



CES 2018 – Driving the Future of Mobility

Strategy Presentation

Dr. Elmar Degenhart – CEO

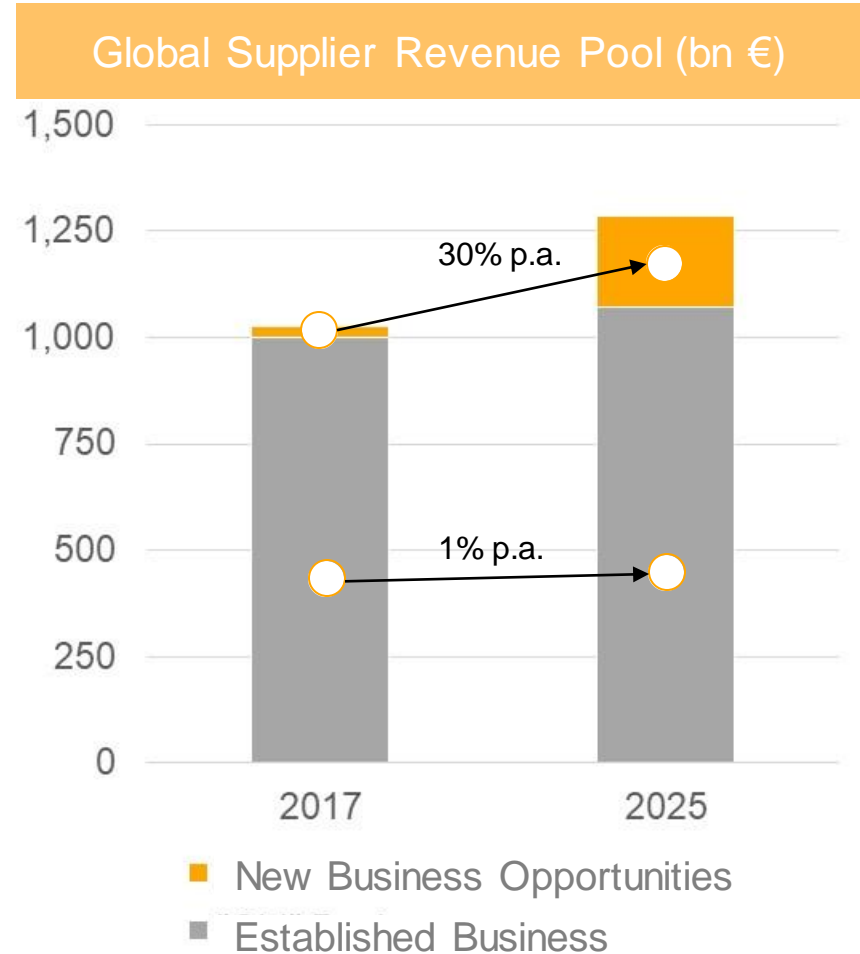
AGENDA

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1) Automotive Trends

New Business Opportunities Arise

- › Revenue pool for suppliers reached more than €1 trn in 2017
- › Business related to “established” business will grow by ~1% p.a. and reach ~€1.1 trn in 2025
- › Revenues share of Electrification¹, Automated Driving and Holistic Connectivity represented in total <3% in 2017
- › Revenue share of Electrification¹, Automated Driving and Holistic Connectivity will grow by ~30% p.a. to >€200 bn in 2025
- › It will account for ~15% of the overall supplier revenue market by 2025



Sources: Roland Berger and Continental estimates. FX rate assumption 1.13 EUR/USD.

¹) Not including market for electric vehicle batteries but including hybrid solutions.

