far: > €4 bn LTS
Leading the Way toward Software-defined Vehicles
Why We Have Been Winning: Providing Solutions that Capture Value

**Customer Challenges**

- Lack of software expertise
- Managing new business models
- Integration of complex systems

**Continental Solutions**

- Capability to provide fully pre-integrated and cyber-secured functional stacks
- Superior capabilities component to system
- Established agile development & collaboration methods & tools
- Enabling new recurring value streams
- Covering complete vehicle lifecycle
Leading the Way toward Software-defined Vehicles
Unique Capability to Provide Fully Integrated Functional Stacks

Domains
- Vehicle Services
- Middleware
- Operating System
- Hardware

Body
- Vehicle API & Services
- Software Update, Data Analytics, Cyber Security
- Foundation Service incl. On-board Connectivity Client

Cockpit
- Vehicle Abstraction – Sensors, Actuators, Vehicle Configuration

AD/ADAS
- Adaptive/Classic AUTOSAR
- Platform Services
- Body Services

Safety & Motion
- Adaptive/Classic AUTOSAR
- Platform Services
- Body Services

Cloud
- Cloud API & Services
- Cloud Abstraction (Alternatives)
- Amazon AWS
- Microsoft Azure
- Region-specific Cloud

Hardware
- HPC

Operating System
- Linux
- QNX
- Hypervisor

Middleware
- Adaptive/Classic AUTOSAR
- Platform Services
- Body Services

Building blocks from Continental

3rd party blocks integrated by Continental
Leading the Way toward Software-defined Vehicles

Unique Capability to Provide Fully Integrated Functional Stacks

**Building Blocks**
- Cloud
- Application
- Middleware
- OS
- Hardware

**System Integration**
- Services / Applications
  - Body
  - Cockpit
  - ADAS / AD
  - Safety / Motion
- Automotive SW Platform
- Continental HPC Platform

**Toolkit**
- PMT
  - House of Solutions
- Tool Framework
  - Data Mgmt.
  - Dependency Mgmt.
  - API Mgmt.
  - SW Distribution
  - Continuous Integration & Deployment
Leading the Way toward Software-defined Vehicles
Strong Business Growth Enabled by Future Architecture Competency

Sales in Action Field¹ (€)

<table>
<thead>
<tr>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\sum ~ +3%-pts$</td>
<td>$&gt; +100%-pts$</td>
</tr>
<tr>
<td>$\sim +5%-pts$</td>
<td>$\sim -8%-pts$</td>
</tr>
<tr>
<td>$\sim -3%-pts$</td>
<td>$\sim -8%-pts$</td>
</tr>
</tbody>
</table>

Expected Outperformance²

Additional growth across all strategic action fields

- **Additional HPCs**
  - ADAS/AD
  - Safety and motion
  - Cross domain

- **Software and systems**
  - System integration
  - Software maintenance
  - New features and functions
  - Cloud services

- **Body and Cockpit HPCs + zone ECUs**
- **Connectivity**
- **Legacy ECUs**
  - Body control modules, gateways, in-vehicle infotainment
- **Other products**
  - Power closures, seat control, other ECUs

¹ Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. ² Mid-term organic sales growth above IHS LVP.
Strategic Action Field: Software and Systems Excellence
Our Strengths Overcome Software Challenges
Software-defined Vehicles…
… Face Numerous Challenges

Explosion of complexity
› Customer expectations and regulatory requirements
› SW-defined differentiation

High degree of variants
› Regional requirements
› Numerous models per OEM
› Highly customizable models

Long product lifetimes
› Long-term maintenance period
 › Always up-to-date, safe and secure

Vague standards
› Generic industry standards
 › OEMs interpret standards individually

Safety
› Safety-critical mission
 › Defects can be life-threatening
Our Strengths Overcome Software Challenges

We Cover the Entire Spectrum of Customer Needs

60%
Non-differentiating software

- Common functionality required of all vehicles, regardless of brand, OEM, trim level, etc.
- **Customer needs:** Economies of scale for most competitive cost position

40%
Differentiating software

- Unique functionality for specific OEMs, models, regions, customer groups, etc.
- **Customer needs:** Economies of scope to provide best support/expertise

We cover 100%

Continental offers best-in-class software and systems excellence based on:

- Competence
- Technology
- Workflow
- Collaboration
Software Experts in Every Field
Continuously Improving with New Specialist Staff, Acquisitions and Training

Number of software and IT specialists

- 2012: >10,000
- 2017: >16,000
- 2018: >17,000
- 2019: >20,000
- 2020E: >22,000
- 2022E: >20,000

Software-related acquisitions

- 2015: Elektrobit
- 2016: Zonar
- 2017: Argus

In-house Software Academy

Boost software expertise
- Effective on-boarding new hires
- Systematic up-skilling to new technologies
- Extensive cross-skilling non-software engineers on software topics

State-of-the-art learning
- +319% YoY completed learning items
- Agile: +100 training units added in 2020
- Artificial Intelligence: ~1,900 employees with knowledge in the area of AI by 2022
- Cyber security: 20k+ training units attended
- New formats: Hackathons, hands-on,...
Scalable, Integrated and Cloud-ready Platforms
We Deliver Software Stacks for Present and Future Architectures

Continental’s Technologies

Cloud

Software functions

OEM and domain specific Middleware

Operating system

HPC platform

Differentiating software

Non-differentiating software

Continental Function-specific development

Cyber Security Operations Center

Fleet management

Elektrobit

Elektrobit incl. platform services

Tool framework

Enables up to 30% savings in customer’s engineering costs

1 Differentiating and non-differentiating software from an OEM point of view.
Speed and Agility
We Manage the Complexity of Software Integration End2End

Continental software factory
› Continuous integration, testing and delivery
› On-site and cloud resources
› Embedded hardware

Software delivery
KPI depots

Real-time traceability
feature requests | bug reports | software

External software factories
OEMs and partners

Solution to integrate an exponentially growing amount of software

Automatization and standardization

Reduction in development time and costs, increase in software quality
Collaborations Based on Trust
Software-defined Vehicles Require a New Collaboration Model

Hardware and function coupling – Software treated like hardware

Traditional car

Tier1 ➔ OEM
- Function development
- Hardware development
- ECU integration

Tier2 ➔ Tier1
- Middleware
- Hardware production
- Spare part delivery, garage maintenance services

Tier1
- Function development stops at SOP

Function development continues after SOP

Software-defined vehicle needs a software platform partner throughout vehicle lifecycle

OEM
- Function development
- Middleware: ECU integration
- Hardware development

SW supplier
- Middleware: adaption including security and safety support
- Spare part delivery, garage maintenance services

HW supplier
- Hardware production: Updates/changes possible
- Maintenance and lifetime security and safety support

1 SOP: start of production. | 2 EOP: end of production. | 3 EOL: end of life.
Collaborations Based on Trust
Our Strong Partnerships Within the Ecosystem

We unite the right partners for building software-defined cars.

Note: Any rights of trademark owners remain unaffected.
Strategic Action Field: Autonomous Mobility
On the Way to Autonomous Mobility

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety

Software and Systems Excellence

Architecture and Networking
### Continental’s Autonomous Mobility Business
Leveraging Strong AD\(^1\) Position to Capture Growth Opportunities

<table>
<thead>
<tr>
<th>Leading AD(^1) Player</th>
<th>Full Stack Solution Provider</th>
<th>Growing Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Continental</strong></td>
<td><strong>Drivers</strong></td>
</tr>
<tr>
<td>2015: €0.9 bn</td>
<td>Safety</td>
<td>-</td>
</tr>
<tr>
<td>2016: €1.2 bn</td>
<td>Cruising</td>
<td>-</td>
</tr>
<tr>
<td>2017: €1.6 bn</td>
<td>Parking</td>
<td>-</td>
</tr>
<tr>
<td>2018: €1.9 bn</td>
<td>Integration</td>
<td>-</td>
</tr>
<tr>
<td>2019: €2.0 bn</td>
<td>Functions</td>
<td>-</td>
</tr>
<tr>
<td>2020: €1.7 bn</td>
<td>AD HPC(^2)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Order Intake</strong></td>
<td><strong>Partners</strong></td>
<td></td>
</tr>
<tr>
<td>2018–2020</td>
<td>Radar</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Camera</td>
<td>-</td>
</tr>
<tr>
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</tr>
<tr>
<td></td>
<td>Software</td>
<td>-</td>
</tr>
<tr>
<td>€9.1 bn</td>
<td><strong>Total addressable market(^3)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Awarded to Continental</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Drivers**
- Content growth from L1/L2 to L2+/L3 and beyond
- From components to systems
- Services, system integration and functions

---

\(^1\) Assisted/automated Driving  | \(^2\) AD high-performance computer  | \(^3\) Based on expected lifetime sales of orders awarded during the time period
Continental’s Portfolio for Automated Driving
Level 2 Plus Solutions Addressing Significant Growth

Continental technology

<table>
<thead>
<tr>
<th>Partly Automated Driving (SAE L2)</th>
<th>L2 “Performance”</th>
<th>L2 “Premium”</th>
<th>from 2021</th>
<th>from 2021/22</th>
</tr>
</thead>
</table>

**Software**

- **Highway Assist NCAP**
  - 1

- **Traffic Jam Companion (hands-off ≤ 80 kph)**
  - 1

- **Highway Companion (hands-off ≤ 130 kph)**
  - 1

- **L2 in extended “Operational Design Domain”**
  - 2

**Content per vehicle**

- > 200 EUR
- > 2x L2
- > 4x L2
- > 10x L2

**1 New Car Assessment Programme.**
From Vision to Perception
Sensor Know-how Enables Vision Solutions & Functions

Image Processing
- Camera “Vision”
  - Continental Vision Stack
  - Continental Vision Stack
    - Integration 3rd party vision stack
  - Full Vision Solution
    - Sensor Data Fusion & Comprehensive Environment Modelling

Radar Processing
- Radar “Vision”
  - Full Continental Radar Stack

Lidar Processing
- Lidar “Vision”
  - Full Continental Lidar Stack

Success
- Safety Functions
  - SOP: 2019
    - L2
  - Cruising Functions
    - SOP: 2021
      - L2
  - Parking Functions
    - SOP: 2021
      - L2
  - Truck
    - SOP: 2022
      - L2+
Software Stack and Hardware Platform Solutions
Modular & Scalable to Manage High Complexity

**Full Stack Capability**

- **Driving and Parking Functions**
- **Perception**
- **Operating System and Middleware**

Software components from:
- Continental
- Continental subsidiary
- Continental subsidiary
- 3rd party

**High Performance Computer (AD HPC)**

- **Partly Automated Driving (SAE L2)**
- **“L2 Plus” Performance Premium**
- **Highly Automated Driving (SAE L3)**
- **Fully Automated Driving (SAE L4)**

- From **combinable** Surround View and Assisted Driving up to **integrated** Automated Driving and Parking HPCs
- Ready for Over-the-air software updates

**Success**

- SOP: 2022 L2+
- SOP: 2022/23 L2 L2+
We Are Ready for the Challenges of the Future
AI and Simulation for the Next Era of AD Technologies

The Vital Importance of Data Quality & Efficient Data Management

Global Test Vehicle Fleet
Collecting around 100 terabytes of data each day – equivalent to 50,000 hours of movies

AI Competence Center
Core development of AI technologies
Roll-out to product development teams
Exploiting Additional Business Areas
Markets of Interest

<table>
<thead>
<tr>
<th>Software as a Product</th>
<th>Commercial Vehicles</th>
<th>Mobility Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relevance</strong></td>
<td><strong>First commercial autonomous fleet operations expected</strong></td>
<td>Autonomous fleet operations expected within dedicated environments</td>
</tr>
<tr>
<td></td>
<td><strong>Defining business models for Software is crucial for ADAS</strong></td>
<td><strong>Strong market growth within the next 5 years by push of legislation</strong></td>
</tr>
<tr>
<td><strong>Continental Status</strong></td>
<td><strong>Strong customer base established</strong></td>
<td><strong>Established business relationship through sensor competency</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Dedicated business unit within Continental</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Continental Future</strong></td>
<td><strong>Full system and solution provider supporting commercial fleets</strong></td>
<td><strong>Strong collaboration with fleet providers to test innovative technologies and improve software functions</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Full stack supplier to create best in class software solutions actively including partners</strong></td>
<td></td>
</tr>
</tbody>
</table>
Continental’s Autonomous Mobility Business
Sustainable Growth Through Our Increasing Content per Vehicle

**Sales in Action Field**

<table>
<thead>
<tr>
<th>Year</th>
<th>Expected Outperformance</th>
<th>Emerging</th>
<th>Traditional</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>~ +80%-pts</td>
<td>~ +5%-pts</td>
<td>~ +7%-pts</td>
</tr>
<tr>
<td>Mid-term</td>
<td>Σ ~ +10%-pts</td>
<td>~ +10%-pts</td>
<td>~ +10%-pts</td>
</tr>
</tbody>
</table>

**Future Growth Drivers**

- **Software as a Product**
  - Licenses and updates

- **System Integration**

- **AD Control Units / AD High Performance Computer**
  - Scalable software and computing platforms guarantee future readiness

- **High Resolution Lidars**
  - Introduction in ≥ L3 systems, additional integration in ≥ L2 Plus systems

- **Cabin Sensing**
  - Driven by legislation (e.g. driver monitoring, child presence detection)

- **Cameras**
  - High quantity of satellite cameras in ≥ L2 Plus systems (“camera belt”)

- **Radars**
  - High quantity of radars in ≥ L2 Plus systems (“radar belt”)
  - Next generation radars with exceptional performance (e.g. 4D radar)

- **Ultrasonic Sensors**

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. | 2 Mid-term organic sales growth above IHS LVP.

