<table>
<thead>
<tr>
<th></th>
<th>Agenda</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sustainability at Continental</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Environmental Responsibility</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>Social Responsibility</td>
<td>28</td>
</tr>
<tr>
<td>4</td>
<td>Corporate Governance</td>
<td>38</td>
</tr>
</tbody>
</table>
1) Sustainability at Continental

Corporate Strategy at a Glance

Hoshin Kanri matrix

**Vision**
Your mobility. 
Your freedom. 
Our signature.

**Goals**
Long-term goals of business units, divisions, corporate functions

**Initiatives**
Projects and measures for achieving goals

**Metrics**
Monitoring of implementation of initiatives

**Growth forces**

**Customers**
Growth driven by our innovative software for systems solutions

**Processes**
The leading quality and technology company in our industries

**Employees**
Perceived as most attractive and most progressive employer

7 strategic dimensions

- Value creation
- Regional sales balance
- Top market position
- In the market for the market
- Balanced customer portfolio
- Technological balance
- Great people culture
1) Sustainability at Continental
Our Policies and Guidelines

Principles of our Corporate Social Responsibility

Environmental Responsibility
ESH¹ Policy – implements worldwide the responsibility for protecting the environment

Social Responsibility
Code of Conduct – ethical standards and requirements concerning employee behavior
Business Partner Code of Conduct – important standards that are consistent with our values and which we expect each Business Partner to adhere to

Corporate Governance
Corporate Governance Policy – to further a responsible management of the company focused on value creation
Risk Report – overview of our Risk Management

OUR BASICS Our corporate guidelines

¹ Environment, Safety and Health.
1) Sustainability at Continental

Materiality Matrix:

For more information please refer to Sustainability Report 2017, page 10ff.
In 2015, we developed a consolidated sustainability program and set ourselves goals for 2020 which were derived from the materiality matrix in order to achieve measurable improvement in our four fields of action. Some of these extend until 2025.

These are the fields of activity and main goals from our Roadmap 2020:

<table>
<thead>
<tr>
<th>Environment</th>
<th>Employees and society</th>
<th>Corporate governance and corporate culture</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>› Climate protection and air</td>
<td>› Diversity and equal opportunities</td>
<td>› Compliance and Supply Chain</td>
<td>› Road and vehicle safety</td>
</tr>
<tr>
<td>› Waste</td>
<td>› Occupational safety and health</td>
<td>› Lobbying</td>
<td>› Raw materials</td>
</tr>
<tr>
<td>› Water</td>
<td>› Attractiveness as an employer</td>
<td></td>
<td>› Sustainable products</td>
</tr>
<tr>
<td></td>
<td>› Job training and continuing education</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For more information please refer to [Sustainability Report 2017](#), page 12ff.
1) Sustainability at Continental Publications

Our commitment is reported within the
› Webpage Sustainability

› 2017 Sustainability Report
The 2017 report applies to the GRI (Global Reporting Initiative) standards in accordance with the “Core” option. Since 2011 the Sustainability Report is issued annually.

› 2017 Non-Financial Declaration
## 1) Sustainability at Continental

### Stakeholder Dialog

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Reputation survey, open days, trade fairs</td>
</tr>
<tr>
<td>Suppliers</td>
<td>Workshops, open days</td>
</tr>
<tr>
<td>Stockholders and shareholders</td>
<td>Annual Shareholders' Meeting, annual financial press conference, roadshows, trade fairs</td>
</tr>
<tr>
<td>Employees</td>
<td>Employee surveys, webcasts, pulse checks, town hall meetings, work meetings, mentoring programs, breakfast meetings, open days, meetings for top executives, senior executive conferences</td>
</tr>
<tr>
<td>Society</td>
<td>Student surveys, mobility studies, open days, trade fairs</td>
</tr>
<tr>
<td>Customers</td>
<td>Reputation survey, open days, trade fairs</td>
</tr>
</tbody>
</table>
1) Sustainability at Continental
Supply Chain - Certification of Suppliers

Goal by 2020\(^1\): 100% of strategic suppliers meet ISO 14001 requirements

1. **Assessments** to determine status of the supplier.
2. **Measures** (joint projects, training sessions, and workshops for example) are initiated to achieve our goals in supplier development as necessary.

We monitor the environmentally friendly production of our suppliers worldwide as part of internal supplier audits. Relevant issues in the scope of these audits include compliance, organization and the provision of resources for EH&S.