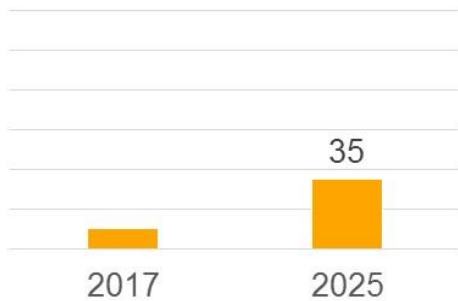
1) Automotive Trends

Four ACES¹: We Shape the Future of Our Industry

Automated Driving



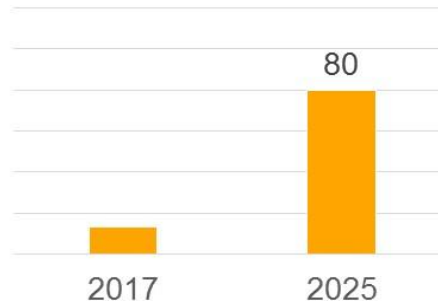
TAM² in bn €



Holistic Connectivity



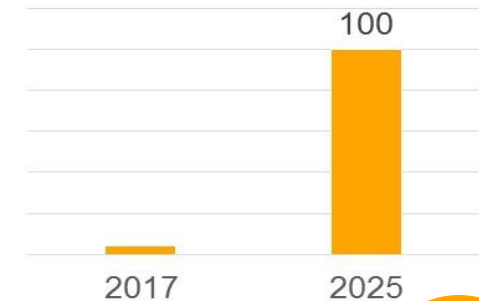
TAM² in bn €⁴



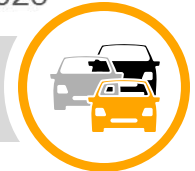
Electrification



TAM² in bn €³



Shared Mobility



Sources: McKinsey and Continental estimates

¹) Four ACES: autonomous, connected, electrified and shared mobility

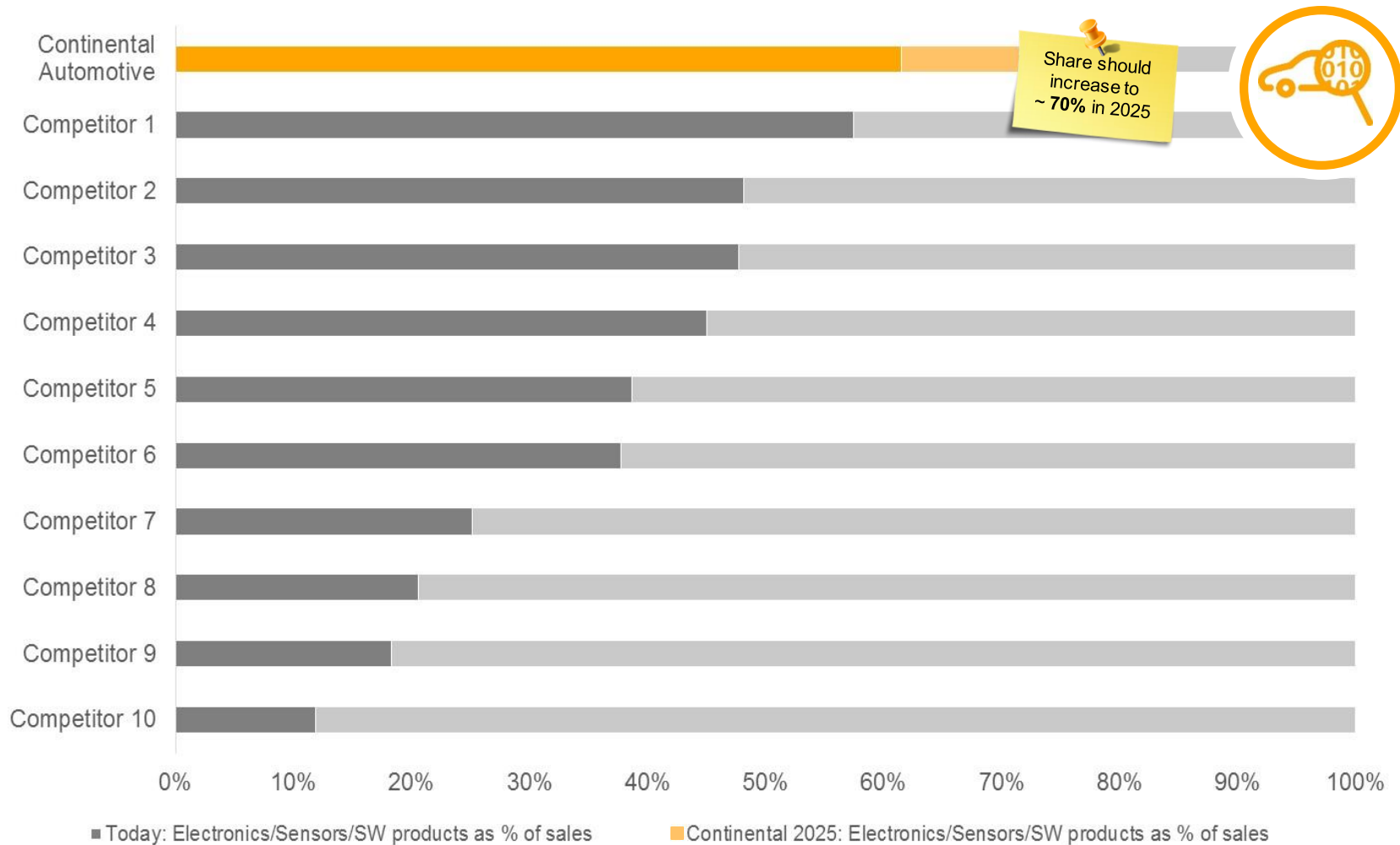
²) Total Addressable Market

³) Not including market for batteries but hybrid solutions

⁴) McKinsey estimates a market for digital services of US\$70 - 110 billion in 2025;
FX rate assumption of 1.13 EUR/USD

2) Key Enabler: Digitalization

The Most Digitalized Portfolio in The Supplier Sector¹



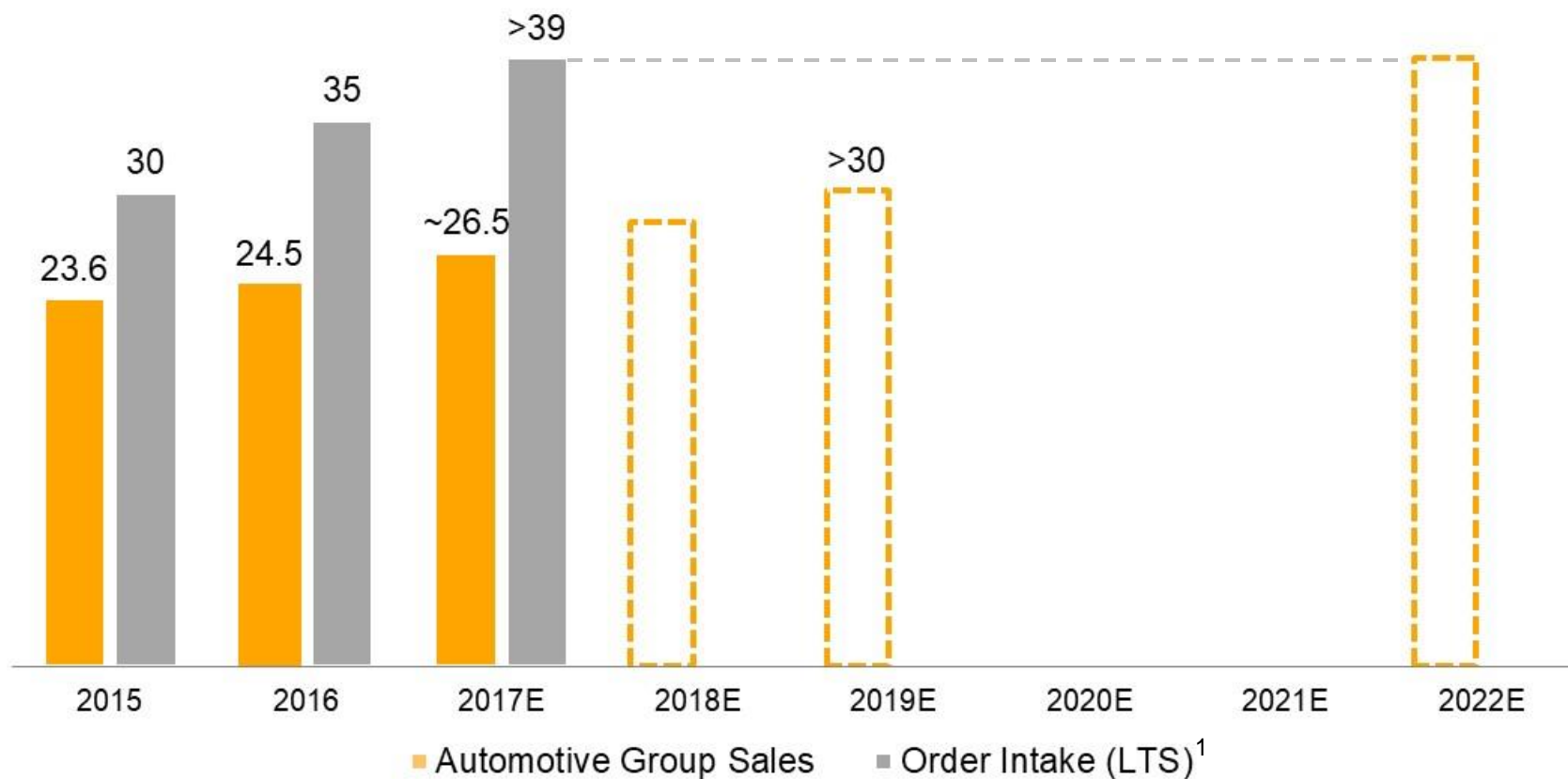
Source: Company filings and Continental estimates

¹ Suppliers >€3 bn sales

2) Key Enabler: Digitalization

Strong Order Intake Drives Sustainable Growth...

Automotive Group: Strong Order Intake (bn €)