**Investor Presentation, March 2021 © Continental AG**
Strategic Action Field: Smart Mobility
Becoming a Leader in Smart Mobility

- Autonomous Mobility
- Smart Mobility
- User Experience
- Safety
- Software and Systems Excellence
- Architecture and Networking
**Smart Mobility**

**Key Statements/Executive Summary**

**Mobility today partly smart:**
Fragmented, most unconnected, island solutions

**Smart mobility:**
Connects data and uses knowledge to provide insights and recommendations

- **Use data for business**
- **Transmit data**
- **Generate data**

**Smart solutions**
- Various customer groups
- Full stack
- Multiple business models

- Service
- Telematics (TCU)
- Sensor/actuator
Growing Need for Smart Mobility Solutions
Converging Requirements & Demands from CV and PV Worlds

Commercial Vehicle Fleet Operators

› 100% of trucks connected
› **Digital logistics** value chain drives CV fleet services
› **Big data – analysis of data** across brands, vehicle types, sensors and markets

Growth Drivers

- Digital logistics value chain
- Regulations – safe, clean & fair
- New mobility business models
- Orchestration solutions – cross-technology

Private & Fleet Operators of Passenger Vehicles

› **New business models** like sharing & hailing disrupt mobility
› Fleet vehicles managed as investment goods
› Demand for **Total cost of ownership (TCO)** reducing services
Key Challenges of Smart Mobility
Our Capabilities and Solutions Provide Customer Value

Customer Challenges

- Scattered landscape of independent elements

Continental Solutions

- Modular full stack solutions and systems from sensor to service
- Difficult to interpret data from a multitude of sensors and actuators
- Necessity to use several solutions in parallel

- Longstanding experience working with and profound understanding of automotive sensors, actuators and computing
- Holistic end-to-end integrated systems providing superior insights in an easy-to-use solution
Comprehensive Smart Mobility Solutions
Expanding Offerings to Cover Needs of Diverse Customer Groups

<table>
<thead>
<tr>
<th>Customer Groups</th>
<th>CV OEMs</th>
<th>PV OEMs</th>
<th>Logistics Fleets</th>
<th>Mass Transit</th>
<th>Vocational &amp; Off-Highway Fleets</th>
<th>Breakdown Service Providers</th>
<th>Workshops &amp; other AM Applications</th>
<th>Mobility Fleets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet type</td>
<td></td>
<td></td>
<td>CV Fleets</td>
<td></td>
<td>PV Fleets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continental Solution</td>
<td>Key as a Service</td>
<td>Remote Vehicle Data</td>
<td>Key as a Service</td>
<td>Key as a Service</td>
<td>Remote Vehicle Data</td>
<td>Key as a Service</td>
<td>Remote Vehicle Data</td>
<td>Key as a Service</td>
</tr>
<tr>
<td></td>
<td>eHorizon</td>
<td>Remote Vehicle Data</td>
<td>eHorizon</td>
<td>Remote Vehicle Data</td>
<td>Remote Vehicle Data</td>
<td>Remote Vehicle Data</td>
<td>Remote Vehicle Data</td>
<td>Remote Vehicle Data</td>
</tr>
<tr>
<td></td>
<td>Fleet Management</td>
<td>Key as a Service</td>
<td>Fleet Management</td>
<td>Fleet Management</td>
<td>Fleet Management</td>
<td>Fleet Management</td>
<td>Remote Vehicle Data</td>
<td>Key as a Service</td>
</tr>
<tr>
<td></td>
<td>Digital Tachograph</td>
<td>eHorizon</td>
<td>Digital Tachograph</td>
<td>Digital Tachograph</td>
<td>Digital Tachograph</td>
<td>Digital Tachograph</td>
<td>Digital Tachograph</td>
<td>Digital Tachograph</td>
</tr>
</tbody>
</table>

In the market  In development
Continental Established in Full Stack
Modular Architecture for More Service Opportunities

Established service
Existing back-end infrastructure and running services (ContiTech, fleet management system, Tire information system)

Solid market position for TCU¹
OBD²-II Dongle in production
Solid position in 3G, 4G, 5G telematics
Established in digital tachographs

Large portfolio of sensors/actuators
Bluetooth low energy, tire sensor, door-access-controls, on-board weighing, NOx sensor

1 TCU: telematic control units.
2 OBD: on-board diagnostics.

Past

Future and Continental’s offering
Continental’s Smart Mobility Business
Comprehensive Portfolio of Solutions to Drive Strong Growth

Sales in Action Field¹ (€)

- **Remote Vehicle Data**
  - Cross-brand vehicle data access solution

- **Key as a Service**
  - Established OE and fleet smartphone integration for car access

- **eHorizon**
  - Proven OE integrated solution for CO₂ and fuel consumption reductions

- **Fleet Management Solutions**
  - Solid position in fleet management provider in NA and EU

- **Digital Tachograph**
  - Established business in tachographs in EU and future trust center

- **Other**

---

¹ Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
² Mid-term organic sales growth above IHS LVP.
Strategic Action Field: User Experience
Joy of Use, Ease of Use and Safe Driving
User Experience (UX)
UX Matters: Joy of Use, Ease of Use and Safe Driving

Visual
› Display Solutions
› Head Up Displays
› Cabin Sensing

Audial
› Sound Solutions

Tactile outside
› Secure digital car, access via key or phone

Tactile inside
› Shytech
› Haptic Controls

Software & System
› Augmented Reality
› 3D Content
› Monitoring algorithms

System Integration
› Cockpit HPC

We deliver > 120 mn UX products per year to more than 25 OEMs!

1 HPC: high-performance computer.
User Experience
What Makes Us Successful: Leading in All Four Core Competences

**DESIGN**
- Flat 2D displays

**TECHNOLOGY**
- Separated devices

**INTERACTION**
- One-way communication

**INTEGRATION**
- Stand-alone HMI\(^1\) controllers

---

\(^1\) Human Machine Interface.

---

**TODAY**

- Large displays, 3D
- Interactive “Shytech” surfaces

**TOMORROW**

- Integration of features into display solutions
- Perfect networking of all UX components
- High-performance computers connect domains and enable holistic UX
# User Experience
Creating Uniqueness Through Design

<table>
<thead>
<tr>
<th>Launched</th>
<th>Upcoming</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>VW TOUAREG</td>
<td>Curved Center Stack</td>
<td>C-Shape</td>
</tr>
<tr>
<td>Curved Center Stack</td>
<td>1&lt;sup&gt;ST&lt;/sup&gt; to market</td>
<td>SOP 2022</td>
</tr>
<tr>
<td>MB E-/S- Class</td>
<td>Side by Side</td>
<td>L-Shape</td>
</tr>
<tr>
<td>Side by Side</td>
<td></td>
<td>1&lt;sup&gt;ST&lt;/sup&gt; to market</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kinematic Pillar-to-Pillar &amp; Cabin Solutions</td>
</tr>
</tbody>
</table>

From Design to Award

- CES Innovation Awards
- ClepX Innovation Awards
- iF Design Award 2021
- German Design Award Special 2019
- German Design Award Winner 2019
- UX Design Awards
- German Design Award Winner 2020

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**User Experience**

We Integrate Innovative Features Increasing Our Value

---

**Own hardware value creation and refinement by Continental**

- **Purchased parts**
  - Front glass
  - Display panel

- **High quality surfaces**:
  - Daylight readability
  - Optical bonding for crystal clear image
  - Narrow border design

- **Next level interaction design**:
  - Haptic feedback
  - Touch, proximity and gesture detection
  - Pre-shaped designs with finger guidance

- **Technology (r)evolution**:
  - Camera + infrared (IR) illumination
  - New backlight technology
  - Camera eyeball tracking
  - Enabling natural 3D experience
  - 3D display content
  - UX software

1 PCB: printed circuit board.

---

**Integration expertise**:

- Infrared camera integrated behind cover lens

---

**Software IP**:

- Infrared camera integrated behind cover lens
User Experience
We Orchestrate the "One" Holistic Experience
User Experience
Simply Scalable

- Simple
- Fully integrated

UX SW + UX SW + OEM SW + 3D CONTENT LeiaLoft™

Product + Product + Product + Product

- MB S-Class
- Hyundai Genesis
- VW ID.3
- Citroen C4

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User Experience
Horizontal Knowledge Drives Our Innovations

All UX domains
- Display Solutions
- Interior Camera
- Head Up Display

High Performance Computers

Cockpit → Body → Safety and Motion → ADAS

Integration

- Cabin Sensing, Health, Wellbeing
- Augmented Reality
- Driver Monitoring
- 3D Transparent Hood
Continental’s User Experience Business
Driving Our Digital Transformation: We Outperform the Market

Sales in Action Field\(^1\) (€)

<table>
<thead>
<tr>
<th>Expected Outperformance(^2)</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>(\sum \sim +1%-pts)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; +30%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ 0%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +15%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +5%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ -15%-pts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Further growth in system integration

- Related HPCs
  - Cockpit HPC

- Related Cabin Sensing
  - Camera and Sensors

Further growth in software and systems

- Software and Systems
  - UX content
  - UX services

Display Solutions
- Design, extended features, joy of use and legal requirements

Full Digital Clusters
- Design, joy of use and legal requirements

Head Up Display
- Less driver distraction and augmented reality

Access
- Comfortable and secure digital car access

Legacy Business
- Instrument clusters, haptic controls, car radios

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. 2 Mid-term organic sales growth above IHS LVP.
Strategic Action Field: Safety
Safety Is Not Negotiable

Autonomous Mobility
Smart Mobility
User Experience
Safety
Software and Systems Excellence
Architecture and Networking
Our Vision Zero
Safe Mobility Is Our Passion – Saving Lives Our Devotion

Hydraulic Brake System
“Safe Stop and Stand Still”

Electronic Brake System
“Stabilize and Emergency Brake”

Restraint System
“Mitigate the Impact”

All our solutions are based on:

Sense    Plan    Act
Sensors Are the Base for Safety and Automation

Strong Position Today. Extending Portfolio for Tomorrow’s Opportunities

Automotive trends drive increase of vehicle functions

Sensors are essential for functions

Need for more and new sensors

Today
Strong position leveraging our engineering and manufacturing expertise.

- >300 mn sensors\(^1\) delivered in 2019

Tomorrow
Assert position through portfolio refinement and extension.

- 3% outperformance\(^2\) 2020 – mid-term

Wheel Speed Sensors
High resolution, AD\(^3\) ready

Battery Sensors
Electrical vehicles

Tire Information System
Tire & road condition

- >15 SOPs

---

1 Excluding airbag satellite sensors. | 2 Mid-term organic sales growth above IHS LVP. | 3 AD: automated driving.
All Future Cars Need a Brake System
Friction Brakes with Electronic Brake System Stay the Dominating Solution

<table>
<thead>
<tr>
<th>Normal Braking</th>
<th>Emergency Braking</th>
<th>Stabilization</th>
<th>Standstill Management</th>
<th>Fail Operational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friction Brake &amp; EBS</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Recuperation only</td>
<td>✔️</td>
<td>✖️</td>
<td>✖️</td>
<td>✖️</td>
</tr>
</tbody>
</table>
All Future Cars Need a Brake System
Top Market Position by Translation of Trends into Tangible Products

Market 2025

~35% EV\(^1\)  
Trend: recuperation

~65% ICE\(^2\)  
Trend: non-exhaust emissions

Two Trends

One solution: EPB Si

The New Generation of Drum Brakes

› Low brake dust emissions
› Corrosion resistant
› Integrated electric parking brake
› Patented design

Ø EPB\(^3\) content per car

100%  
~125%  

Today  
Mid-term

1\(^{st}\) to Market with VW ID.3

1 EV = electrical vehicle (BEV, HEV, 48V).  |  2 ICE = internal combustion engine.  |  3 EPB = electric parking brake.
All Future Cars Need a Brake System
Integration Increases Content per Car

**Conventional** = different components

**One Box** = integration into one unit

**One Box Installation Rates**

- **Today** ~5%
- **Long-term** ~30%

**Typical content per car**
Trends:
- CO₂ efficiency
- Recuperation
- Automated driving

1st to Market in 2016

- Superior performance
- Full recuperation
- HAD¹ ready
- Better packaging

- Superior performance
- Full recuperation
- HAD ready
- Better packaging

<table>
<thead>
<tr>
<th>Conventional</th>
<th>One Box redundant</th>
<th>One Box Installation Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>290%</td>
<td>~5%</td>
</tr>
<tr>
<td>180%</td>
<td></td>
<td>~30%</td>
</tr>
<tr>
<td>290%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 HAD: highly automated driving. 2 Feasibility study. 3 SOP: start of production. 4 Internal outlook based on customer awards and request for quotation. 5 LTS: lifetime sales.