Starting in 2017, we will systematically evaluate our suppliers based on sustainability criteria with the help of an independent service provider. Our goal in doing so is to better fulfill our responsibilities and ensure that we are able to comply with our requirements within the worldwide supply chain.

---

\(^1\) Environmental Strategy 2020.
1) Sustainability at Continental
Supply Chain - Evaluation of Raw Material Suppliers

- Rubber Group introduced 3rd party supply chain CSR assessment tool based on UN Global Compact, ISO26000 and Global Reporting Initiative
- >80% of annual spent already covered
- Upon findings buyers will request and monitor improvement actions
1) Sustainability at Continental
Supply Chain - Project Environmental Performance

<table>
<thead>
<tr>
<th>Improvoment of the environmental performance of our suppliers in Mexico.</th>
</tr>
</thead>
</table>

The aim of the initiative was to train and help the suppliers to establish and enhance their own environmental and energy management systems.

Over a two-year period ten selected suppliers received training in the areas of environmental and energy management.

This project will be continued and opened up to additional suppliers.

<table>
<thead>
<tr>
<th>Savings during the project</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO\textsubscript{2} emissions</td>
</tr>
<tr>
<td>Energy</td>
</tr>
<tr>
<td>Waste</td>
</tr>
<tr>
<td>Water</td>
</tr>
</tbody>
</table>

For more information please go to the Sustainability Report 2017, page 21.
1) Sustainability at Continental
Supply Chain - Sustainable Natural Rubber (SNR) Policy

Continental acknowledges challenges in the Natural Rubber supply chain related to environmental, social and human rights impacts.

With the SNR Procurement Policy Continental commits to work towards SNR in a multi-stakeholder approach and set requirements for our supply chain.

Continental contributes to the GPSNR (Global Platform for SNR) to be launched Oct, 25th 2018 by WBSCD¹ Tire Industry Project.

¹ World Business Council for Sustainable Development.
1) Sustainability at Continental
Supply Chain – Project Sustainable Natural Rubber

Improvement livelihoods of rubber tree farmers in Indonesia.

Partnership between Continental and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Goal: Development of a training for farmers in sustainable production of natural rubber and to track the rubber from smallholders to production at Continental.

Pilot project: 400 farmers will be trained to grow high-quality rubber in accordance with clearly defined sustainability criteria.

Improved rubber quality, higher yields and supply chain optimization will generate higher incomes for rubber tree cultivators.
2) Environmental Responsibility
Environmental Strategy 2020

Sustainable management at all stages of the value chain and throughout the entire life cycles of our products is now an essential part of our philosophy.

2017 Roll out and implementation of strategy program 2020
› Involvement of Suppliers
› Demand and encouragement of comprehensive environmental management
› The supply chain has the same importance as strategic environmental projects for reducing environmental impacts through our own action.
› Implementation of major Roadmap 2020 goals.
› Definition of major ESG criteria (water, climate change, saving of resources) in line with four of the SDGs¹.

2020 Implementation of the objectives on the SDGs¹ goals

Start of Continental environmental strategy update
Definition of sub-goals 2018

¹ SDG: Sustainable Development Goals.
Our activities are geared toward continually optimizing the use of resources in relation to business volume. We manufacture products that make an active contribution toward protecting the environment and conserving resources throughout their entire duration of use as well as when they are ultimately recycled.

By 2020, we want to reduce our CO2 emissions, energy and water consumption, and waste generation by 20% – in relation to adjusted sales\(^1\), using 2013 as a basis. We also intend to improve our waste recycling and reuse rate by two percentage points a year. With regards to the locations with which we started the strategy in 2013, we are on target to achieve our goals. With regard to energy consumption, CO2 emissions and water consumption, we have already achieved a reduction of roughly 15% to 18%.

\(^1\) Before changes in the scope of consolidation (Sustainability, Report 2017, page 1).
2) Environmental Responsibility

Status of Quality Certification at Continental

Quality

is the totality of features and characteristics of a product or service that bear on its ability to satisfy a given need.

‘The ISO 9000 family addresses various aspects of quality management and contains some of ISO’s best known standards.’

‘The standards provide guidance and tools for companies and organizations who want to ensure that their products and services consistently meet customer's requirements, and that quality is consistently improved.’

ISO/TS 16949

Specifies requirements using ISO 9001 for service and replacement production in the automobile industry.