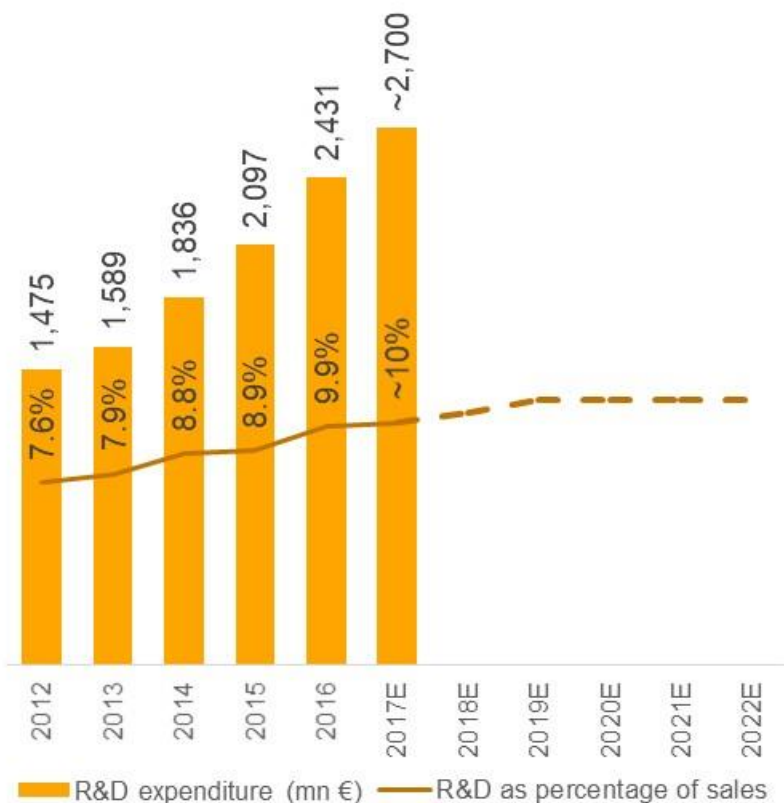


¹ Lifetime Sales

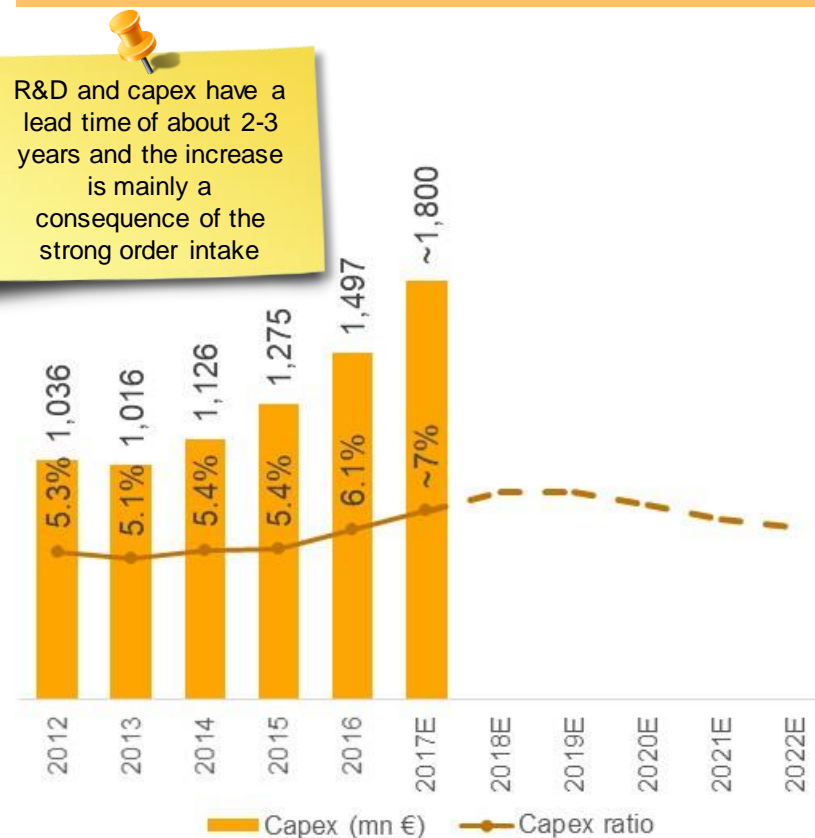
2) Key Enabler: Digitalization

... but Causes Sustained high R&D and Capex

Automotive Group R&D (mn €)



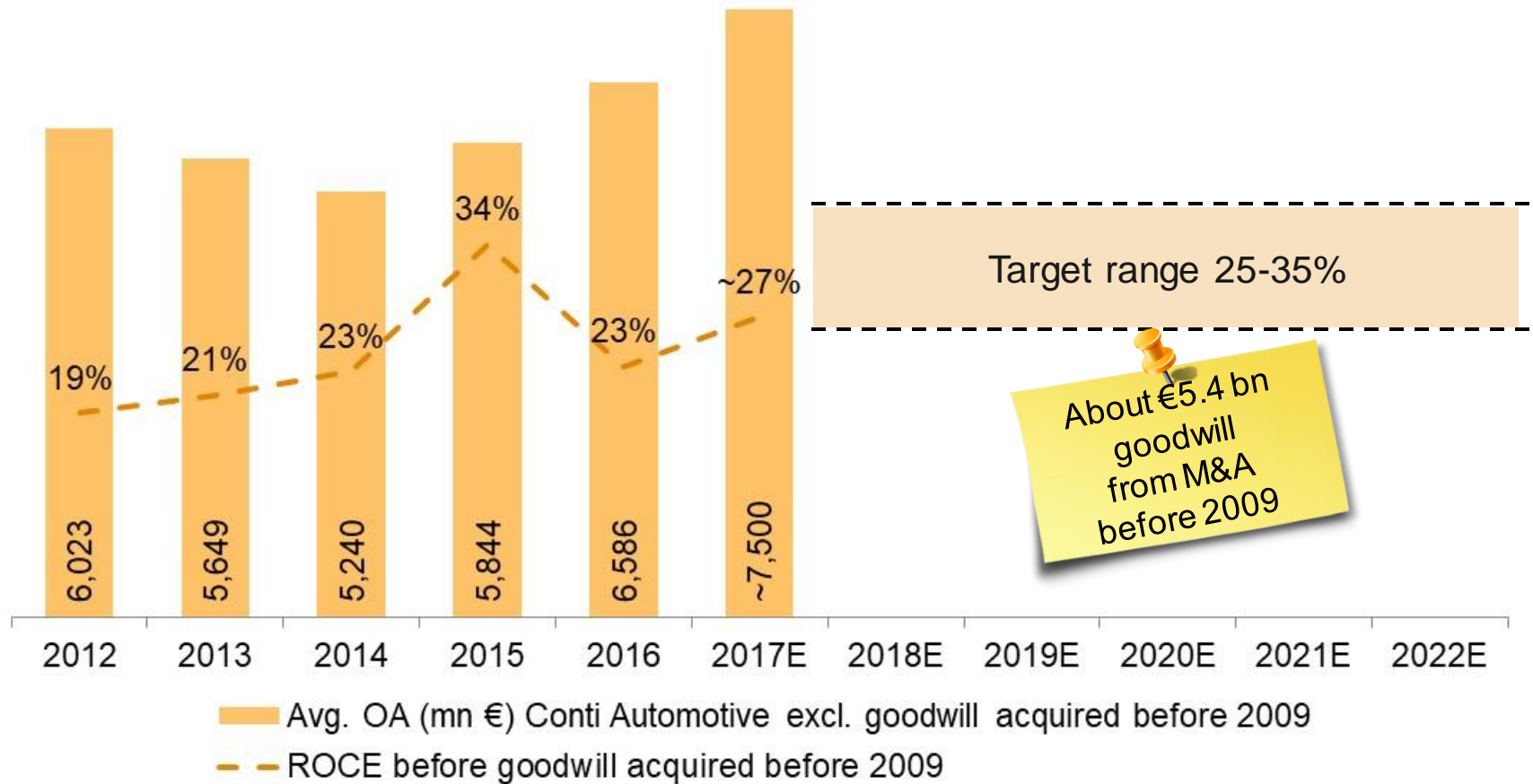
Automotive Group Capex (mn €)