- 6 OEM, 53 SOPs to date
- ~1 mn Units delivered in 2019
- 37 Awards in backlog
- All platforms of a premium OEM (recent award with additional € 1.8 bn LTS)
Restraint Systems Become Anticipatory and Connected
Continued Top Market Position. Leverage In-house Portfolio and Expertise

Trends
- Occupant Freedom
- Vehicle Designs
- Safety Standards
- ADAS
- Cabin Sensing
- Smart Infrastructure

Enablers

Near Field Environment Model
Occupant Safety Monitoring

New Functions
PreCrash Safety Monitoring
Adaptive Deployment Strategies

30 Awards 2018
30 Awards 2019

~22 mn Units supplied in 2019

~100 mn Satellites supplied in 2019
System and Integration Expertise Is Key For Safety
Well Prepared for Next Step of Vertical and Horizontal Function Integration

Extensive knowledge and understanding of the system – from the individual components up to the whole vehicle

Makes us partner of choice in the global safety market
Safety & Motion HPC Will Be the Future
Our Expertise Makes Us the Right Development and Integration Partner

Market Outlook

Source: Continental own estimates

4 RFIs\(^2\) running with targeted SOP in 2025

---

1 HPC: high performance computer. \(\mid\) 2 RFI: request for information. \(\mid\) 3 ECU: electronic control unit.
Continental’s Safety Business
Leading Player with Track Record of Profitable Growth

Sales in Action Field¹ (€)

<table>
<thead>
<tr>
<th>Expected Outperformance²</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>∑ ~ +1%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +3%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; +3%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; -3%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +0%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ -1%-pts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.  
2 Mid-term organic sales growth above IHS LVP.  
3 ECU: electronic control unit.

- **Safety & Motion High Performance Computer**
  - Translate system and integration expertise to upcoming central ECU³ market

- **Sensors**
  - Refine and extend portfolio to tackle rising demand on automotive sensors

- **Electronic Brake Systems**
  - Benefit from integration to increase content and retain technology leadership

- **Hydraulic Brake Systems**
  - Selective innovations to compensate for price erosion of standard components

- **Restraint System**
  - Leverage in-house competencies for new functions to protect market position

- **Other products**
  - Aftermarket, washer systems, build to print
Agenda

Continental
Group Sector Automotive Technologies

Business Area Autonomous Mobility and Safety
Business Area Vehicle Networking and Information

Group Sector Rubber Technologies
Business Area Tires
Business Area ContiTech

Corporate Governance
Sustainability
Financials

Back-up
Autonomous Mobility and Safety (AMS)

Our Vision and Mission

Safe and Dynamic Driving Toward Vision Zero – SensePlanAct
Safe Mobility Is Our Passion – Saving Lives Our Devotion.

We integrate safety technologies and master vehicle dynamics to realize safe and enjoyable driving.

With our components and system competencies we pave the way toward autonomous mobility.

Key Facts

Sales 2020:
€7.5 billion

Employees¹:
47,762 worldwide

Customers:
Major OEMs in all regions

¹ Year-end 2020.
AMS: Product Portfolio
Comprehensive Product Portfolio Along the Chain of Effects

Autonomous Mobility
- Radar
- Camera
- Lidar
- AD\(^1\) HPC\(^2\)/AD control units

Safety
- Sensors
- Hydraulic brake systems
- Electronic brake systems
- Restraint systems

Functions
- Sense
- Plan
- Act
- Assisted and Automated Driving
- Safety and Motion Control

1 Assisted/automated Driving.  2 High-performance computer.
AMS: Sales Split
Our Sales Contribution to the Action Fields

AMS Sales in Action Fields\(^1\) (€)

**Expected outperformance\(^2\)**

\[ \sum \approx +2 \text{ to } +4\%-pts \]

- **Smart Mobility**
  - • Fast-growing markets
  - • Outperformance driven by technological innovation
  - • Focus: market position, growth and long-term profitability

- **Autonomous Mobility**
  - • Stable, mature markets
  - • Profitable business
  - • Focus: profitability and cash conversion

- **User Experience**

- **Safety**

2020: ~ +1%-pts

Mid-term: ~ +8%-pts

\(\sum \approx +2 \text{ to } +4\%-pts\)

7.5 bn

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. 2 Mid-term organic sales growth above IHS LVP forecast.
## AMS Value Contributor: Safety
### Strong and Solid Business

### AMS Sales in Action Field

<table>
<thead>
<tr>
<th>Field</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety &amp; Motion High-performance Computer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Offers new opportunities. With our extensive safety expertise &amp; understanding of systems we are the partner of choice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restraint Systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Become anticipatory and connected. Continued top market position. Leverage in-house portfolio &amp; competencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brake Systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Will be needed in all future cars. Portfolio adaptation, extension to cover automotive trends &amp; increase content</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sensors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Are the base of each vehicle function. Strong position today. Extending portfolio to tackle tomorrow’s opportunities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Expected outperformance

- $\sum \sim +1\%-pts$
- $\sim +0\%-pts$
- $\sim +1\%-pts$
- $\sim +3\%-pts$

### Others

- 2020: $> 400$ mn sensors delivered
- 2020: $> 45$ mn units delivered

<table>
<thead>
<tr>
<th>Field</th>
<th>2019</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restraint Systems</td>
<td>Speed</td>
<td>Airbag control unit</td>
</tr>
<tr>
<td>Brake Systems</td>
<td>inertial</td>
<td>electronic brake system</td>
</tr>
<tr>
<td>Sensors</td>
<td>battery,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>position,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>satellites,</td>
<td></td>
</tr>
</tbody>
</table>

### Notes

1. Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2. Mid-term organic sales growth above IHS LVP forecast.
3. Others: washer systems, build to print.
# AMS Growth Driver: Autonomous Mobility

Sustainable Growth Through Our Increasing Content per Vehicle

## AMS Sales in Action Field

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected outperformance</td>
<td>~ +5%-pts</td>
<td>~ +7%-pts</td>
</tr>
</tbody>
</table>

## High Resolution Lidars
- Complete portfolio from short to long range. Leverage experience with strong partner.
- Introduction in \( \geq L3 \) systems, additional integration in \( \geq L2 \) Plus systems

## AD Control Units / AD High-Performance Computer (AD HPC)
- Scalable software and high-performance computing platforms guarantee future readiness

## Radar
- Securing technology leadership with next generation (4D). Fusion with camera enables outstanding perception. Rising number of radars in \( \geq L2 \) Plus systems (“radar belt”)

## Camera
- Leading surround view systems. Work together with partners to improve. Leveraging 360° vision for automated driving. High quantity of satellite cameras in \( \geq L2 \) Plus

### AMS Sales in Action Field (€)

- **OEMs**: 25
- **Brands**: 50
- **Models**: > 300
- **Units delivered**: > 100 mn
- **Sales CAGR**: > 15 %

**2017 – 2019**
- Radars, cameras, lidars, AD control units

---

AMS: Strengthen Operational Performance
Right-size Cost Structure Via Reductions and Shift to Best Cost

<table>
<thead>
<tr>
<th>Annual gross cost savings target</th>
<th>Contribution from AMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total &gt; €1 bn by 2023</td>
<td></td>
</tr>
</tbody>
</table>

**AMS**
- ~15% Powertrain Technologies
- ~15%

**Rubber Technologies**
- ~25%

**VNI**
- ~45%

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best cost share in manufacturing</td>
<td>~75%</td>
<td>~80%</td>
</tr>
<tr>
<td>Best cost share in R&amp;D</td>
<td>~50%</td>
<td>~60%</td>
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</tbody>
</table>
AMS: Adjusted EBIT$^1$ Margin Bridge

We Strive for an Adjusted EBIT Margin of ~ 6% to 8% in the Mid-term

1.3%  \[\text{2020} \]  \[\text{Growth} \]  \[\text{Operational Performance} \]  \[\text{Mid-term target} \]

\[\begin{align*}
\text{Growth:} & \\
\text{Operational Performance:} & \text{Right-size cost structure in terms of manufacturing and R&D} \\
& \text{Best cost share optimization} \\
& \text{Focus on operational excellence, quality excellence and standardization}
\end{align*}\]

\[1 \text{ Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation and special effects.}\]
# Agenda

<table>
<thead>
<tr>
<th>Continental</th>
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<tbody>
<tr>
<td>Group Sector Automotive Technologies</td>
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<tr>
<td>Business Area Autonomous Mobility and Safety</td>
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<tr>
<td>Business Area <strong>Vehicle Networking and Information</strong></td>
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<tr>
<td>Group Sector Rubber Technologies</td>
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<tr>
<td>Financials</td>
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<tr>
<td>Back-up</td>
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</table>
Vehicle Networking and Information (VNI)

Our Vision and Mission

Always On
We care for information management in the vehicle and beyond

Connect
Connect drivers and passengers

Inform
User experience for superior and safe joy of use

Integrate
Full stack integration

Key Facts

Sales 2020:
€7.9 billion

Employees¹:
47,789 worldwide

Customers:
Major OEMs, fleets, Tier1 suppliers, aftermarket globally

¹ Year-end 2020.
Vehicle Networking and Information (VNI)
Business Units and Product Portfolio\(^1\) With Leading Positions in All Areas

**Connected Car Networking**

*Networked mobility starts with us*

- Telematics and antennas
- Access
- Body control modules
- Body HPC\(^2\)

**Human Machine Interface**

*Driving the trend*

- Instrument cluster
- Full digital cluster
- Display solutions
- Cockpit HPC\(^2\)

**Commercial Vehicles and Services**

*Shaping smart solutions and services*

- Instrumentation and control units
- Tachographs and tolling
- CV\(^3\) and PV\(^4\) services
- Aftermarket

---

\(^1\) Excerpt of product portfolio.  \(^2\) High-performance computer.  \(^3\) Commercial vehicles.  \(^4\) Passenger vehicles.
VNI: Sales Split
We Focus on Architecture and Networking, UX and Smart Mobility

VNI Sales in Action Fields (€)

- **Expected outperformance**
  - ∑ ~ +2 to +4%-pts
  - ~ +10%-pts
  - ~ +3%-pts
  - ~ +1%-pts

- **2020**
- **Mid-term**

**Growth**
- Fast-growing markets
- Outperformance driven by technological innovation
- Focus: market position, growth and long-term profitability

**Value**
- Stable, mature markets
- Profitable business
- Focus: profitability and cash conversion

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020. 2 Mid-term organic sales growth above IHS LVP forecast. 3 User Experience.

Investor Presentation, March 2021 © Continental AG
VNI Value Contributor: User Experience
Perfectly Positioned to Benefit from Fast Transition

VNI Sales in Action Field\(^1\) (€)

<table>
<thead>
<tr>
<th>Expected outperformance(^2)</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ +1%-pts</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>~ +5%-pts</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>~ +15%-pts</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>&gt; +30%-pts</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>~ 0%-pts</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>~ -30%-pts</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

- **Access/Continental Smart Access**
  - Next generation of **secure digital car access** – from key to smartphone

- **Head-up display**
  - **Enhanced interaction**, improved safety and trust through augmented reality

- **Display solutions**
  - Target product group; **additional value** through integration of innovative features like 3D lightfield
  - **Ease and joy of use** by leading all core competencies

- **Full digital clusters**
  - **Transition product**, driven by digitalization

- **Instrument clusters**
  - Product transformation towards **display solutions**; transition via full digital clusters

---

**We deliver** \(120\text{ mn} \) **UX products** per year

**One in 4 cars** is equipped with our HMI solutions

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2 Mid-term organic sales growth above IHS LVP forecast.

Investor Presentation, March 2021 © Continental AG
VNI Growth Driver: Architecture and Networking
New Architectures and HPCs Are a Must for Fully Connected Vehicles

<table>
<thead>
<tr>
<th>VNI Sales in Action Field</th>
<th>(€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected outperformance²</td>
<td></td>
</tr>
<tr>
<td>∑ ~ +3%-pts</td>
<td></td>
</tr>
<tr>
<td>~ +5%-pts</td>
<td></td>
</tr>
<tr>
<td>~ +100%-pts</td>
<td></td>
</tr>
<tr>
<td>~ -2%-pts</td>
<td></td>
</tr>
<tr>
<td>~ -35%-pts</td>
<td></td>
</tr>
</tbody>
</table>

2020 | Mid-term

- **Connectivity**
  - Highest relevance for fully connected eco-systems, latest technologies (IAM⁶, 5G …)

- **Body and Cockpit HPCs³/Zone ECUs⁵**
  - Target product group; strongly growing portfolio segment
  - More than 50% share of sales long-term

- **BCM, gateways**
  - Product transformation towards Body HPC³ and Zone ECUs⁵

- **In-vehicle infotainment**
  - Product transformation towards Cockpit HPC³ and holistic UX⁴ with display solutions

- **Other products**
  - Power closures, seat control, other ECUs⁵

---

Total order intake for Body and Cockpit HPCs³: > €3 bn lifetime sales

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2 Mid-term organic sales growth above IHS LVP forecast.
3 High-performance computer.
4 User experience.
5 Electronic control unit.
6 Intelligent antenna module.
**VNI Growth Driver: Smart Mobility**

Strong Position in CV Services and Telematics Primes Continental to Scale Up

**VNI Sales in Action Field**

<table>
<thead>
<tr>
<th>Expected outperformance²</th>
<th>2020</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>∑ ~ +10%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +50%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +50%-pts</td>
<td></td>
<td></td>
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<tr>
<td>~ +20%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +10%-pts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ +5%-pts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Remote vehicle data**
  - Cross-brand vehicle data access solution

- **Key as a service**
  - Access integrated into smartphones; established in fleets & rollout in execution (CV³ and PV⁴)

- **eHorizon**
  - Proven OE integrated solution in market enables reliable CO₂ and fuel reductions

- **Fleet management and legislation services**
  - Strong market position in fleet management for EU and NA with Zonar brand

- **Digital tachograph**
  - Highly established business in tachographs in EU and future trust center for trucks

**Growth drivers**

- Logistics value chain
  - Fully digital

- Regulations
  - Safe, clean and fair

- Mobility types
  - New and different

- Solution demand
  - Comprehensive

---

1 Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.
2 Mid-term organic sales growth above IHS LVP forecast.
3 Commercial vehicles.
4 Passenger vehicles.
VNI: Strengthen Operational Performance
Right-sized Cost Structure Via Reductions and Shift to Best Cost

**Annual gross cost savings target**

<table>
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<tr>
<th>VNI</th>
<th>Powertrain Technologies</th>
<th>Rubber Technologies</th>
<th>AMS</th>
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<tr>
<td>~45%</td>
<td>~15%</td>
<td>~25%</td>
<td>~15%</td>
</tr>
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</table>

**Total > €1 bn by 2023**

**Contribution from VNI**

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</table>
We strive for an Adjusted EBIT Margin of ~6% to 8% in the mid-term.