<table>
<thead>
<tr>
<th>ISO/TS 16949</th>
<th>ISO 9001 or ISO/TS 16949</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive Group: Production sites</td>
<td>100%</td>
</tr>
<tr>
<td>Rubber Group Tires: Production plants</td>
<td>100%</td>
</tr>
<tr>
<td>Rubber Group ContiTech: Production sites</td>
<td>100%</td>
</tr>
</tbody>
</table>

1 Source: ISO (International Organization of Standardization) www.iso.org/iso/home.html
Source: www.continental-sustainability.com
2) Environmental Responsibility
Corporate Environmental Key Performance Indicators (1/4)

The energy intensity quotient used at Continental is the sales adjusted by changes in the scope of consolidation (2017 €43.3 billion). All Scope 1 and 2 energies are included in the calculation of energy intensity. The total energy includes the following types: fossil fuels, purchased electricity, self-generated electricity, purchased steam and district heat.

### Energy consumption

<table>
<thead>
<tr>
<th>Year</th>
<th>Target 2020</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2.935</td>
<td>777</td>
<td>819</td>
<td>784</td>
</tr>
<tr>
<td>2016</td>
<td>3.299</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>3.498</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>669</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Specific energy consumption by source (%)

- **Non-renewable fossil energy**: 39%
- **Self-generated electricity from fossil fuels**: 49%
- **Purchased steam**: 0%
- **District heating**: 11%
- **Purchased electricity**: 1%

Figures increased because environmental data from a major acquisition was included for the first time, although its sales were already included in 2015 in association with the consolidation.

The specific energy consumption (GJ/€ mn in adjusted sales) for all plants (including acquisitions and new constructions) is calculated.

The total energy consumption is as follows:

- **2015**: 2.935
- **2016**: 3.299
- **2017**: 3.498
- **Target 2020**: 2.935

---

Sustainability / ESG Presentation
January 2019
EDMR – Equity and Debt Markets Relations
2) Environmental Responsibility

Corporate Environmental Key Performance Indicators (2/4)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct CO2 emissions (1,000 metric tons)</th>
<th>Indirect CO2 emissions (1,000 metric tons)</th>
<th>Total CO2 emissions (100kg/€ mn adjusted sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>738</td>
<td>715</td>
<td>2.073</td>
</tr>
<tr>
<td>2016</td>
<td>754</td>
<td>794</td>
<td>2.252</td>
</tr>
<tr>
<td>2017</td>
<td>730</td>
<td>820</td>
<td>2.347</td>
</tr>
<tr>
<td>Target 2020</td>
<td>613</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **CO₂ emissions¹**
- **Scope 1 and 2 (%)**
  - Direct CO₂ emissions: 26%
  - Indirect CO₂ emissions: 74%
  - Total CO₂ emissions: 2017

- **Scope 3 (%)**
  - Self commissioned incoming logistics: 0%
  - Self commissioned outgoing logistics: 1%
  - Purchased goods and services: 6%
  - Waste produced through operational processes: 77%

¹ Reviewed with limited assurance by an independent auditor.
2) Environmental Responsibility
Corporate Environmental Key Performance Indicators (3/4)

Water consumption

<table>
<thead>
<tr>
<th>Year</th>
<th>Water Consumption (m³ / € mn in adjusted sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>1.671</td>
</tr>
<tr>
<td>2016</td>
<td>1.932</td>
</tr>
<tr>
<td>2017</td>
<td>1.978</td>
</tr>
<tr>
<td>target</td>
<td>394</td>
</tr>
</tbody>
</table>

Specific water consumption (m³ / € mn in adjusted sales) for all plants (including acquisitions and new constructions)

Total water consumption

- Surface water
- Ground water
- Potable water from public water supplies
- Industrial water from public water supplies

Reviewed with limited assurance by an independent auditor.
2) Environmental Responsibility
Corporate Environmental Key Performance Indicators (4/4)

- Specific waste generation (100kg/€ mn in adjusted sales) for all plants (including acquisitions and new constructions)
- Waste generation (1,000 metric tons)
- Waste recycling (%)

Waste production¹

<table>
<thead>
<tr>
<th>Year</th>
<th>Waste Production (1,000 metric tons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>310</td>
</tr>
<tr>
<td>2016</td>
<td>353</td>
</tr>
<tr>
<td>2017</td>
<td>379</td>
</tr>
<tr>
<td>Target 2020</td>
<td>68</td>
</tr>
</tbody>
</table>

Waste recycling rate (%)

- 2017: 81%

Facts:
- Figures increased because environmental data from a major acquisition was included for the first time, although its sales were already included in 2015 in association with the consolidation.