2) Key Enabler: Digitalization

Which in the Future Leads to Higher ROCE

Automotive Group Avg. Operating Assets excl. Goodwill Acquired Before 2009

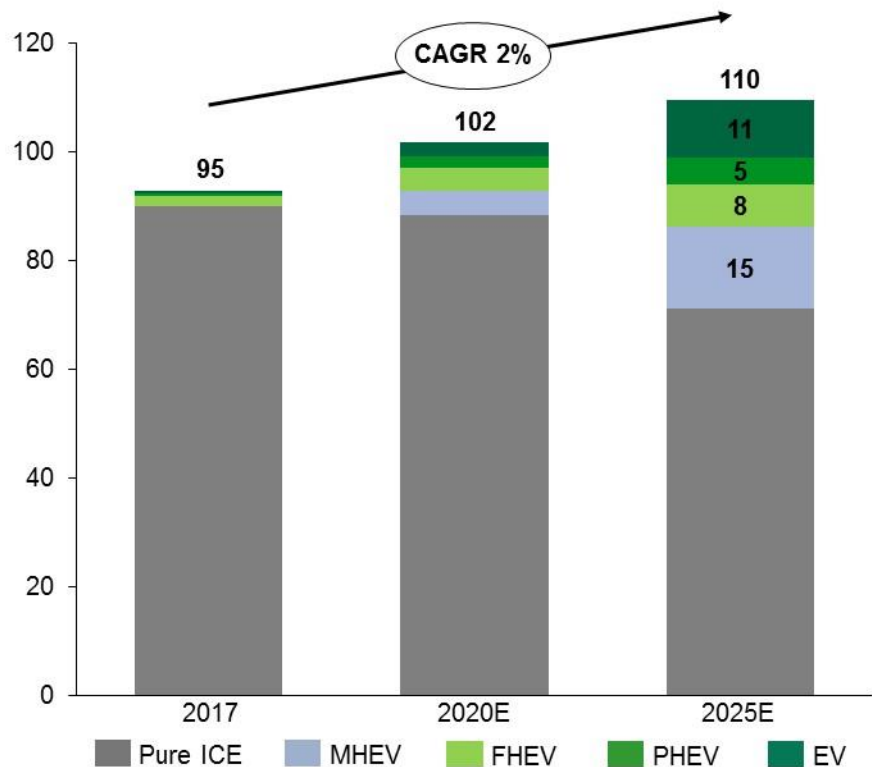


3) Electrification

Engine Roadmap 2017 to 2025 – Electrification View

- › Until 2025 the internal combustion engine (ICE) will be the most dominant force amongst the different propulsion types
- › More variants of hybridization due to decline in Diesel
- › Strong increase in pure Electric Vehicles after 2025
- › Breakthrough in battery technology might accelerate scenario

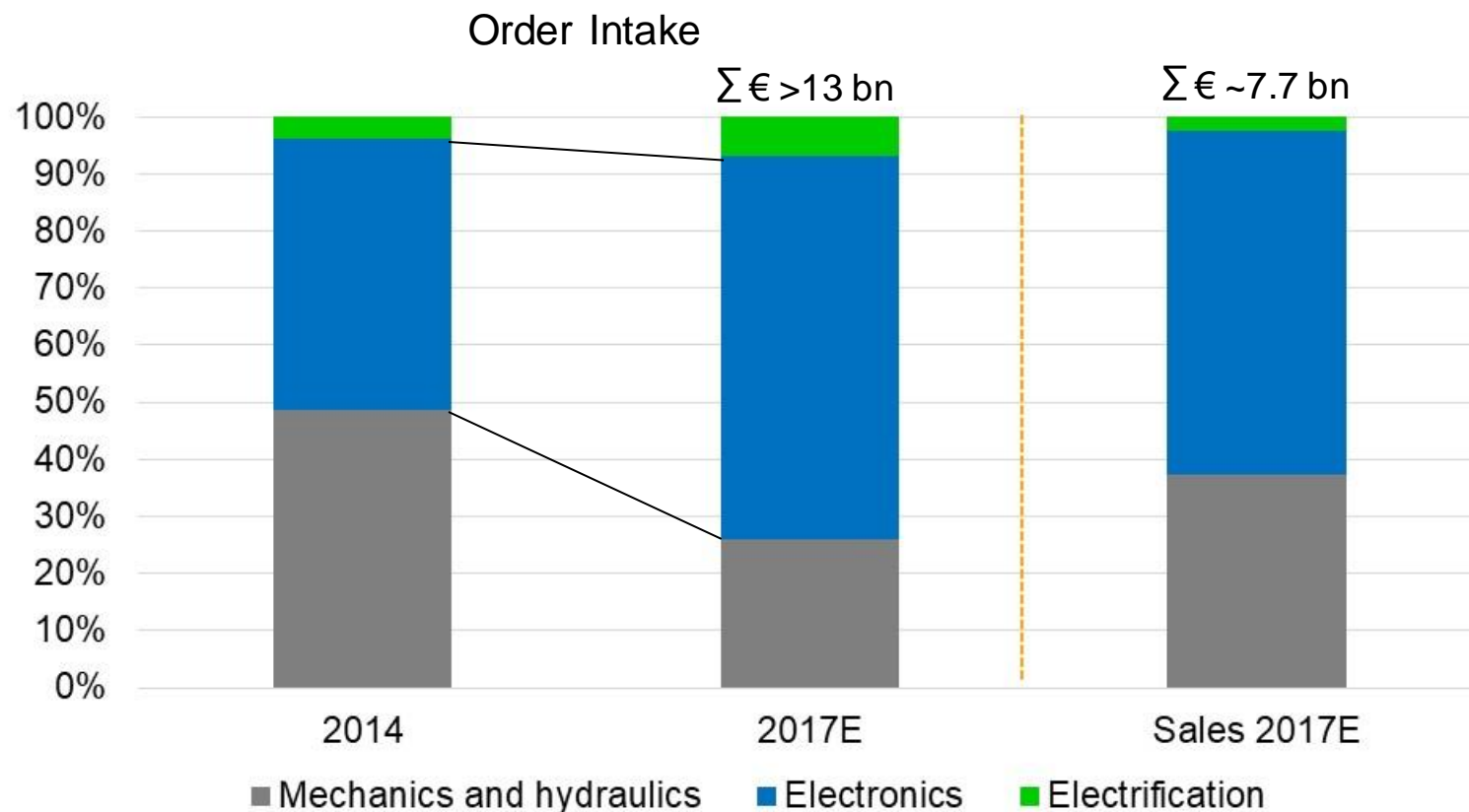
Global PC & LT Production
by Engine Type (mn units)