- Improved cost position, adjusted cost structure
- Initiatives for fair sales price and redesign to cost
- Optimized footprint
- Outperformance in attractive growth market segments
- Further expand in growth areas by active product transformation

- Based on mid-term IHS light-vehicle production forecast from November 2020

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation and special effects.
# Agenda

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</table>
## Tires

### A Decade of Outstanding Profitable Growth – And There Is More to Come

#### Key Achievements

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>€5.8 billion</td>
<td>€10.2 billion</td>
</tr>
<tr>
<td>Sales balance</td>
<td>31% outside EMEA</td>
<td>44% outside EMEA</td>
</tr>
<tr>
<td>Adj. EBIT</td>
<td>€0.8 billion</td>
<td>€1.3 billion</td>
</tr>
</tbody>
</table>

#### Business Split 2020

**By Customer Segment**
- Replacement: 77%
- OE: 23%

**By Region**
- Americas: 30%
- APAC: 14%
- EMEA: 56%

*Significant growth opportunities outside EMEA*  
*High share of non-OE business*

---

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
Tires: Business Development

Outstanding Growth Slowed Down While Costs Continued to Rise

High Growth Phase
+9.3% sales CAGR\(^1\)
+7.8% costs CAGR\(^1\)

Lower Growth Phase
+2.3% sales CAGR\(^2\)
+3.2% costs CAGR\(^2\)

Main drivers:
- Raw materials and FX
- Fixed costs (incl. D&A)

1 CAGR 2009 - 2016 of sales and costs in EUR.
2 CAGR 2016 - 2019 of sales and costs in EUR.
Tires: Vision 2030

We are inspired every day to make your mobility safer, smarter and more sustainable.

OUR CORE
Excellent tires remain our DNA. We stand for profitable growth, establishing us among the top tire companies.

OUR OPPORTUNITY
We will be the #1 tire solution provider.

OUR RESPONSIBILITY
We will be the most progressive tire company in terms of environmental and social responsibility.

OUR TEAM
We are Tires. Each and every one of us takes ownership. We will win as one global team.
Tires: Vision 2030
Strategically Enhancing Our Successful Business Model

Differentiation / Growth

- Balance global footprint and strengthen service network
- Expanding value-adding digital solutions business
- Sustainable solutions along the entire value chain
- Above-average growth in high-value products

Excellence / Efficiency

- Industry-leading operational efficiency
- Top-notch technology and product portfolio
- Strong brand equity with effective application of multi brand portfolio
- Excellent supply chain performance and flexibility
Tires: Our Core – Leading Tire Technology
Customer Approved: Advanced Technology Ready to Capture EV Growth

**EV Tire Challenges**
- Low Rolling Resistance
- Higher Torque
- Higher Vehicle Weight
- Larger Tire Dimensions
- Higher Tire Pressure
- Low Noise Level

**Our Technology Solutions**

- **First to market with „A+ tire“, exceeding level A requirements by 16%**

- **First to market with new „HL tire“, exceeding standard load capacity by 25%**

- **ContiSilent technology reduces noise level by up to 9 decibel (A)**

**Our BEV Customer Awards**

To learn more about EV-Tires please follow this link: [https://www.continental-tires.com/car/tire-knowledge/tire-basics/electric-vehicle-tires](https://www.continental-tires.com/car/tire-knowledge/tire-basics/electric-vehicle-tires)
Tires: Our Core – Manage for Growth or Value
Continuing to Grow, Diversify and Improve Our Global Sales Portfolio

Passenger & Light Truck Tires\(^1\)

- **APAC**
  - 2009: +44% CAGR\(^2\)
  - 2019: +14% CAGR\(^2\)
- **Americas**
  - 2009: +7% CAGR\(^2\)
  - 2019: +2% CAGR\(^2\)
- **EMEA**
  - 2009: \(\text{Mid-term}\)
  - 2019: \(\text{Mid-term}\)

Truck Tires\(^1\)

- **EMEA**
  - 2009: +81% CAGR\(^2\)
  - 2019: +9% CAGR\(^2\)
- **Americas**
  - 2009: +13% CAGR\(^2\)
  - 2019: +6% CAGR\(^2\)
- **APAC**
  - 2009: \(\text{Mid-term}\)
  - 2019: \(\text{Mid-term}\)

\(^1\) Unit sales based.
\(^2\) CAGR 2009 - 2019, unit sales based.
Tires: Our Core – In the Market for the Market
Growth Outside Europe Achieved with More Localized Production

**Americas (tonnage)**

- **2010**
- **2019**
- **Mid-term**

**EMEA (tonnage)**

- **2010**
- **2019**
- **Mid-term**

**APAC (tonnage)**

- **2010**
- **2019**
- **Mid-term**

- Sales
- Production
Tires: Our Core – Excellence in Operational Efficiency
Mega Plants and High Best-Cost Share Provide Excellent Cost Position

Annual plant output in 2019 (in kt)

Mega plants for scale  Smaller plants for market proximity

<table>
<thead>
<tr>
<th>Annual plant output (kt)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mega plants (&gt;100 kt)</td>
</tr>
<tr>
<td>Smaller plants (&lt;100 kt)</td>
</tr>
</tbody>
</table>

Our advantages

- >80% of output in mega plants (>100 kt)
- >75% of capacity in best-cost countries
- >70% Lower fixed costs per output in mega plant versus small plant

1 Potential ramp-up to mega plant status in the future.
2 Expected by 2022. As of 2019 ~80% mega plant and ~70% in best-cost share.
Tires: Our Core – Excellence in Operational Efficiency
Sustained High Utilization While Differentiated Product Portfolio Drives Mix

Ensuring highest efficiency levels …
Capacity utilization (tonnage, in %)

… while capturing profitable mix gains!
Complexity (# of different PLT articles)

Target >90%

<table>
<thead>
<tr>
<th>Year</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
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<td>2010</td>
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<td>≤17 inch</td>
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x3.5
x1.6
Tires: Our Core – Continuous Mix Improvement
Passenger and Light Truck Tires (PLT) – Mix Improvement Driven by ≥18"

Investor Presentation, March 2021 © Continental AG
**Tires: Our Core – Continuous Mix Improvement**

**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>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>99</td>
<td>55%</td>
<td>154</td>
</tr>
<tr>
<td>2019</td>
<td>65%</td>
<td>66%</td>
<td>130</td>
</tr>
<tr>
<td>2020</td>
<td>66%</td>
<td></td>
<td>120</td>
</tr>
</tbody>
</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>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>99</td>
<td>6</td>
<td>55%</td>
<td>154</td>
</tr>
<tr>
<td>2019</td>
<td>32</td>
<td>22</td>
<td>65%</td>
<td>120</td>
</tr>
<tr>
<td>2020</td>
<td>30</td>
<td>17</td>
<td>66%</td>
<td>120</td>
</tr>
</tbody>
</table>
Tires: Our Core – Targets

We Stand for Industry-leading Operational Excellence

- **Capacity in mega plants (>100kt p.a.)¹** - >80%
- **Best-cost locations¹** - >75%
- **Capacity utilization¹** - >90%
- **Highly flexible and efficient supply chain** - >6 inventory turns

¹ Expected by 2022. As of 2019 ~80% mega plant and ~70% in best-cost share and utilization slightly below 90%.
**Tires: Our Opportunity**

Fleets, Connectivity and New Mobility Drive Demand for New Solutions

---

**Fleets**

**New Mobility**

**Connectivity**

---

**New Customer Needs**

- Data-driven services
- Integrated solutions
- New business models
**Tires: Our Opportunity**
From Tires and Services to Integrated Solutions Provider

**Coming from tires**
- Offering tires
  - + [Conti](#) 360°
  - + ContiLIFEcycle™

**Moving to selling value**
- Bundling single services
  - ContiPressureCheck™
  - ContiConnect™
  - Intelligent tire

**Embracing digitalization**
- Heading toward
  - Leveraging existing competencies within Continental

**Integrated solutions provider**
Tires: Our Opportunity
Conti360: Holistic Solution Portfolio to Fulfill Evolving Customer Needs
Tires: Our Opportunity
Increasing Value Creation and Customer Retention

- **Growth**
  - through new revenue streams

- **Margins**
  - through increased services

- **Stability**
  - through subscription models

- **Returns**
  - through low capital intensity

Single Product and Service Sale ➔ Subscription Revenue

- Tires
- Services
- Retread
- Electronics
- Conti360°
Tires: Our Opportunity
Commercializing New Opportunities into Sustainable Value Creation

- Data-driven services
- New business models
- Integrated solutions

Tires sales split
- Solution business
- Mid-term to long-term

Growth through new revenue streams
- Margins through increased services
- Stability through subscription models
- Returns through low capital intensity

Automotive expertise
Global service network
Tires: Our Responsibility
A Key Differentiator for Our Future Success

We will be the most progressive tire company in terms of environmental and social responsibility.

Driving profitable growth through sustainable solutions along the entire value chain.

Our Proof Points

- **Material Sourcing**
  - Sustainable materials sourced fairly

- **Operations**
  - Highly energy and resource efficient operations

- **Use Phase**
  - Safe, energy efficient and long-lasting products

- **End of Use**
  - 100% renewed and recycled tires
Tires: Our Responsibility
Our Eight Strategic Fields Cover all Four Phases of the Value Chain

Material Sourcing
Operations
Use Phase
End of Use

- Sustainable Materials
- Green Operations
- Clean and Safe Mobility
- Renewing and Recycling

- Sustainable Supply Chain
- Responsible Employer
- Responsible Citizen
- Circular Economy Solutions
Tires: Our Responsibility
Sustainable and Value-creating Solutions Along the Entire Value Chain

Material Sourcing
Winner German Sustainability Award
Pioneering in sustainable materials

Operations
Benchmark in water and energy usage

Use Phase
~ 25% avg. rolling resistance improvement in last years

End of Use
Strongly growing profitable business
Tires: Our Responsibility
Links to Further Insights about Projects and Engagements

Please click on the logos for more Information.
Tires: Adjusted EBIT¹ Margin Bridge
Industry-leading Profitability

2020
13.2%

Growth

Operational performance

Mid-term target
~ 12% to 16%

› Utilize **strong brand** to capture price / mix opportunities
› **Outgrow markets** in Americas, APAC and Specialty Tires
› Unveil full potential of **digital and fleet solution business**
› Amplify **sustainable solutions** along the entire value chain

› Raise **capacity utilization** back to >90%
› Extend **mega plant** and best-cost share
› Ensure **highly efficient** supply chain
› Improve **fixed costs** to sales ratio

¹ Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
## Agenda

<table>
<thead>
<tr>
<th>Continental</th>
</tr>
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<tbody>
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<td>Business Area <strong>ContiTech</strong></td>
</tr>
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<tr>
<td>Financials</td>
</tr>
<tr>
<td>Back-up</td>
</tr>
</tbody>
</table>
ContiTech
Global Leader in Technical Rubber and Plastic Products

Our sales distribution (2020)

48% 52%

Automotive original equipment

Industry and automotive aftermarket
ContiTech: From Rubber Products to Smart Solutions

Past
German rubber company

Present
Global leader in technical rubber and plastic products

Future
Connected products
Our smart solutions
ContiTech: Why We Are Developing Beyond Rubber
The World Is Changing: Automotive Megatrends

Gasoline engine
› ~ 78 connections
› ~ 14.3 m plastic lines
› Up to 6 sensors
€135
Content per vehicle

Hybrids
› ~ 89 connections
› ~ 20.7 m plastic lines
› Up to 9 sensors
€190
Content per vehicle

Electrified powertrain engines
› ~ 95 connections
› ~ 26.8 m plastic lines
› Up to 12 sensors
€230
Content per vehicle

1 ICE: Internal combustion engine.
2 BEV: Battery electric vehicles.
ContiTech: Why We Are Developing Beyond Rubber
The World Is Changing: Industry Megatrends

Infrastructure changes
› Trainlines and transportation
› Alternative energies

Automation
› Automated harvesting
› Automated production

Industry solutions
› Predictive maintenance
› Connectivity
› Internet of Things in production
ContiTech: Getting on Track
Fit For Success in a Challenging Environment

Major acquisitions

Sales (€ bn)

2014: 3.9
2015: 5.4
2016: 5.5
2017: 6.2
2018: 6.3
2019: 6.4
2020: 5.6

Operational performance
Slowdown in key markets

Investor Presentation, March 2021 © Continental AG
SMART SOLUTIONS

› Connecting our products, making them smart
› Development of digital capabilities

BEYOND RUBBER

› Expansion of rubber expertise
› Development of innovative materials

Perform!
Operational excellence

Transform!
Accelerate growth and capture value

Innovate!
ContiTech: Perform!
Strong Focus on Operational Performance Since 2018

Performance measures

1. Structural improvements
   › Capacity alignment
   › Organizational adaptation
   › Portfolio transformation

2. Operational excellence
   › Manufacturing performance
   › Quality improvement
   › Labor-cost agility
   › Value selling

Improved cost structure for profitable growth

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects; as published for the respective year.
### ContiTech: Transform and Innovate!
Focus on Highly Attractive Growth Opportunities