Notes:
- Reviewed with limited assurance by an independent auditor.

¹ Reviewed with limited assurance by an independent auditor.
2) Environmental Responsibility
Sales of Products to Reduce CO\textsubscript{2} Emissions

Sales 2017 €44.0 bn

40% Products to Reduce CO\textsubscript{2} Emissions

thereof

Other Sales

- Green Tires
  - ~28%
  - Optimized on rolling resistance (all tires labelled C and better)

- Powertrain Components
  - ~43%
  - Lightweight components
  - Light weight brakes, road database (green maps), intelligent transportation systems

- Lightweight Components
  - ~29%

- Continental
2) Environmental Responsibility
Reduction of CO₂ Emissions¹: Solutions by Continental

<table>
<thead>
<tr>
<th>Technology</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full hybrid electric vehicle (FHEV)</td>
<td></td>
<td>20-25%</td>
</tr>
<tr>
<td>Compressed Natural Gas (CNG)</td>
<td></td>
<td>15-20%</td>
</tr>
<tr>
<td>Piezo common rail injection</td>
<td></td>
<td>10-20%</td>
</tr>
<tr>
<td>Mild hybrid electric vehicle (MHEV, 48V)</td>
<td></td>
<td>10-15%</td>
</tr>
<tr>
<td>Engine downsizing and turbocharger</td>
<td></td>
<td>~15%</td>
</tr>
<tr>
<td>Telematics, ACC, ADAS</td>
<td></td>
<td>5-12%</td>
</tr>
<tr>
<td>SCR² systems/DDS³</td>
<td></td>
<td>2-5%</td>
</tr>
<tr>
<td>Tires (rolling resistance, TPMS⁴)</td>
<td></td>
<td>2-5%</td>
</tr>
<tr>
<td>Energy management (POD⁵/AES⁶)</td>
<td></td>
<td>1-5%</td>
</tr>
<tr>
<td>Connected energy management</td>
<td></td>
<td>3-4%</td>
</tr>
<tr>
<td>Double clutch transmission (DCT)</td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>Transmission (POD⁵)</td>
<td></td>
<td>1-2%</td>
</tr>
</tbody>
</table>

¹ Saving potential compared with gasoline direction injection Euro 5 / NEDC.
² SCR = Selective Catalytic Reduction.
³ DDS = DEKA injector for diesel dosing into exhaust gas.
⁴ TPMS = Tire Pressure Monitoring System.
⁵ POD = Power-On-Demand.
⁶ AES = Advanced Energy Supply.

Continental’s current capability of CO₂ Emission Reduction ~ 26 g/km¹

Min, max

Sustainability / ESG Presentation
January 2019
EDMR – Equity and Debt Markets Relations
22
2) Environmental Responsibility
Automotive - Remanufacturing

Remanufacturing is a standardized industrial process and an integrated part of our service strategy. Rather than manufacturing products from scratch, Continental remanufactures existing products by repairing and replacing components with new original Continental parts. For the circular economy we save energy, water, material and costs to make renewed products for a sustainable future.
### 2) Environmental Responsibility
Tires – Recycling and Recovery

#### End-of-life tires in the European Union
A total of approximately 3.25 million tons of used tires accumulate in the EU per year.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Engineering</td>
<td>46%</td>
</tr>
<tr>
<td>Recycling</td>
<td>2%</td>
</tr>
<tr>
<td>Energy</td>
<td>36%</td>
</tr>
<tr>
<td>Reuse/Export</td>
<td>12%</td>
</tr>
<tr>
<td>Landfill</td>
<td>4%</td>
</tr>
</tbody>
</table>

#### Recycling versus raw material
Energy needed to produce 1kg of tire compound

<table>
<thead>
<tr>
<th>Source Material</th>
<th>MJ per kg tire compound</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Raw Material</td>
<td>82</td>
</tr>
<tr>
<td>From Recycled Material</td>
<td>8.7</td>
</tr>
</tbody>
</table>

---

1 Source: ETRMA, June 29, 2016. 2 Source: Continental Reifen Deutschland.
Breathing life into tires a second and even a third time is the basic idea behind the ContiLifeCycle approach.