Source: Continental estimates

3) Electrification

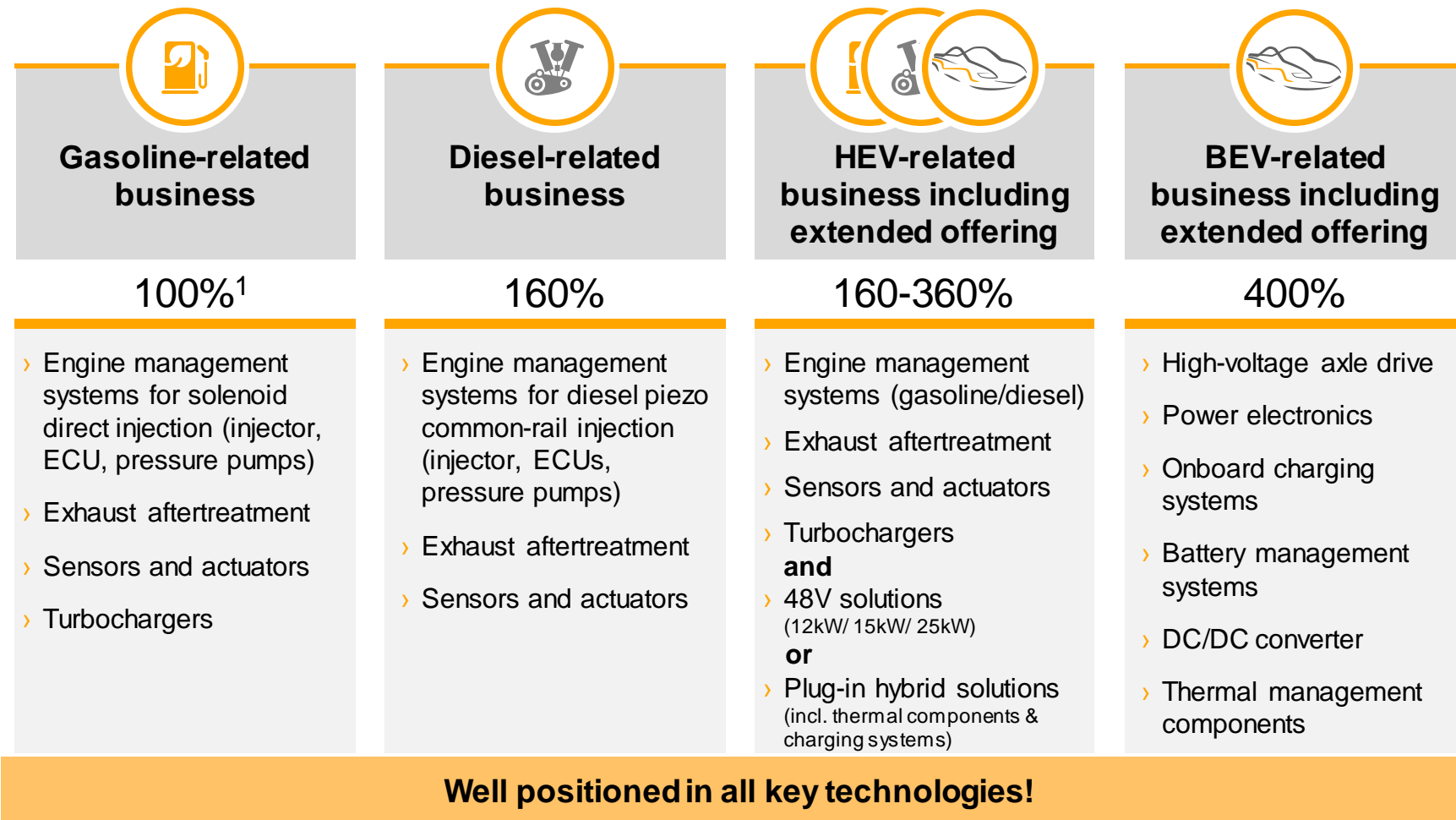
Order Intake Confirms Shift to Electronics & Electrification



¹ Order Intake as Lifetime Sales

3) Electrification

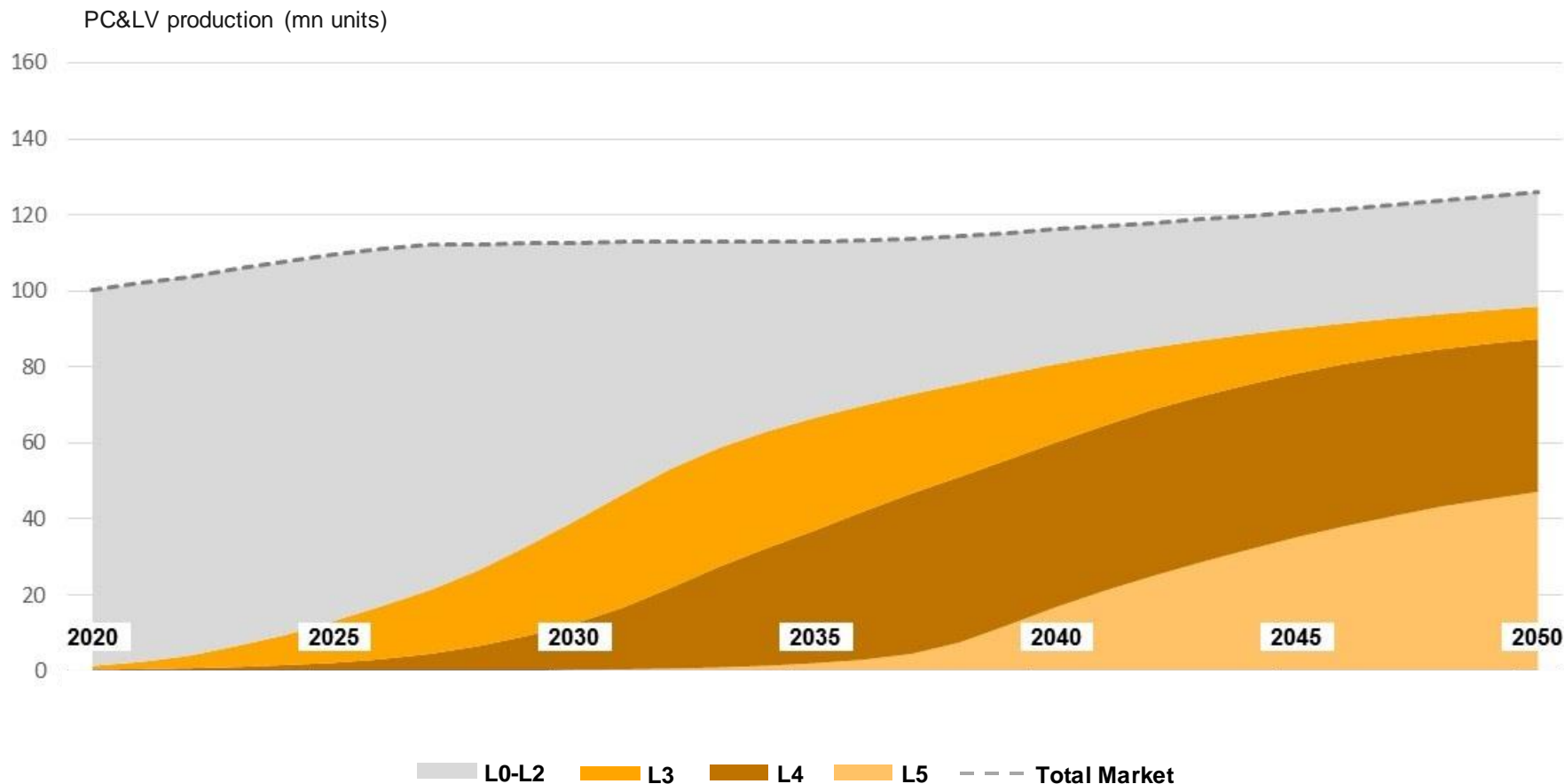
Relative Value of Continental's Content in Powertrains¹



¹ Value of displayed gasoline content per car is indexed at 100%; all other values read relative to the gasoline content