#### ContiTech value fields

~ +0-2% CAGR

Limited growth due to structural changes within industries

<table>
<thead>
<tr>
<th>Aerospace</th>
<th>Printing technology</th>
<th>Material handling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ship, port and ocean</td>
<td>Value</td>
<td>ICE passenger vehicles</td>
</tr>
<tr>
<td>Mining</td>
<td>Occupational safety</td>
<td>Railway transport</td>
</tr>
</tbody>
</table>

#### ContiTech growth fields

~ +3-5% CAGR

Market growth driven by the **megatrends** sustainability, population growth and urbanization

<table>
<thead>
<tr>
<th>Commercial vehicles</th>
<th>Construction, home and garden</th>
<th>Energy management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-highway mobility</td>
<td>Growth</td>
<td>Urban mobility</td>
</tr>
<tr>
<td>Food chain processing</td>
<td>Electric passenger vehicles</td>
<td>Recycling, wastewater and air treatment</td>
</tr>
</tbody>
</table>

---

Investor Presentation, March 2021 © Continental AG
ContiTech: Transform and Innovate!
Well Positioned to Accelerate Growth and Capture Value

**Growth fields**
- Focus on *outperformance* of market development
- Differentiate through material and digital expertise
- Capture organic and inorganic growth opportunities

**Value fields**
- Maximize profitability
- Deliver *growth* in line with market performance
- Optimize costs, processes and capital allocations
- Divest and phase out selected businesses

---

**Sales (€)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Market Growth</th>
<th>Outperformance</th>
<th>Total Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>~ +0-2%</td>
<td>~ +3%</td>
<td>~ +3-5%</td>
</tr>
<tr>
<td>Mid-term</td>
<td></td>
<td></td>
<td>~ +1%</td>
</tr>
</tbody>
</table>

- 5.6 bn
- ~ 30%
- ~ 70%

---

`Investor Presentation, March 2021 © Continental AG`
ContiTech: Transform and Innovate!
Digital Solutions and New Materials Offer Sizable Business Potential

SMART SOLUTIONS

- Drone Inspection

BEYOND RUBBER

- BEV¹ hose lines

Up to €170 thousand cost saving per hour by preventing downtimes

Up to 800% increased content per vehicle²

¹ BEV: Battery electric vehicles. ² Content in electric vehicle versus in a same sized internal combustion engine vehicle.
ContiTech: Innovation Fields
Leveraging Existing Competencies within Continental

Sensorics | Connectivity | Mobile & Web SW | Data Analytics & AI | Thermoplastics | Sustainable Materials

Digitalization | Materials
ContiTech: Adjusted EBIT¹ Margin Bridge
We Strive For ~ 9% to 11% in the Mid-term

- Volume recovery
- Outperformance in growth fields
- Portfolio transformation
- Structural improvements
- Cost optimization

¹ Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
# Agenda

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</table>
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
20 members
10 shareholder representatives
10 employee representatives
Involved in decisions of fundamental significance to the company

Chairman’s Committee
Audit Committee
Nomination Committee
Mediation Committee

Executive Board
8 members
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

Appoints, monitors and advises
Reports
Corporate Governance
Executive Board of Continental AG

**Nikolai Setzer** (born in 1971)
Chairman of the Executive Board
Chairman of the Automotive Board
Appointed until: March 2024
First appointed: August 2009

**Helmut Matschi** (born in 1963)
Vehicle Networking and Information
Appointed until: March 2024
First appointed: August 2009

**Hans-Jürgen Duensing** (born in 1958)
ContiTech
Appointed until: April 2023
First appointed: May 2015

**Dr. Ariane Reinhart** (born in 1969)
Human Relations and Sustainability
Director of Labor Relations
Appointed until: September 2022
First appointed: October 2014

**Frank Jourdan** (born in 1960)
Autonomous Mobility and Safety
Appointed until: March 2024
First appointed: September 2013

**Wolfgang Schäfer** (born in 1959)
Chief Financial Officer
Appointed until: December 2024
First appointed: January 2010

**Christian Kötz** (born in 1970)
Tires
Appointed until: March 2022
First appointed: March 2019

**Andreas Wolf** (born in 1960)
Powertrain Technologies
Appointed until: June 2023
First appointed: June 2020

**Nikolai Setzer** (born in 1971)
Chairman of the Executive Board
Chairman of the Automotive Board
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Powertrain Technologies
Appointed until: June 2023
First appointed: June 2020
## Corporate Governance

### Supervisory Board – Key Facts

- **20 board members**

- **10 shareholder representatives**
- **10 employee representatives**

### Supervisory Board Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>6</td>
</tr>
<tr>
<td>6-10 years</td>
<td>5</td>
</tr>
<tr>
<td>&gt;10 years</td>
<td>9</td>
</tr>
</tbody>
</table>

### Age Distribution

- 25% <55
- 50% 55-65
- 25% >65

### Gender Distribution

- 30% Male
- 70% Female

### Nationality Distribution

- 80% German
- 20% Other

---

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

**Supervisory Board of Continental AG**

<table>
<thead>
<tr>
<th>Shareholder representatives</th>
<th></th>
<th>Employee representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman of the Supervisory Board</td>
<td>Deputy Chairwoman of the Supervisory Board</td>
<td><strong>Francesco Grioli</strong>, born 1972, elected until 2024 (since 2018)</td>
</tr>
<tr>
<td>Elected until the end of the 2024 ASM (since 2009)</td>
<td>Elected until the end of the 2024 ASM (since 2018)</td>
<td><strong>Michael Iglhaut</strong>, born 1964, elected until 2024 (since 2006)</td>
</tr>
<tr>
<td><strong>Sabine Neuß</strong>, born 1968, elected until 2024 (since 2014)</td>
<td><strong>Prof. Dr. Rolf Nonnenmacher</strong>, born 1954, elected until 2024 (s. 2014)</td>
<td><strong>Prof. KR Ing. Siegfried Wolf</strong>, born 1957, elected until 2024 (s. 2010)</td>
</tr>
</tbody>
</table>
Corporate Governance
New Remuneration System for the Executive Board 2020 Onwards¹

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

1 Approved by the supervisory board on February 19, 2020.
## Corporate Governance

We Emphasize Performance, Collaboration and Sustainability

### FAIRNESS

<table>
<thead>
<tr>
<th>Consistent</th>
<th>Rewards collaboration</th>
<th>Rewards outperformers</th>
</tr>
</thead>
<tbody>
<tr>
<td>› Uniform system for Executive Board, Senior Executives and Executives</td>
<td>› 75% of short-term incentive</td>
<td>› 25% of short-term incentive</td>
</tr>
<tr>
<td></td>
<td>› Based on Group, Group Sector and Business Unit results</td>
<td>› Top performers above-average compensated</td>
</tr>
<tr>
<td></td>
<td>› Based on financial targets, i.e. EBIT, ROCE and Free Cash Flow</td>
<td></td>
</tr>
</tbody>
</table>

### VIABILITY

<table>
<thead>
<tr>
<th>Competitive</th>
<th>Collective</th>
<th>Balanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>› Comparable to other employers in markets where we operate</td>
<td>› 88% of Executives participated in voluntary salary reductions during 2020</td>
<td>› Compensation structure takes both long-term and short-term perspectives into account</td>
</tr>
<tr>
<td></td>
<td>› Continental Value Sharing Bonus will not be paid during 2020 to 2023</td>
<td></td>
</tr>
</tbody>
</table>

### TRANSFORMATION

**Aligned with shareholders**

Long-term incentive program utilizes three key performance indicators:

- Share price
- Relative TSR\(^1\)
- Sustainability
  - Environment
  - Engagement
  - Health & Safety
  - Diversity

---

1 Total shareholder return of Continental relative to STOXX® Europe 600 Automobiles & Parts.
Corporate Governance
Remuneration of an Executive Board Member Responsible for a Business Area

1 Average figure for 2020.
2 Based on a target amount (here €1.167 million) for 100% achievement of defined EBIT, ROCE and FCF targets as well as a personal contribution factor (PCF) of 1.0. A maximum of 200% of the target amount can be achieved.
3 From the net inflow of the performance bonus, shares of Continental AG with a value of 20% of the gross payout amount must be purchased and held for a period of three years.
4 Based on the allotment value, which is converted into virtual shares of Continental AG. The payment amount depends on the relative total shareholder return, the sustainability criteria achieved and the share price before the payment. A maximum of 200% of the allotment value can be achieved.
Corporate Governance
Consideration of Business Responsibility for Short-Term Incentive (STI)
Corporate Governance
Structure of the Performance Bonus (STI)

1 A maximum of 200% of the target amount can be achieved.
2 Net amount: from the net inflow of the performance bonus, shares of Continental AG with a value of 20% of the gross payout amount must be purchased and held for a period of three years; the corresponding gross amount was calculated assuming a tax and contribution ratio of 50% flat.
Corporate Governance
Consideration of TSR and Sustainability for Long-Term Incentive (LTI)

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

1. Total Shareholder Return (TSR) = Share price appreciation + Dividends paid.
2. “CAG” = Continental AG.
3. “SXAGR” = STOXX® Europe 600 Automobiles & Parts (Gross Return).

Selected sustainability criteria, e.g., for LTI 2021-2024:
- Own CO2 emissions (Climate Protection)
- Share of recycled waste in production (Circular Economy)
- Gender Diversity (Corporate Governance)
- Accident rate – Own employees (green and safe factories)
- BASICS LIVE | Sustainable Engagement Index (good working conditions)
Structure of the 2020 Long-Term Incentive (2020 LTI)

Conversion

€ \rightarrow Basic Holding \times \text{Performance index (0-195%)} \rightarrow \text{Final Holding} \rightarrow €

Allotment value

\text{Performance index (0-195%)} = \text{Relative TSR} \times \text{sustainability score (0.7-1.3)}

Performance period: 4 years

(Max. 200% of allotment value)
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Our Sustainability Ambition
Providing the Framework to Turn Change into Opportunities

Our Key Ambitions

By 2050 at the latest, we and our value chain partners are striving for:

100% Carbon Neutrality along our entire value chain

100% Emission-free mobility and industry

100% Circular Economy

100% Responsible Value Chain

+ 8 Essentials

- Good working conditions
- Green and safe factories
- Innovations and digitalization
- Benchmark in quality
- Safe mobility
- Long-term value creation
- Sustainable management practices
- Corporate citizenship

Foster innovation and phase in new business
Transform or phase out non-viable business
Sustainable business practices
Management of Sustainability
Systematic Approach Based on Ownership, Integration and KPIs

**Governance**
Executive Board and management involved in Steering Committee lead by Group Sustainability

**Strategy Integration**
Ambitions integrated as third pillar of Group Strategy ("Embrace Sustainability")

**Our Sustainability Ambition**
Providing the Framework to Turn Change into Opportunities

- **Our Key Ambitions**
  - By 2020 or the latest, we and our value chain partners are striving for:
    - 100% Carbon Neutrality along our entire value chain
    - 100% Emission-free mobility and industry
    - 100% Circular Economy
    - 100% Responsible Value Chain

**Performance Monitoring**
Dedicated Sustainability Scorecard with key performance indicators (KPI)

**Sustainability Rating**
Upper range Performance

**Reporting**
High-quality external reporting in orientation towards accepted standards (GRI, UNGC, SASB, TCFD, …)

**Compensation & Finance**
Selected KPIs integrated into compensation schemes, syndicated loans and controlling processes
### Implementation of the Ambitions Ranges from Products to Supply Chain

#### Our Value Chain

<table>
<thead>
<tr>
<th></th>
<th>Supply Chain</th>
<th>Operations</th>
<th>Products &amp; Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon neutrality</td>
<td>⬜</td>
<td>⬜</td>
<td>⬜</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emission-free mobility</td>
<td>⬜</td>
<td>⬜</td>
<td>⬜</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closed resource cycles</td>
<td>⬜</td>
<td>⬜</td>
<td>⬜</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible sourcing</td>
<td>⬜</td>
<td>⬜</td>
<td>⬜</td>
</tr>
<tr>
<td>and business partnerships</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Product example:** Components for ID.3
- **Supply chain initiative example:** Rubberway

---

THERE'S A LOT OF CONTINENTAL IN THE NEW ID.3

All of the components as a glance:

- Front and rear wheels
- Wheel rims
- Brake discs
- Artificial brake discs
- ABS sensors
- Brakes in the front and rear
- Rotors
- Brake pads
- Brake pipes
- Brake hoses
- Brake lines
- Brake fluid
- Brake boosters
- Brake master cylinder
- Brake pump
- Brake reservoirs
- Brake calipers
- Brake pads
- Brake shoes
- brake linings
- Brake drums
- Brake shoes
- Brake linings
- Brake cylinders
- Brake shoes
- Brake linings
- Brake cylinders
- Brake shoes
- Brake linings
Continental’s Comprehensive Pathway for Full Carbon Neutrality along Our Entire Value Chain

2020
Entirely green purchased electricity

2022
Entirely Carbon neutral business with emission-free vehicles

2040
Entirely Carbon neutral own operations

2050
100% carbon neutral along our entire value chain at the latest
What Does Carbon Neutrality Mean for Continental?

Overview and Terminology on CO₂ Emissions

**0.99 mn mt CO₂e** related to our own operations

**100-120 mn mt CO₂e** related to our business activity

**Scope 1 emissions**
Emissions that are the direct result of owned or controlled sources

**Scope 2 emissions**
Emissions indirectly resulting from the generation of purchased energy

**Scope 3 emissions**
Emissions indirectly resulting from the extraction of purchased materials and fuels, transport-related activities such as business travel, outsourced activities, waste disposal, etc.