Using a novel and proprietary process, Continental has succeeded in recycling rubber from used tires in such a way that the raw material will be directly returned into the production cycle for new or retreaded tires.

At ContiLifeCycle (CLC) plants, we reprocess worn-out truck tires in a retreading process that conserves resources. The rubber powder that is produced during retreading is further processed into recyclate, which is used in the production of new and retreaded tires.

The retreaded tires offer the same performance characteristics and rolling resistance as new tires.
This natural rubber used from dandelion roots has at least the same quality and performance characteristics as conventional rubber from rubber trees.

The plants can be cultivated in Northern and Western Europe on land that is unsuitable for food crops. “Plantations beside the tire plants” in Central Europe makes both economic and ecological sense.

The new dandelion rubber Taraxagum should enter production within the next five to ten years and then flow step-by-step into our rubber products.

Benefits:
› Reduction in dependency on harvest situation in subtropical regions
› Lower requirements on the fertility of the soil
› Lower environmental impact due to reduced logistic requirements
› Optimal material properties enable first-class products in terms of technology
2) Environmental Responsibility
Sustainable Product-Solutions for a Variety of Industries by ContiTech

Technological expertise for customer-specific solutions

- Health-friendly interiors
- Printing technology for printed electronics/solar cells
- Components for engine downsizing and emissions reducing
- Climate-friendly printing blankets
- Mounts for wind power
- Rubber tracks for more efficiency
- Flexible insulation for energy saving
- Hoses for energy storage in the sea
Continental’s Code of Conduct describes the basic values and principles which are binding for all Continental employees during their everyday work and when dealing with colleagues, customers and other company stakeholders.

It regulates the following issues:

› Compliance with the Continental Code of Conduct
› Responsibilities for Our Action and Behaviour
› Compliance with Laws, Regulations, and Continental Corporate Rules, Standards and Instructions
› Discrimination or Harassment
› Fair Dealing
› Antitrust and Competition Law Compliance
› Anti-Corruption
› Conflict of Interests
› Use of Continental’s Company Property
› Health, Safety, Environment and Product Integrity
› Data Protection and IT Security
› Confidential Information
› Export and Import Regulations
› Reporting of Violations of the Code of Conduct
3) Social Responsibility

Business Partner Code of Conduct

This Business Partner Code of Conduct highlights important standards that are consistent with Continental’s values and which we expect each Business Partner including, but not limited to suppliers, consultants, vendors, brokers, merchants, dealers, contractors, agents and others, to observe and strictly adhere to.

It regulates the following issues:

› Our Corporate Social Responsibility
› Compliance with Laws, Rules and Legal Regulations
› Combating Slavery and Human Trafficking
› Compliance with Antitrust Laws
› Combating Corruption
› Conflict Minerals
› Export and Import Regulations
› Prevention of Money Laundering
› Conflict of Interest
› Respect of Human Rights, Anti-Discrimination and Women’s Empowerment
› Product Safety, Health, and Environment
› Data Protection, Confidential Information and Intellectual Property
› Compliance with this Business Partners Code
### Employees by region in 2017

<table>
<thead>
<tr>
<th>Region</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees</td>
<td>220,137</td>
<td>235,473</td>
</tr>
<tr>
<td>Temporary employees</td>
<td>38,068</td>
<td>40,117</td>
</tr>
<tr>
<td>Leased employees</td>
<td>n/a</td>
<td>15,768</td>
</tr>
<tr>
<td>Female employees as % of the global workforce</td>
<td>27.2</td>
<td>27.0</td>
</tr>
<tr>
<td>Fluctuation as %</td>
<td>4.7</td>
<td>5.7</td>
</tr>
</tbody>
</table>
3) Social Responsibility – Employees
Diversity and Equal Opportunity

Definition of clear objectives for all business units when it comes to promoting women.

These objectives are reviewed on the executive level on a quarterly basis. The goal is to increase the proportion of women at the upper and middle management tiers. The Global Diversity Network, an umbrella organization for women’s networks at our company, was established to support women’s career development. It supports networking activities in the countries in which we operate. A program has also been set up to boost the effectiveness and careers of young women.