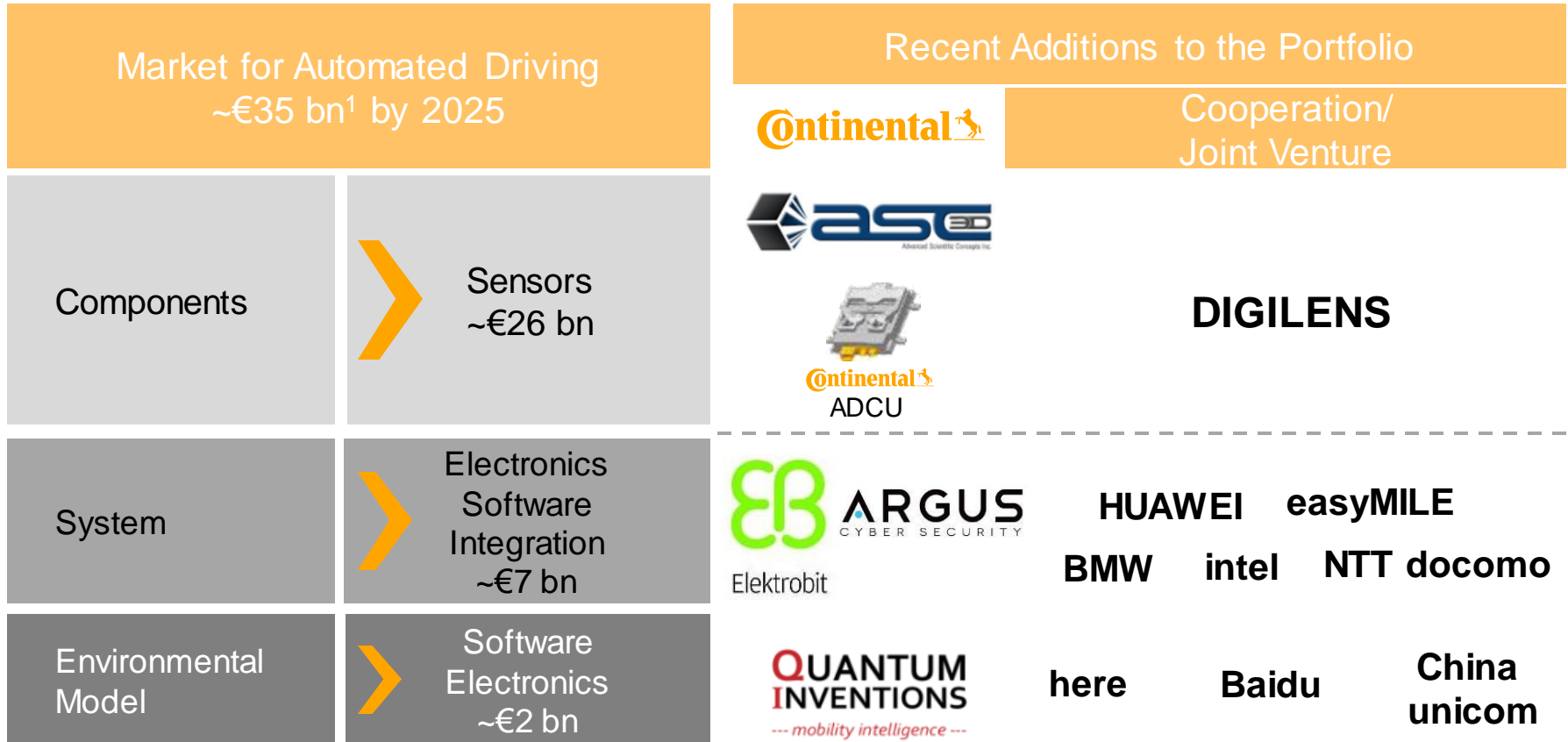
4) Automated Driving

Market for Automated Driving: Estimated Development



4) Automated Driving

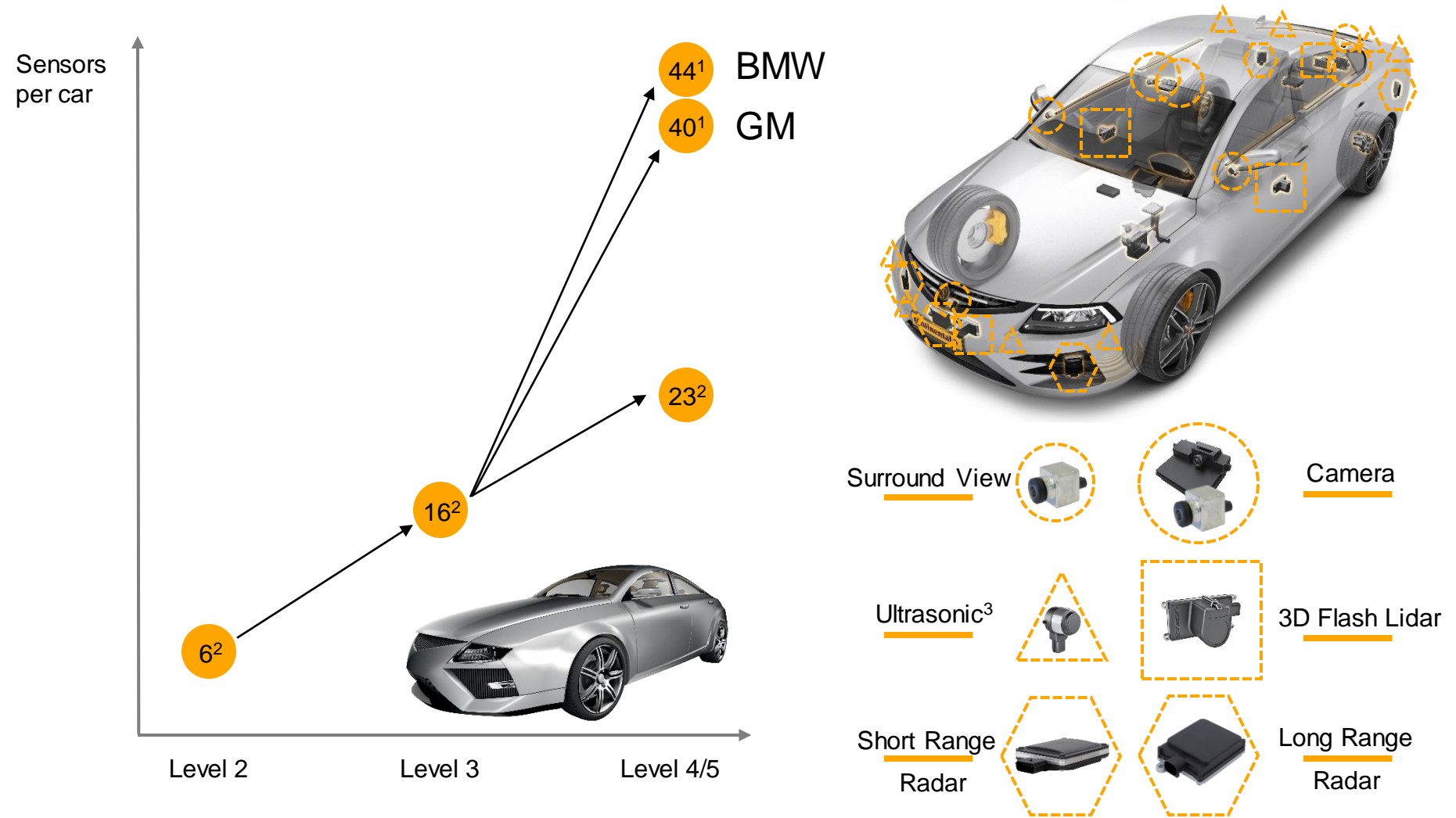
Market for Automated Driving: Three-Layer Model