1 Preliminary estimate, final figures to be published in April 2021
How Will We Reach Our CO₂ Targets for Own Operations?

Our targets are in line with the 1.5°C trajectory for Scope 1 & Scope 2.

Our targets are in line with a well-below 2°C trajectory for Scope 3.

So far, not more than other companies in the automotive sector have a 1.5°C target approved – that brings Continental into a top 10 position among its competitors.
**Action 1 | RE 100**

100% Emission-free from Purchased Electricity

---

**RE 100 Project**

- **Sept. 26, 2019**: Kick off RE100 project
- **Oct. 31, 2019**: Quality of EACs defined
- **Q1/20**: RE100 sign in at “World Environmental Day”
- **Q2/20-Q1/21**: Global sourcing process
- **Q1/21**: 100% renewable electricity sourced and approved by third party

---

**Energy use by energy sources 2019 (9.6 TWh)**

- **Electricity**: 49%
- **Natural gas**: 36%
- **Steam**: 10%
- **Heating oil**: 1%
- **Coal**: 2%
- **Other**: 2%

---

**Goal of 100% reached by end of 2020 incl. “reasonable assurance” by third party**

**100% reduction** of Scope 2 emissions from purchased electricity
Reduction of CO$_2$ emissions
Effective and sustainable avoidance of CO$_2$-emissions with energy efficiency measures (Scope 1&2), technology transformation, guidelines and the implementation of a clear roadmap to zero Scope 1 emissions

Switch to renewable energies
Switch to renewable energy sources along our operational processes by using renewable electricity (Scope 2) and e.g. biofuels, green Hydrogen (Scope 1)

Removal of unavoidable CO$_2$ emissions
Removal as a last step for remaining unavoidable emissions which can not be reduced by efficiency measures or technology transformation processes
We Are Already a Relevant Player in Emission-Free Mobility

already **0.83** bn €
allocated ZTEV business in 2020

Key components for emission-free mobility
- High-performance computer
- Advanced surface materials
- Drum brakes with electromechanical parking brake function
- Sophisticated thermal management
- High performance tires
- And many more

100% emission-free mobility and industries latest by **2050**
Program: “Carbon Neutral for Emission-free Vehicles“
Starting in 2022, We Will Neutralize the CO₂ Backpack

„CO₂ backpack“ from raw materials, production, logistics and utilization at the end of product life

CO₂

= =

CO₂

„Negative CO₂ emissions“:
In the first step, emissions are neutralized by generating negative emissions of the same magnitude.

Allocated ZTEV Business

ZTEV = Zero Tailpipe Emission Vehicles = vehicles without emissions related to the propulsion = especially electric, fuel cells or hydrogen vehicles, but also streetcars and bicycles
In a Circular Economy There is No Waste – Just Material in the Wrong Place

Eco rubber garden hose
made of sugar cane ethylene

Bicycle tires
made of natural rubber from dandelions

95% recycling quota in own operations until 2030

100% closed product and resource cycles latest by 2050

Refurbished air springs
for urban trains in Hamburg

Recycled carbon black
recovered from end-of-life tires

Retreaded tires
for commercial vehicles
Reducing Waste
We Reach Our Targets by Striving for Closed Resource Cycles

The Challenges

- Globally around 90 billion tons of materials are used each year to fuel our economy.
- Most of the resources follow a linear value chain model.
- Closed material cycles are necessary to mitigate negative impact on our business.

Our Approach

The Waste Hierarchy

1. Avoid
   - Maximum conservation of resources
2. Reuse
   - Reusing materials
3. Recycle
   - Recycling & reprocessing materials

Our Results

Total Waste [in kilotons]

- 2019: 400
- 2020: 336
  - Reduction: 17%

Recycling Quota [in %]

- 2019: 79.8%
- 2020: 80.5%
  - Improvement: 6.7%
Saving Water
Reduction of Water Intensity Driven by Risk-Based Approach

The Challenges
- Water is an existential and important resource
- Water scarcity and water scarcity risks in the value chain must be mitigated effectively

Our Approach
Risk-based targets for water security and a global framework for water programs:

- Saving Water Reduction of Water Intensity Driven by Risk-Based Approach

Our Results

Water withdrawal [in million m³]

<table>
<thead>
<tr>
<th>Year</th>
<th>Water Withdrawal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>-11%</td>
</tr>
<tr>
<td>2020</td>
<td></td>
</tr>
</tbody>
</table>

Effected by temporary plant closures due to COVID-19

4% reduction of water demand per year based on sales in water stress high risk areas
2% reduction of water demand per year based on sales in water stress medium and low risk areas
Our Approach on Responsible Value Chains Follows the Due Diligence Cycle

Non-Financial Statement, Sustainability Report & internal monitoring

Compliance Hotline

Sustainability Ambition, Code of Conduct & Business Partner Code of Conduct

Value Chain Due Diligence

- Monitoring & Reporting
- Policy
- Grievance Mechanism
- Risk Assessment
- Mitigation

Non-Financial Statement, Sustainability Report & internal monitoring

Specific processes, especially in Business Areas & countries (e.g. GIZ cooperation in Indonesia for natural rubber)

General risk analysis and focus processes for specific risk areas (e.g. Rubber Way for natural rubber)
The Sustainability Scorecard Monitors Our Performance

Key Performance Indicators (Reasonable Assurance)

<table>
<thead>
<tr>
<th>Material Sustainability Topics</th>
<th>Key Performance Indicators</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon neutrality</td>
<td>Direct CO₂ emissions (Scope 1) in millions of metric tons of CO₂⁴, ⁵, ⁶</td>
<td>0.84</td>
<td>0.78</td>
</tr>
<tr>
<td></td>
<td>Indirect CO₂ emissions (Scope 2) in millions of metric tons of CO₂⁴, ⁵, ⁶</td>
<td>2.36⁴</td>
<td>0.21⁵</td>
</tr>
<tr>
<td>Emission-free mobility and industries</td>
<td>Allocated business with zero-tailpipe-emission vehicles in € billions⁶, ⁷</td>
<td>n.a.</td>
<td>0.83</td>
</tr>
<tr>
<td>Circular economy</td>
<td>Waste recycling quota in %², ⁸</td>
<td>80</td>
<td>81</td>
</tr>
<tr>
<td>Responsible value chain</td>
<td>Number of available, valid supplier self-assessment questionnaires (as at Dec. 31)⁹</td>
<td>670¹⁰</td>
<td>898</td>
</tr>
<tr>
<td>Innovations and digitalization</td>
<td>R&amp;D expenses in € millions</td>
<td>3,364.2</td>
<td>3,301.8</td>
</tr>
<tr>
<td></td>
<td>R&amp;D expenses in % of sales</td>
<td>7.6</td>
<td>9.0</td>
</tr>
<tr>
<td>Good working conditions</td>
<td>OUR BASICS Live Sustainable Engagement index in %</td>
<td>81</td>
<td>82</td>
</tr>
<tr>
<td></td>
<td>Sickness rate in %¹¹, ¹²</td>
<td>3.4</td>
<td>3.5</td>
</tr>
<tr>
<td></td>
<td>Unforced fluctuation rate in %¹¹, ¹³, ¹⁴</td>
<td>6.0</td>
<td>4.6</td>
</tr>
<tr>
<td>Green and safe factories</td>
<td>Environmental protection management system certifications (ISO 14001) - employee coverage quota (as at Dec. 31) in %</td>
<td>82</td>
<td>82</td>
</tr>
<tr>
<td></td>
<td>Energy management system certifications (ISO 50001) - employee coverage quota (as at Dec. 31) in %</td>
<td>49</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Occupational safety and health management system certifications (ISO 45001 or similar) - employee coverage quota (as at Dec. 31) in %</td>
<td>69</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>Accident rate (number of accidents per million working hours)¹⁵, ¹⁶</td>
<td>3.0¹⁷</td>
<td>2.9</td>
</tr>
<tr>
<td>Benchmark in quality</td>
<td>Quality management system certifications (ISO 9001 or similar) - employee coverage quota (as at Dec. 31) in %</td>
<td>88</td>
<td>91</td>
</tr>
<tr>
<td></td>
<td>New field quality events (as at Dec. 31)¹⁰</td>
<td>n.a.</td>
<td>18</td>
</tr>
<tr>
<td>Sustainable management practice</td>
<td>Gender diversity – share of female executives and senior executives (as at Dec. 31) in %¹⁹</td>
<td>15.8</td>
<td>16.1</td>
</tr>
</tbody>
</table>
The Sustainability Scorecard Frames Our Monitoring

Key Performance Indicators – Footnotes

1 Definitions in accordance with the GHG Protocol. CO₂ emission factors correspond to CO₂ equivalents (CO₂e).

2 Includes the relevant production and research and development locations.

3 CO₂ emissions from fleet consumption are only partially and not systematically included.

4 Calculated using the location-based calculation method of the GHG Protocol.

5 Calculated using the market-based calculation method of the GHG Protocol. Where contract-specific emission factors were not available, the standard emission factors from Defra (November 2019) were used.

6 Definition: allocated business with zero-tailpipe-emission vehicles measures both pure business and attributable business, e.g. in the case of combined vehicle platforms. The figure includes the entire business with products for vehicles transporting goods and people.

7 The calculation was also based on external data sources and internal planning data. In the tire trade organization business (e.g. Vergoehs) and business with car dealerships, there is no allocation at the individual customer level.

8 Definition: proportion of waste that has been sent for material recycling, thermal recovery or any other form of recycling or reuse.

9 Based on the self-assessment questionnaires completed by suppliers via the sustainability platforms EcoVadis and NQC. In fiscal 2020, a change was made to the definition of validity with regard to supplier self-assessment questionnaires by Continental. This will always last for two years, irrespective of the platform used.

10 Figures for 2020 and 2019 only comparable to a limited extent due to a change in definition.

11 Definition: sickness-related absence relative to contractually agreed working times.

12 Excluding temporary staff (i.e. permanent staff only).

13 Definition: voluntary departure of employees from the company relative to the average number of employees.

14 In fiscal 2020, the key performance indicator was renamed. This was previously called “unforced fluctuation.”

15 Definition: number of accidents during working hours per million paid working hours. Counted from more than one lost day, i.e. with at least one lost day beyond the day of the accident.

16 Excluding temporary staff (i.e. permanent staff only) and way-to-work accidents.

17 Excluding Continental Tire Sales (approx. 2% of the total workforce).

18 Definition: a field quality event is a risk-minimizing measure for a product manufactured and/or sold by Continental based on a safety-related defect and/or non-compliance with regulations that was initiated by Continental, a customer and/or an authority.

19 In fiscal 2020, the key performance indicator was renamed. This was previously called “proportion of women in management positions.”
1. Continental commits to climate protection and has prioritized carbon neutrality as a focus area of the sustainability ambition.

2. TCFD is one of the major climate initiatives for Continental that is considered relevant for sustainability management and reporting.

3. The required TCFD reporting elements are considered in the Sustainability Report by following an integrated approach and in our response to the CDP.
## Specific TCFD Disclosures

<table>
<thead>
<tr>
<th>TCFD disclosure required</th>
<th>Core message of Continental</th>
<th>Reference (Investor Fact Book 2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance:</strong> Disclose the organization’s governance around climate-related risks and opportunities.</td>
<td>At Continental, the Group functions for Sustainability and for Environment report to Executive Board members. Executive Board members and management is included in the Sustainability Steering Committee.</td>
<td>141</td>
</tr>
</tbody>
</table>
| **Strategy:** Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material. | • For Continental, the pathway towards carbon neutrality presents opportunities and risks at the same time.  
• Our climate strategy comprises the neutrality targets for scope 1, 2 and 3 CO₂ emissions and is especially related to emission-free mobility.  
• Our climate strategy is part of the regular strategy and risk reporting processes. | 5, 7, 12, 140-149                   |
| **Risk Management:** Disclose how the organization identifies, assesses, and manages climate-related risks.                                                                                                                                 | Continental’s climate risk management is an integrated part of the enterprise risk management. | 5, 141, 142                         |
| **Metrics and Targets:** Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. | • Continental’s target is full carbon neutrality latest by 2050 (scope 1, 2 and 3) with sub-targets for neutrality in 2040 (scope 1 and 2) and 2020 (scope 2 – green electricity). This includes the public disclosure of the respective key performance indicators.  
• The reduction of CO₂ emissions has been included in the long-term incentive components (LTI) for Executive Board members and managers worldwide. | 137, 141, 144, 145, 154             |
Sustainability Is Integrated in the Annual Report and All Reporting on Sustainability Bundled in a Separate Report

- Long history in sustainability reporting since FY 2011
- Combined non-financial statement in accordance with Sections 315b and 315c in conjunction with Sections 289b to 289e HGB for the Continental Group and Continental AG which has been issued an unqualified opinion by the independent auditor (reasonable assurance)
- Additional Integrated Sustainability Report in orientation towards GRI Standards, TCFD, UN Global Compact, SDG, SASB

Download Non-financial Statement and Sustainability Report:
www.continental-sustainability.com/downloads
Sustainability
Memberships and Initiatives

TCFD
Fask Force on Climate-Related Financial Disclosure

Please click on the logos for more information.
Sustainability
Ratings and Indexes

Continental is listed in the following indexes:

- **Ratings:**
  - Prime (C+) (2020)
  - Climate: Score B (2020)
  - Water: Score B (2020)
  - Supply chain: Score A; Supplier engagement leader board (2020)
  - Gold Status (2020)
    - 69/100
    - 97 percentile
  - BBB (2021)
    - 13.6 low risk (2021)
    - Industry Group
      - Auto Components: Rank 8 out of 200
    - Subindustry
      - Auto Parts: Rank 6 out of 174