Female employees in management positions in %

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>9</td>
</tr>
<tr>
<td>2014</td>
<td>10</td>
</tr>
<tr>
<td>2015</td>
<td>11</td>
</tr>
<tr>
<td>2016</td>
<td>12</td>
</tr>
<tr>
<td>2017</td>
<td>13</td>
</tr>
<tr>
<td>Target 2020</td>
<td>16</td>
</tr>
</tbody>
</table>
3) Social Responsibility – Employees
Diversity and Equal Opportunity – Worklife Balance

Global Flexible Working Conditions at Continental1 (established in 2016)

› Part-time
› Flextime
› Working home from elsewhere
› Sabbaticals

After we defined the global framework for flexible working conditions at the end of 2016, 2017 was characterized by the global implementation of the measures. In 18 countries, our employees can now configure their ways of working more individually, and we are on the homestretch in three more countries.

1 Roadmap 2020.
Source: Based on information in the Sustainability Report 2017, page 32.
3) Social Responsibility – Employees
Health and Occupational Safety – Demographic Program

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

› Workplace design
› Health maintenance for longer employment
› Targeted qualification measures
› Motivation for a longer working life

<table>
<thead>
<tr>
<th>Age structure of workforce in %</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 20 years</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>20-29 years</td>
<td>16</td>
<td>24</td>
</tr>
<tr>
<td>30-39 years</td>
<td>24</td>
<td>32</td>
</tr>
<tr>
<td>40-49 years</td>
<td>32</td>
<td>24</td>
</tr>
<tr>
<td>50-59 years</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>Over 60 years</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>
Our specialist department Corporate Safety & Health “Safety, Health, Hazardous Substances, Ergonomics” sets protection standards, which apply across the entire Corporation. The Continental ESH Management System meets the international standard for occupational safety management OHSAS 18001. A total of 32 locations worldwide are certified according to OHSAS 18001.

### Absences due to sickness (%)\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Absence Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>3.8</td>
</tr>
<tr>
<td>2012</td>
<td>3.5</td>
</tr>
<tr>
<td>2014</td>
<td>3.0</td>
</tr>
<tr>
<td>2016</td>
<td>3.2</td>
</tr>
<tr>
<td>2017</td>
<td>3.2</td>
</tr>
</tbody>
</table>

### Number of accidents\(^2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Accidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>4.6</td>
</tr>
<tr>
<td>2012</td>
<td>3.6</td>
</tr>
<tr>
<td>2014</td>
<td>3.1</td>
</tr>
<tr>
<td>2016</td>
<td>2.9</td>
</tr>
<tr>
<td>2017</td>
<td>3.2</td>
</tr>
</tbody>
</table>

---

\(^1\) Paid and unpaid absences due to sickness in relation to the contractual working hours in percent (for the corporation).

\(^2\) Number of industrial accidents resulting in the loss of one or more working-day equivalents per one million hours worked.
Continental is gradually adapting their jobs in production areas to make them age-neutral. This means, for example, that 15% of working time can be spent sitting down.

All new workplaces are designed in line with our internal process optimization system CBS and the latest ergonomic standards.

By 2020¹ half of all jobs at German production locations are to be non-age-dependent. Global documentation and improvement of the ergonomic quality of 80% of jobs worldwide.

¹ Roadmap 2020.
3) Social Responsibility – Society

Social Commitment

Continental takes on social responsibility primarily on a decentralized, local basis. This also applies to the social commitment of the corporation and its locations. The focus of our social commitment is in the areas of social welfare and road safety, education and science, and sports.

Exceptions for this include national projects and challenges or our committed response to international disasters, where the corporation as a whole evidences its corporate social responsibility.

Examples of our engagement/donations in 2016 – 2017

› US $50,000 to the American Red Cross emergency relief efforts in Texas, following historic flooding in the wake of Hurricane Harvey
› US$ 110,000 to support aid workers in earthquake zones in Ecuador and Japan
› €50,000 as emergency aid for displaced people from Mosul in northern Iraq
  (for emergency relief team from Welthungerhilfe)
3) Social Responsibility – Society
Social Commitment

The aim of the initiative is to invite young African managers from Sub-Saharan Africa to Germany for one year in order to support them and get them used to the country. At the same time, the program paves the way for lasting economic cooperation in Africa.

Continental Offers Opportunities to Refugees

Continental integrates young refugees into the working world, offering them prospects for a brighter future. More than 20 refugees are currently undertaking apprenticeships. 2016 was the first year we opened up our initial qualification programs 50 refugees. And over the course of the current year we have added 25 more spots.