¹ Source: Continental estimates

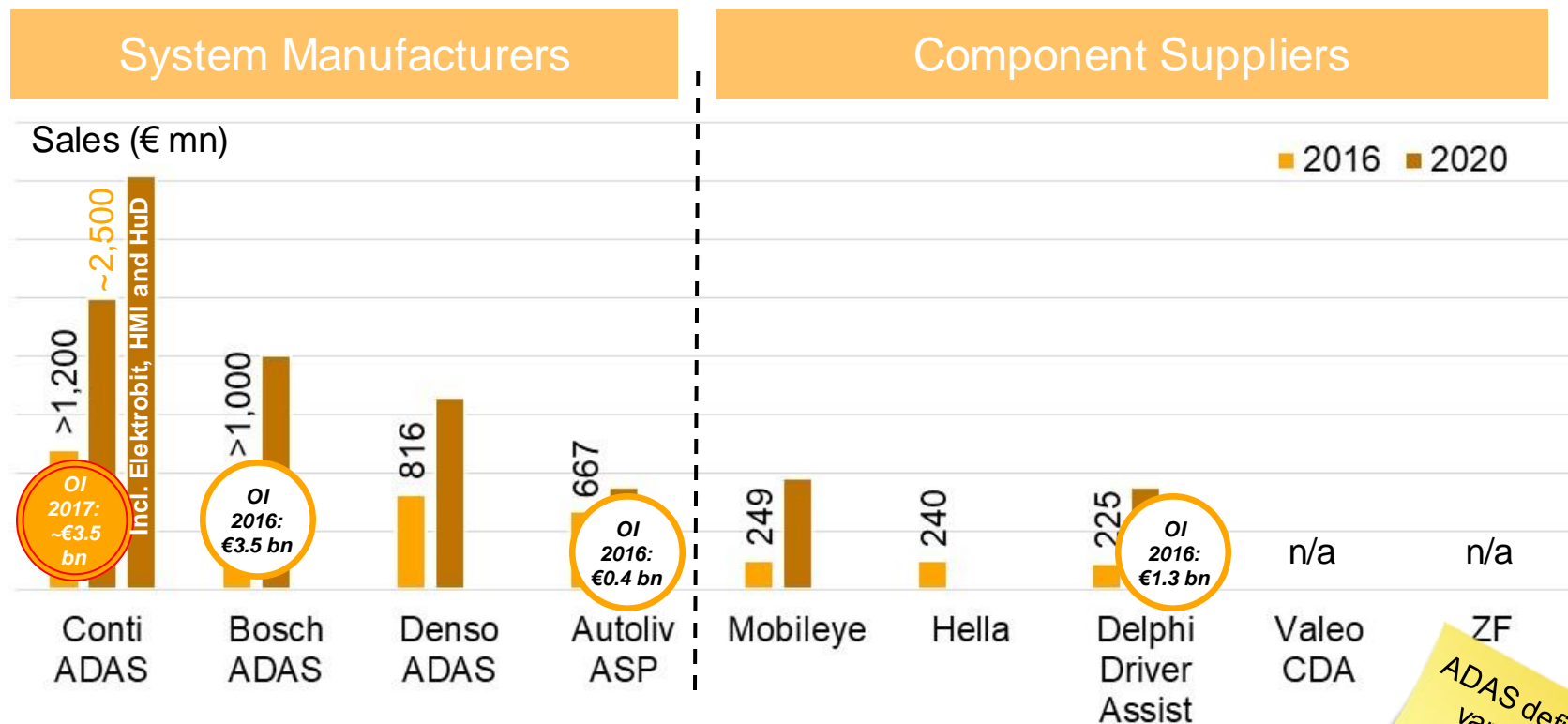
4) Automated Driving

ADAS Sensors per Car



4) Automated Driving

Leading Position in ADAS



¹ Continental ADAS= Radar, Lidar, Camera and ADCUs, 2017 OI includes ADAS related CVAM business OI

² Bosch PR May 4th, 2017; Bosch has not communicated any future ADAS sales target; Bosch includes ultrasonic in ADAS sensors; Bosch target is a 2019 target

³ Denso reports ADAS sales as part of "Information and safety systems"; Denso's ADAS target 03/2021 looks for JPY 200 bn; sales are annualized

⁴ Autoliv active safety products: radar systems, vision and night systems, active seatbelts and brake systems, dynamic spot light and system integration; 2020 target

⁵ Mobileye 2016 sales; company has the target to achieve 1.1 bn USD sales by 2019

⁶ Hella: according to Jeffries Research

⁷ Delphi 2016 sales represent company communication from Q2 2016 and target to achieve 1 bn USD sales by 2019

⁸ Valeo reports sales for comfort and driving assist only. It includes rain, lighting and ultrasonic sensors in DA sales; it has no official target for future ADAS sales communicated

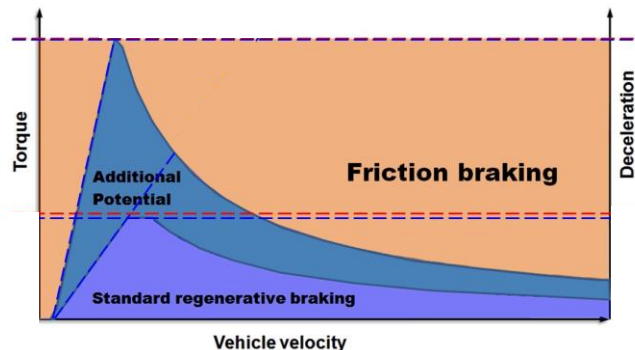
⁹ ZF has not provided any sales data on its ADAS business

ADAS definitions
vary greatly
amongst
suppliers

4) Automated Driving

Electrification and ADAS Require New Braking Solutions: MKC1

For Recuperation in Electric Vehicles



- › The MK C1 supports regenerative braking in a wider range than standard regenerative brake systems

Traditional braking system

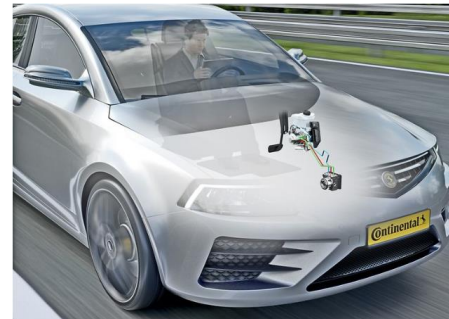


MK C1



At lower weight than a traditional braking system (from ~9-10kg to ~6kg)