Agenda

Continental
Group Sector Automotive Technologies
   Business Area Autonomous Mobility and Safety
   Business Area Vehicle Networking and Information
Group Sector Rubber Technologies
   Business Area Tires
   Business Area ContiTech
Corporate Governance
Sustainability
Financials
Back-up
Business Development

Continental (€ bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Continental excl. Powertrain Technologies</th>
<th>Sales Powertrain Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>26.0</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>30.5</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>32.7</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>33.3</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>34.5</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>39.2</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>40.5</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>44.0</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>44.4</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>44.5</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>37.7</td>
<td></td>
</tr>
</tbody>
</table>

Continental excl. Powertrain Technologies

1 Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
**Mid-term Measures**
Implementation of Structural Measures on Track

**Targeted annual gross cost savings (€ bn)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Excl. Powertrain Technologies</th>
<th>Powertrain Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021E</td>
<td>~ 60%</td>
<td>~ 15%</td>
</tr>
<tr>
<td>2022E</td>
<td>~ 60%</td>
<td>~ 25%</td>
</tr>
<tr>
<td>2023E</td>
<td>&gt; 1.0</td>
<td>&gt; 0.8</td>
</tr>
</tbody>
</table>

**Program details**

› Includes footprint, structures and processes
› Contributions from central functions and business units
› Around 30,000 jobs worldwide affected
› Major portion in high-cost countries
› Negotiations with employee representatives ongoing

- **Automotive Technologies**
- **Rubber Technologies**
- **Powertrain Technologies**
Mid-term Measures
Cash Outflow for Restructuring Predominantly in 2021-22

Restructuring costs (€ bn)

<table>
<thead>
<tr>
<th>Group</th>
<th>Thereof Powertrain Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ 1.5</td>
<td>~ 0.7</td>
</tr>
</tbody>
</table>

Cash outflow for restructuring (€ bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Continental excl. Powertrain Technologies</th>
<th>Powertrain Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021E</td>
<td>~ 1.2</td>
<td></td>
</tr>
<tr>
<td>2022E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2023E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2025E</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Booked as of Sep. 30, 2020
To be booked
## Mid-term Growth Expectations

### Top Line to Benefit From Recovering Markets and Outperformance

<table>
<thead>
<tr>
<th>Expected market development</th>
<th>Expected outperformance and main drivers</th>
<th>Expected growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automotive</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ 5 to 7%</td>
<td>Autonomous Mobility</td>
<td>~ 7 to 11%</td>
</tr>
<tr>
<td>LV production(^1)</td>
<td>Smart Mobility</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Architecture and Networking</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SW and Systems Excellence</td>
<td></td>
</tr>
<tr>
<td><strong>Tires</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ 3 to 4%</td>
<td>Fleet solutions</td>
<td>~ 4 to 5%</td>
</tr>
<tr>
<td>LV production(^1)</td>
<td>North America</td>
<td></td>
</tr>
<tr>
<td>Replacement</td>
<td>Asia</td>
<td></td>
</tr>
<tr>
<td>Truck tires</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ContiTech</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>~ 2 to 3%</td>
<td>Smart Solutions</td>
<td>~ 3 to 4%</td>
</tr>
<tr>
<td>Value fields</td>
<td>Beyond Rubber</td>
<td></td>
</tr>
<tr>
<td>Growth fields</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) Based on mid-term IHS light vehicle production (LVP) forecast from November 2020.  
\(^2\) Excluding Powertrain Technologies.
Financial Targets
Mid-term Adjusted EBIT\(^1\) Margin

- Continental
  - 2020: 3.5%

- Continental excl. Powertrain Technologies
  - Growth: 3.5%
  - Operational performance: ~8% to 11%

1. Before amortization of intangible assets from purchase price allocation, changes in the scope of consolidation, and special effects.
Cash Flow Development
Cash Conversion Supported by Cost Improvements

Continental (€ bn)

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.6</td>
<td>0.5</td>
<td>1.7</td>
<td>2.0</td>
<td>2.1</td>
<td>2.7</td>
<td>2.3</td>
<td>2.3</td>
<td>1.8</td>
<td>1.3</td>
<td>1.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash conversion</td>
<td>103%</td>
<td>44%</td>
<td>93%</td>
<td>103%</td>
<td>90%</td>
<td>99%</td>
<td>82%</td>
<td>79%</td>
<td>61%</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
</tbody>
</table>

Mid-term target:
Cash conversion $^4$ > 70%

1 Cash flow before financing activities and acquisitions.
2 Cash flow before financing activities, acquisitions and carve-out effects.
3 Cash flow before financing activities, M&A, restructuring and restructuring-related effects and carve-out effects.
4 Ratio of cash flow as defined above to net income attributable to the shareholders of the parent.
Committed to Investment Grade Credit Profile

### Continental’s mid-term targets:
- **Rating**: BBB / BBB+
- **Gearing ratio\(^1\)**: below 40%
- **Equity ratio\(^2\)**: above 30%
- **Cash conversion\(^3\)**: above 70%

### Continental’s current credit rating:
- **Fitch (since April 20, 2020)**: BBB, outlook stable
- **S&P (since March 30, 2020)**: BBB, outlook negative
- **Moody’s (since March 13, 2020)**: Baa2, outlook negative

### Gearing ratio\(^{1,2}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Gearing Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>118%</td>
</tr>
<tr>
<td>2011</td>
<td>90%</td>
</tr>
<tr>
<td>2012</td>
<td>58%</td>
</tr>
<tr>
<td>2013</td>
<td>46%</td>
</tr>
<tr>
<td>2014</td>
<td>26%</td>
</tr>
<tr>
<td>2015</td>
<td>29%</td>
</tr>
<tr>
<td>2016</td>
<td>19%</td>
</tr>
<tr>
<td>2017</td>
<td>13%</td>
</tr>
<tr>
<td>2018</td>
<td>9%</td>
</tr>
<tr>
<td>2019</td>
<td>26%</td>
</tr>
<tr>
<td>2020</td>
<td>33%</td>
</tr>
</tbody>
</table>

### Equity ratio\(^2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Equity Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>25%</td>
</tr>
<tr>
<td>2011</td>
<td>29%</td>
</tr>
<tr>
<td>2012</td>
<td>34%</td>
</tr>
<tr>
<td>2013</td>
<td>35%</td>
</tr>
<tr>
<td>2014</td>
<td>37%</td>
</tr>
<tr>
<td>2015</td>
<td>41%</td>
</tr>
<tr>
<td>2016</td>
<td>41%</td>
</tr>
<tr>
<td>2017</td>
<td>44%</td>
</tr>
<tr>
<td>2018</td>
<td>45%</td>
</tr>
<tr>
<td>2019</td>
<td>37%</td>
</tr>
<tr>
<td>2020</td>
<td>32%</td>
</tr>
</tbody>
</table>

---

1 Net indebtedness divided by equity.
2 IFRS 16 applied starting 2019.
3 Ratio of cash flow before financing activities, M&A, restructuring and restructuring-related effects and carve-out effects to net income attributable to the shareholders of the parent.
## Dividend

### Dividend per share (€)

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend per Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>0.00</td>
</tr>
<tr>
<td>2011</td>
<td>1.50</td>
</tr>
<tr>
<td>2012</td>
<td>2.25</td>
</tr>
<tr>
<td>2013</td>
<td>2.50</td>
</tr>
<tr>
<td>2014</td>
<td>3.25</td>
</tr>
<tr>
<td>2015</td>
<td>3.75</td>
</tr>
<tr>
<td>2016</td>
<td>4.25</td>
</tr>
<tr>
<td>2017</td>
<td>4.50</td>
</tr>
<tr>
<td>2018</td>
<td>4.75</td>
</tr>
<tr>
<td>2019</td>
<td>3.00</td>
</tr>
<tr>
<td>2020</td>
<td>0.00</td>
</tr>
</tbody>
</table>

### Payout ratio
- ~15% to ~30%

### Mid-term
- 1.50
- 2.25
- 2.50
- 3.25
- 3.75
- 4.25
- 4.50
- 4.75
- 3.00

### Notes:
1. Dividend paid for the respective fiscal year, payout in the subsequent year.
2. Ratio of dividend for the fiscal year to net income attributable to the shareholders of the parent.
3. Dividend for FY 2020 subject to Supervisory Board approval and the approval of the Annual Shareholders’ Meeting on April 29, 2021.
## Mid-term Targets

### Automotive Technologies

<table>
<thead>
<tr>
<th>Outperformance(^2)</th>
<th>(\sim +2 \text{ to } +4%-\text{pts})</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMS</td>
<td>(\sim +2 \text{ to } +4%-\text{pts})</td>
</tr>
<tr>
<td>VNI</td>
<td>(\sim +2 \text{ to } +4%-\text{pts})</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjusted EBIT(^3) margin</th>
<th>(\sim 6% \text{ to } 8%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMS</td>
<td>(\sim 6% \text{ to } 8%)</td>
</tr>
<tr>
<td>VNI</td>
<td>(\sim 6% \text{ to } 8%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Return on capital employed(^4)</th>
<th>&gt; 15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMS</td>
<td>&gt; 15%</td>
</tr>
<tr>
<td>VNI</td>
<td>&gt; 15%</td>
</tr>
</tbody>
</table>

### Rubber Technologies

<table>
<thead>
<tr>
<th>Adjusted EBIT(^3) margin</th>
<th>(\sim 11% \text{ to } 14%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tires</td>
<td>(\sim 12% \text{ to } 16%)</td>
</tr>
<tr>
<td>ContiTech</td>
<td>(\sim 9% \text{ to } 11%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Return on capital employed(^4)</th>
<th>&gt; 20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tires</td>
<td>&gt; 20%</td>
</tr>
<tr>
<td>ContiTech</td>
<td>&gt; 20%</td>
</tr>
</tbody>
</table>

### Continental Group\(^1\)

<table>
<thead>
<tr>
<th>Adjusted EBIT(^3) margin</th>
<th>(\sim 8% \text{ to } 11%)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Return on capital employed(^4)</th>
<th>(\sim 15% \text{ to } 20%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tires</td>
<td>&gt; 20%</td>
</tr>
<tr>
<td>ContiTech</td>
<td>&gt; 20%</td>
</tr>
</tbody>
</table>

| Cash conversion\(^5\) | > 70\% |

---

1 Excluding Powertrain Technologies.
2 Organic sales growth above IHS light-vehicle production.
3 Before amortization of intangibles from PPA, consolidation and special effects.
4 Ratio of EBIT to average operating assets for a fiscal year.
5 Ratio of cash flow before financing activities, M&A, restructuring and restructuring-related effects and carve-out effects to net income attributable to the shareholders of the parent.
Summary
Invest in a Winner of the Transformation

Mid-term targets

- Adj. EBIT\(^2\) margin: ~8% to 11%
- Return on capital employed\(^3\): ~15% to 20%
- Cash conversion\(^4\): ≥70%

- Benefit from market recovery + outperformance + cost savings
- Realize embedded value from technology leadership
- Team with “Passion to Win" and committed to “Transparency and Ownership"

---

1 Excluding Powertrain Technologies.
2 Before amortization of intangibles from PPA, consolidation and special effects.
3 Ratio of EBIT to average operating assets for a fiscal year.
4 Ratio of cash flow before financing activities, M&A, restructuring and restructuring-related effects and carve-out effects to net income attributable to the shareholders of the parent.
## Agenda

<table>
<thead>
<tr>
<th>Category</th>
<th>Subcategories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continental Group Sector</td>
<td>Automotive Technologies</td>
</tr>
<tr>
<td></td>
<td>Business Area Autonomous Mobility and Safety</td>
</tr>
<tr>
<td></td>
<td>Business Area Vehicle Networking and Information</td>
</tr>
<tr>
<td>Group Sector Rubber Technologies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Area Tires</td>
</tr>
<tr>
<td></td>
<td>Business Area ContiTech</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td></td>
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<tr>
<td>Sustainability</td>
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<tr>
<td>Financials</td>
<td></td>
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<tr>
<td>Back-up</td>
<td></td>
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</table>
# Key Figures

## Continental Group

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>% of sales</th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>44,404.4</td>
<td>-</td>
<td>44,478.4</td>
<td>-</td>
<td>37,722.3</td>
<td>-</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>6,235.7</td>
<td>14.0</td>
<td>4,977.2</td>
<td>11.2</td>
<td>3,033.8</td>
<td>8.0</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>4,027.7</td>
<td>9.1</td>
<td>-268.3</td>
<td>-0.6</td>
<td>-718.1</td>
<td>-1.9</td>
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<tr>
<td><strong>Operating assets (average)</strong></td>
<td>23,640.5</td>
<td>-</td>
<td>26,178.5</td>
<td>-</td>
<td>22,536.6</td>
<td>-</td>
</tr>
<tr>
<td><strong>Research and development expenses (net)</strong></td>
<td>3,209.0</td>
<td>7.2</td>
<td>3,364.2</td>
<td>7.6</td>
<td>3,381.8</td>
<td>9.0</td>
</tr>
<tr>
<td><strong>CapEx</strong></td>
<td>3,124.4</td>
<td>7.0</td>
<td>3,308.6</td>
<td>7.4</td>
<td>2,232.2</td>
<td>5.9</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>2,208.0</td>
<td>-</td>
<td>5,245.5</td>
<td>-</td>
<td>3,751.9</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment³</td>
<td>20.7</td>
<td>-</td>
<td>2,509.9</td>
<td>-</td>
<td>876.8</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted sales</strong>⁴</td>
<td>-</td>
<td>-</td>
<td>44,214.2</td>
<td>-</td>
<td>37,573.9</td>
<td>-</td>
</tr>
<tr>
<td>**Adjusted operating result (adjusted EBIT)**⁵</td>
<td>-</td>
<td>-</td>
<td>3,225.5</td>
<td>7.3</td>
<td>1,332.7</td>
<td>3.5</td>
</tr>
</tbody>
</table>