‘Experiencing Europe’

Continental has launched a program specifically for young people. Together with Germany’s Federal Employment Agency, we offer jobseekers aged 18 to 25 short internships at our locations elsewhere in Europe. Young people who have not yet gained any professional experience or completed a degree are eligible to take part.
First version published in 2002:

› The Code addresses all major criticisms – especially from the international community – leveled against German corporate governance.

› Observes the development of corporate governance in legislation and practice and reviews the Code at least once a year for possible adaptation.

Some topics from the update in February 2017:

› Executive and Supervisory Board shall ethically sound and responsible behave (the “reputable businessperson” concept, Leitbild des Ehrbaren Kaufmanns).

› Early disbursements of multiple-year, variable remuneration components for the Executive Board should not be permitted.

› The Supervisory Board Chair should be available – within reasonable limits – to discuss Supervisory Board-related issues with investors.
4) Corporate Governance

German Corporate Governance Code

Continental deviates from one recommendations of the Code¹.

Declaration in accordance with Section 161 AktG.

Continental has complied with and will comply with the recommendations issued by the “Government Commission on the German Corporate Governance Code” (as amended on February 7, 2017) subject to the following qualifications.

Deviations from recommendations

Section 5.4.1 para 2
To establish an age limit for the Supervisory Board members.

¹ As of December 2018. Update is prescribed by law once a year.
4) Corporate Governance
Two-Tier Board System – Corporate Bodies

Shareholders’ Meeting
Shareholders’ exercise their rights of participation and control

- Elects shareholder representatives
- Ratifies
- 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
7 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
4) Corporate Governance
Executive Board Continental AG

Dr. Elmar Degenhart
Chairman of the Executive Board
Born in 1959
Appointed since 2009 until August 2024

Dr. Ariane Reinhart
Human Relations
Born in 1969
Appointed since 2014 until September 2022

Hans-Jürgen Duensing
ContiTech Division
Born in 1958
Appointed since 2015 until April 2023

Wolfgang Schäfer
Chief Financial Officer
Born in 1959
Appointed since 2010 until December 2019

Helmut Matschi
Interior Division
Born in 1963
Appointed since 2009 until August 2022

Nikolai Setzer
Tires Division
Born in 1971
Appointed since 2009 until August 2022

Frank Jourdan
Chassis & Safety Division
Born in 1960
Appointed since 2013 until September 2021
4) Corporate Governance
Supervisory Board Continental AG – Shareholder Representatives

Prof. Dr.-Ing. Wolfgang Reitzle (Chairman)
Chairman of the Supervisory Board of Linde AG
*1949, nationality: German, elected until 2019, first elected 2009
Memberships¹: 6 (4 as chairman)

Prof. Dr. Klaus Mangold
Chairman of the Supervisory Board of Rothschild GmbH
*1943, nationality: German, elected until 2019, first elected 2009
Memberships¹: 5 (2 as chairman)

Dr. Gunter Dunkel
Chairman European Debt, Muzinich & Co
*1953, nationality: Austrian, elected until 2019, first elected 2009
Memberships¹: 1

Sabine Neuß
Member of the Management Board of Linde Material Handling GmbH, Aschaffenburg
*1968, nationality: German, elected until 2019, first elected 2014
Memberships¹: 4

Prof. Dr.-Ing. Peter Gutzmer
Deputy CEO and Member of the Executive Board, CTO of Schaeffler AG, Herzogenaurach
*1953, nationality: German, elected until 2019, first elected 2013
Memberships¹: 1

¹ Memberships of statutory supervisory boards (including Continental AG) and of comparable controlling bodies of companies in Germany and abroad in accordance with Section 285 No.-10 of the German Commercial Code (Handelsgesetzbuch – HGB).
4) Corporate Governance
Supervisory Board Continental AG – Shareholder Representatives

Prof. Dr. Rolf Nonnenmacher
Certified Accountant, self employed, Berg
*1954, nationality: German, elected until 2019, first elected 2014
Memberships¹: 4

Klaus Rosenfeld
Chief Executive Officer Schaeffler AG, Herzogenaurach
*1966, nationality: German, elected until 2019, first elected 2009
Memberships¹: 3

Georg F. W. Schaeffler
Co-owner of INA-Holding Schaeffler GmbH & Co. KG, Herzogenaurach
*1964, nationality: German, elected until 2019, first elected 2009
Memberships¹: 2 (1 as chairman)