IFRS 9 and IFRS 15 applied starting 2018. IFRS 16 applied starting 2019.
1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
3 Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4 Before changes in the scope of consolidation.
5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
# Key Figures

## Group Sector Automotive Technologies

<table>
<thead>
<tr>
<th>Automotive Technologies (€ mn)</th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>18,904.7</td>
<td>-</td>
<td>15,316.9</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,727.7</td>
<td>9.1</td>
<td>498.3</td>
<td>3.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>-1,445.6</td>
<td>-7.6</td>
<td>-1,440.6</td>
<td>-9.4</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>10,920.1</td>
<td>-</td>
<td>8,859.0</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>2,237.9</td>
<td>11.8</td>
<td>2,293.6</td>
<td>15.0</td>
</tr>
<tr>
<td>CapEx</td>
<td>1,404.3</td>
<td>7.4</td>
<td>979.3</td>
<td>6.4</td>
</tr>
<tr>
<td>Depreciation and amortization(^1)</td>
<td>3,173.3</td>
<td>-</td>
<td>1,938.9</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^2)</td>
<td>2,123.2</td>
<td>-</td>
<td>753.6</td>
<td>-</td>
</tr>
<tr>
<td>% of adj. sales</td>
<td>18,648.3</td>
<td>-</td>
<td>15,303.1</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted operating result (adjusted EBIT)</strong>(^5)</td>
<td><strong>1,115.3</strong></td>
<td><strong>6.0</strong></td>
<td><strong>-280.2</strong></td>
<td><strong>-1.8</strong></td>
</tr>
</tbody>
</table>

---

1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
3 Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4 Before changes in the scope of consolidation.
5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and pecial effects.
## Key Figures

### Business Area Autonomous Mobility and Safety

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Autonomous Mobility and Safety (€ mn)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>9,381.6</td>
<td>-</td>
<td>7,529.2</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,145.3</td>
<td>12.2</td>
<td>472.9</td>
<td>6.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>-120.3</td>
<td>-1.3</td>
<td>-97.7</td>
<td>-1.3</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>5,159.9</td>
<td>-</td>
<td>4,658.8</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>1,048.7</td>
<td>11.2</td>
<td>1,008.9</td>
<td>13.4</td>
</tr>
<tr>
<td>CapEx(^1)</td>
<td>720.6</td>
<td>7.7</td>
<td>498.7</td>
<td>6.6</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>1,265.6</td>
<td>-</td>
<td>570.6</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>750.0</td>
<td>-</td>
<td>9.5</td>
<td>-</td>
</tr>
</tbody>
</table>

% of adj. sales                  | 9,126.8           | -          | 7,529.2           | -          |

**Adjusted operating result (adjusted EBIT)**\(^5\) | 672.9             | 7.4        | 94.9              | 1.3        |

---

1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
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5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
## Key Figures
### Business Area Vehicle Networking and Information

<table>
<thead>
<tr>
<th>Vehicle Networking and Information (€ mn)</th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>9,595.5</td>
<td>-</td>
<td>7,856.1</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>582.4</td>
<td>6.1</td>
<td>26.2</td>
<td>0.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>-1,325.3</td>
<td>-13.8</td>
<td>-1,342.5</td>
<td>-17.1</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>5,760.2</td>
<td>-</td>
<td>4,203.4</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>1,189.2</td>
<td>12.4</td>
<td>1,284.7</td>
<td>16.4</td>
</tr>
<tr>
<td>CapEx¹</td>
<td>683.7</td>
<td>7.1</td>
<td>480.6</td>
<td>6.1</td>
</tr>
<tr>
<td>Depreciation and amortization²</td>
<td>1,907.7</td>
<td>-</td>
<td>1,386.7</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment³</td>
<td>1,373.2</td>
<td>-</td>
<td>744.1</td>
<td>-</td>
</tr>
<tr>
<td>% of adj. sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted sales⁴</td>
<td>9,593.9</td>
<td>-</td>
<td>7,842.3</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)⁵</td>
<td>442.4</td>
<td>4.6</td>
<td>-374.7</td>
<td>4.6</td>
</tr>
</tbody>
</table>

1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
3 Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4 Before changes in the scope of consolidation.
5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
## Key Figures

Group Sector Rubber Technologies

<table>
<thead>
<tr>
<th>Rubber Technologies (€ mn)</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>18,012.9</td>
<td>15,639.5</td>
</tr>
<tr>
<td>EBITDA</td>
<td>3,168.2</td>
<td>2,493.6</td>
</tr>
<tr>
<td>EBIT</td>
<td>1,957.5</td>
<td>1,266.4</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>11,317.3</td>
<td>10,361.9</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>462.1</td>
<td>417.7</td>
</tr>
<tr>
<td>CapEx(^1)</td>
<td>1,187.9</td>
<td>715.0</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>1,210.7</td>
<td>1,227.2</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>34.8</td>
<td>36.9</td>
</tr>
<tr>
<td>Adjusted sales(^4)</td>
<td>18,005.1</td>
<td>15,504.9</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)(^5)</td>
<td>2,160.8</td>
<td>1,756.3</td>
</tr>
</tbody>
</table>

1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
3 Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4 Before changes in the scope of consolidation.
5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tires (€ mn)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>11,728.0</td>
<td>-</td>
<td>10,158.6</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>2,497.7</td>
<td>21.3</td>
<td>1,864.9</td>
<td>18.4</td>
</tr>
<tr>
<td>EBIT</td>
<td>1,651.6</td>
<td>14.1</td>
<td>1,012.3</td>
<td>10.0</td>
</tr>
<tr>
<td>Operating assets (average)</td>
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<td>7,080.7</td>
<td>-</td>
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<td>Research and development expenses (net)</td>
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<td>2.6</td>
<td>268.0</td>
<td>2.6</td>
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<tr>
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<td>926.2</td>
<td>7.9</td>
<td>535.5</td>
<td>5.3</td>
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<tr>
<td>Depreciation and amortization(^2)</td>
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<td>-</td>
<td>852.6</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>22.5</td>
<td>-</td>
<td>11.8</td>
<td>-</td>
</tr>
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<td>Adjusted sales(^4)</td>
<td>11,728.0</td>
<td>-</td>
<td>10,154.4</td>
<td>-</td>
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<tr>
<td>Adjusted operating result (adjusted EBIT)(^5)</td>
<td>1,705.4</td>
<td>14.5</td>
<td>1,344.1</td>
<td>13.2</td>
</tr>
</tbody>
</table>

1 Capital expenditure on property, plant and equipment, and software.
2 Excluding impairment on financial investments.
3 Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4 Before changes in the scope of consolidation.
5 Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
### Key Figures

#### Business Area ContiTech

<table>
<thead>
<tr>
<th>ContiTech (€ mn)</th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>6,401.5</td>
<td>-</td>
<td>5,578.6</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>670.5</td>
<td>10.5</td>
<td>628.7</td>
<td>11.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>305.9</td>
<td>4.8</td>
<td>254.1</td>
<td>4.6</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>3,519.8</td>
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<td>3,281.2</td>
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</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>162.8</td>
<td>2.5</td>
<td>149.7</td>
<td>2.7</td>
</tr>
<tr>
<td>CapEx&lt;sup&gt;1&lt;/sup&gt;</td>
<td>261.7</td>
<td>4.1</td>
<td>179.6</td>
<td>3.2</td>
</tr>
<tr>
<td>Depreciation and amortization&lt;sup&gt;2&lt;/sup&gt;</td>
<td>364.6</td>
<td>-</td>
<td>374.6</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment&lt;sup&gt;3&lt;/sup&gt;</td>
<td>12.3</td>
<td></td>
<td>25.1</td>
<td></td>
</tr>
<tr>
<td>% of adj. sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted sales&lt;sup&gt;4&lt;/sup&gt;</td>
<td>6,393.7</td>
<td>-</td>
<td>5,448.2</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)&lt;sup&gt;5&lt;/sup&gt;</td>
<td>455.4</td>
<td>7.1</td>
<td>412.2</td>
<td>7.6</td>
</tr>
</tbody>
</table>

---

1. Capital expenditure on property, plant and equipment, and software.
2. Excluding impairment on financial investments.
3. Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4. Before changes in the scope of consolidation.
5. Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and pecial effects.
### Key Figures

**Group Sector Powertrain Technologies**

<table>
<thead>
<tr>
<th>Powertrain Technologies (€ mn)</th>
<th>2019</th>
<th>% of sales</th>
<th>2020</th>
<th>% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>7,802.3</td>
<td>-</td>
<td>6,967.7</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>192.5</td>
<td>2.5</td>
<td>122.5</td>
<td>1.8</td>
</tr>
<tr>
<td>EBIT</td>
<td>-662.1</td>
<td>-8.5</td>
<td>-450.8</td>
<td>-6.5</td>
</tr>
<tr>
<td>Operating assets (average)</td>
<td>3,906.3</td>
<td>-</td>
<td>3,191.5</td>
<td>-</td>
</tr>
<tr>
<td>Research and development expenses (net)</td>
<td>664.1</td>
<td>8.5</td>
<td>670.5</td>
<td>9.6</td>
</tr>
<tr>
<td>CapEx(^1)</td>
<td>657.7</td>
<td>8.4</td>
<td>466.0</td>
<td>6.7</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>854.6</td>
<td>-</td>
<td>573.3</td>
<td>-</td>
</tr>
<tr>
<td>- thereof impairment(^3)</td>
<td>351.9</td>
<td>-</td>
<td>86.3</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted sales(^4)</td>
<td>7,802.3</td>
<td>-</td>
<td>6,967.7</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted operating result (adjusted EBIT)(^5)</td>
<td>57.0</td>
<td>0.7</td>
<td>-55.6</td>
<td>-0.8</td>
</tr>
</tbody>
</table>

1. Capital expenditure on property, plant and equipment, and software.
2. Excluding impairment on financial investments.
3. Impairment also includes necessary reversal of impairment losses. Expenses from derecognitions of brand values are likewise included.
4. Before changes in the scope of consolidation.
5. Before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects.
Well positioned in electrification

- Full-range supplier for all electrification types: from battery management to electric drive systems
- Sales share of electrification technology doubled in 2020E to 6%
- Already supplying numerous xEV platforms from VW, Audi, Daimler, PSA, FCA, Renault and Jaguar Land Rover

Current status of spin-off

- Legal carve-out
- Operational readiness on track
- Improved market conditions
- AGM approval
  April 29, 2021
- Listing
  H2 2021
# Continental Shares and ADRs

## Share Data / American Depositary Receipt (ADR) Data

<table>
<thead>
<tr>
<th>Share Data</th>
<th>ADR Data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of share</strong></td>
<td>Ratio 1:10 (ordinary share : ADRs)¹</td>
</tr>
<tr>
<td>No-par value share</td>
<td>Bloomberg Ticker CTTAY</td>
</tr>
<tr>
<td>Bloomberg Ticker</td>
<td>Reuters Ticker CTTAY.PK</td>
</tr>
<tr>
<td>Reuters Ticker</td>
<td>ISIN US2107712000</td>
</tr>
<tr>
<td>German Security Identification Number (WKN) 543 900</td>
<td>ADR Level Level 1</td>
</tr>
<tr>
<td>ISIN DE0005439004</td>
<td>Exchange OTC</td>
</tr>
<tr>
<td>Shares outstanding as at December 31, 2020 200,005,983</td>
<td>Sponsor Deutsche Bank Trust Company Americas</td>
</tr>
</tbody>
</table>

1 Before October 29, 2018, split was 1:5.
Continental Shares
Shareholder Structure / Free Float by Region

Shareholder structure
December 2020

- IHO-Group: 46.0%

Free Float: 54.0%

Shareholder structure of the free float
December 2020 (90.7% identified)

- UK and Ireland: 29.7%
- USA and Canada: 34.5%
- Germany: 9.3%
- Rest of Europe: 6.0%
- France: 3.4%
- Scandinavia: 4.1%
- Unidentified: 9.3%
- Asia, Australia and Africa: 3.6%

(90.7% identified)
Investor Relations
Contact

Vahrenw alder Str. 9
30165 Hanover
Germany

e-mail: ir@conti.de
Fax: +49 511 938-1080
www.continental-ir.com

Bernard Wang
Head of IR
Phone: +49 511 938-1068
e-mail: bernard.wang@conti.de

Jana Maddison
Assistant to the Head of IR
Roadshow and Conference Organization
Phone: +49 511 938-1163
e-mail: jana.maddison@conti.de

www.continental-ir.com

Michael Saemann
Analysts, Institutional Investors and Sustainability Investors
Phone: +49 511 938-1307
e-mail: michael.saemann@conti.de

Christopher Macke
Analysts and Institutional Investors
Phone: +49 511 938-1062
e-mail: christopher.macke@conti.de

Klaus Paesler
Analysts, Institutional Investors, ADR and Private Investors
Phone: +49 511 938-1316
e-mail: klaus.paesler@conti.de

Sabine Reese
Sustainability, ASM, CMD Organization, IR Website, Capital Market Disclosure Requirements
Phone: +49 511 938-1027
e-mail: sabine.reese@conti.de
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