Maria-Elisabeth Schaeffler-Thumann
Co-owner of INA-Holding Schaeffler GmbH & Co. KG, Herzogenaurach
*1941, nationality: German, elected until 2019, first elected 2009
Memberships¹: 2 (1 as vice chairman)

Prof. KR Ing. Siegfried Wolf
Chairman of the board of directors of Russian Machines LLC, Moscow
*1957, nationality: Austrian, elected until 2019, first elected 2010
Memberships¹: 8 (3 as chairman)

¹ Memberships of statutory supervisory boards (including Continental AG) and of comparable controlling bodies of companies in Germany and abroad in accordance with Section 285 No. -10 of the German Commercial Code (Handelsgesetzbuch – HGB).
4) Corporate Governance
Remuneration of an Executive Board member

2017 remuneration of an Executive Board member responsible for a division (example)

<table>
<thead>
<tr>
<th>Fixed remuneration</th>
<th>Additional benefits</th>
<th>Service costs</th>
<th>Performance bonus (immediate payment: 60%)</th>
<th>Performance bonus (deferral: 40%)</th>
<th>Long-term incentive</th>
<th>Total remuneration</th>
</tr>
</thead>
<tbody>
<tr>
<td>€ mn</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>1</td>
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<tr>
<td>2</td>
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<tr>
<td>3</td>
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<td>4</td>
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<td>5</td>
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<tr>
<td>6</td>
<td></td>
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</tr>
</tbody>
</table>

Variable remuneration elements

- Converted into virtual shares.
- 3-year holding period
- (4-year term)

- Maximum remuneration
- Target remuneration (100% target achievement)
- Minimum remuneration

1 Average for 2017.
2 Based on a target bonus (here: €1.167 million), for 100% achievement of defined CVC and ROCE targets, maximum of 150% of the target bonus (including achieving any additional strategic targets as well as any correction of the target achievement of +/- 20% by the Supervisory Board), divided into an immediate payment (60%) and deferral (40%).
3 The possible increase in the value of the deferral is capped at 250% of the initial value. The maximum amount shown relates to the maximum payment in the performance bonus at 150% target achievement.
4 Based on achieving average CVC versus planned CVC (max. 200%), multiplied by the degree of achieving the total shareholder return, maximum payment of 200%.
4) Corporate Governance
Remuneration of a Supervisory Board member

2017 remuneration of a Supervisory Board member (example)

Fixed remuneration

Additional benefits (meeting fees)

Variable remuneration

Total remuneration

€ thousands

1 Basis for calculation: €90 for each cent of earnings per share over €2, calculated as an average of the last three years.
4) Corporate Governance

Risk Reporting

Integrated GRC

GRC System

General Risk Management
- Business-related risks
Quality Case Management
- Quality cases

Compliance Risk Management
- Compliance risks
Legal Case Management
- Legal cases

Financial Reporting ICS
- Accounting-related internal controls
Compliance Case Management
- Compliance cases

Reporting Unforeseen Risks
- Unforeseen risks

SWOT Analysis
- Strategic risks

GRC Committee
- Consolidates and monitors risks
- Identifies material risks
- Recommends further measures

Executive Board
- Responsible for integrated GRC
- Defines risk appetite
- Monitors material risks

Audit Committee
- Monitors integrated GRC

The Executive Board is fully committed to a zero tolerance policy with regard to corruption and antitrust. Corruption-related issues are reviewed in every general audit.

Our Compliance & Anti-Corruption Hotline gives employees and third parties outside the corporation the opportunity to report violations of legal regulations, fundamental values and ethical standards.

### Compliance Trainings 2017

<table>
<thead>
<tr>
<th>Training Type</th>
<th>Approximate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online training sessions</td>
<td>83,100</td>
</tr>
<tr>
<td>In-person training sessions</td>
<td>260</td>
</tr>
<tr>
<td>Completion rate for online training</td>
<td>97%</td>
</tr>
</tbody>
</table>

*Source: 2017 Non-Financial Declaration, page 7.*
We see significant corruption risks in the following areas:

› Facilitation payments
› Advisors/business intermediaries and slush funds
› Gratuities in business transactions that do not comply with internal requirements, especially with high value hospitality
› Kickback scenarios in purchasing and sales
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Unless otherwise stated, all amounts are shown in millions of euro. Please note that differences may arise as a result of the use of rounded amounts and percentages.
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