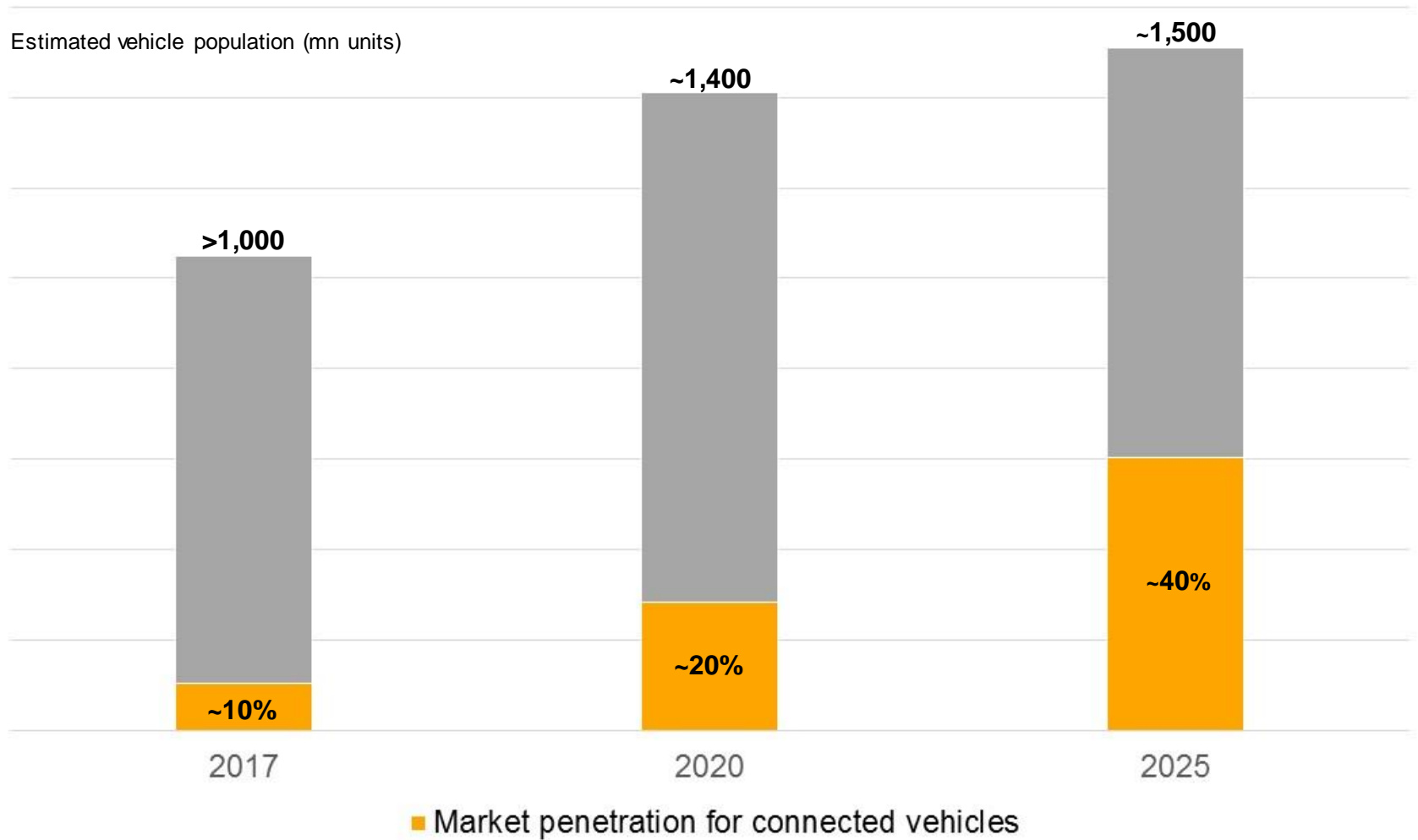
For Highly Automated Driving



- › The MK C1 for highly automated driving has a redundant fallback-level by combining it with a MK 100 based Hydraulic Brake Extension.
- › The MK C1 HAD system architecture with two networked braking system units offers a stepped degradation concept to ensure the required deceleration level at all times without driver interaction.

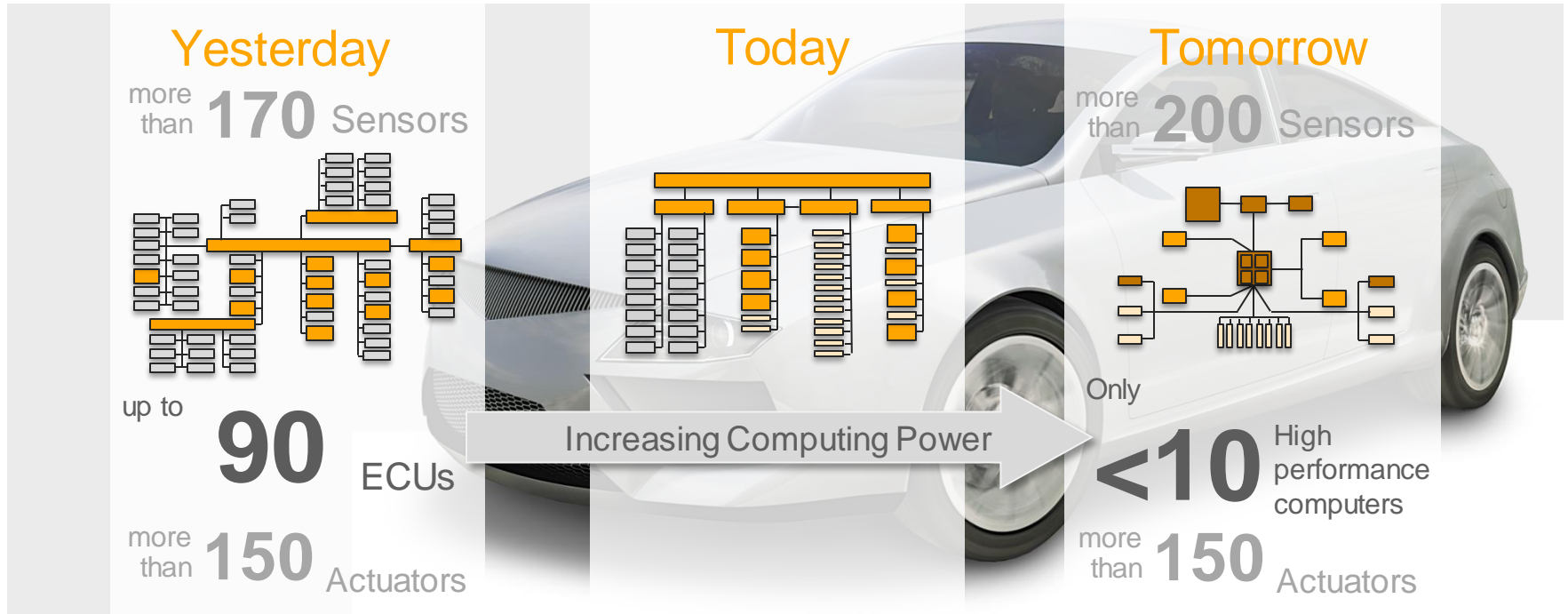
5) Holistic Connectivity

Rise of Connected Vehicles



5) Holistic Connectivity

Software Drives Architecture, Process and Organization



Elektrobit

ARGUS
CYBER SECURITY

- › Increasing computing power will lead to an centralized E/E architecture
- › Hardware will be separated from software – software integration capabilities are needed
- › Security supporting approach by multilayered, end-to-end solutions and services required

Classic ECU Performance/Safety ECU "small ECU"/Sensor/Actor Virtualized Performance Controller

5) Holistic Connectivity

Central Processing Unit in a Server Based Architecture

Automated driving



Electrification



Connectivity



New Mobility



SW defined car



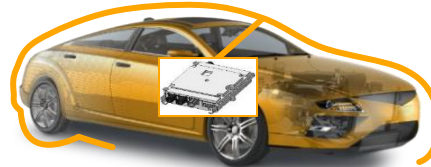
Digitalization



Internet of Things



- › Automotive and cross industry trends require new approaches in EEA*
- › Move towards structures known from IT industry
- › The In-Vehicle server is a cornerstone of modern vehicle architectures



- › The In-vehicle Server offers a HW/SW platform realizing individual use cases:

High performance computing unit. Predefined applications as well as new 3rd party SW and service integration.

Redistribution of application SW. Separation of I/O* logic from application function + application fusion across domains.

In-vehicle communication. Increasing demand of in-vehicle network bandwidth.

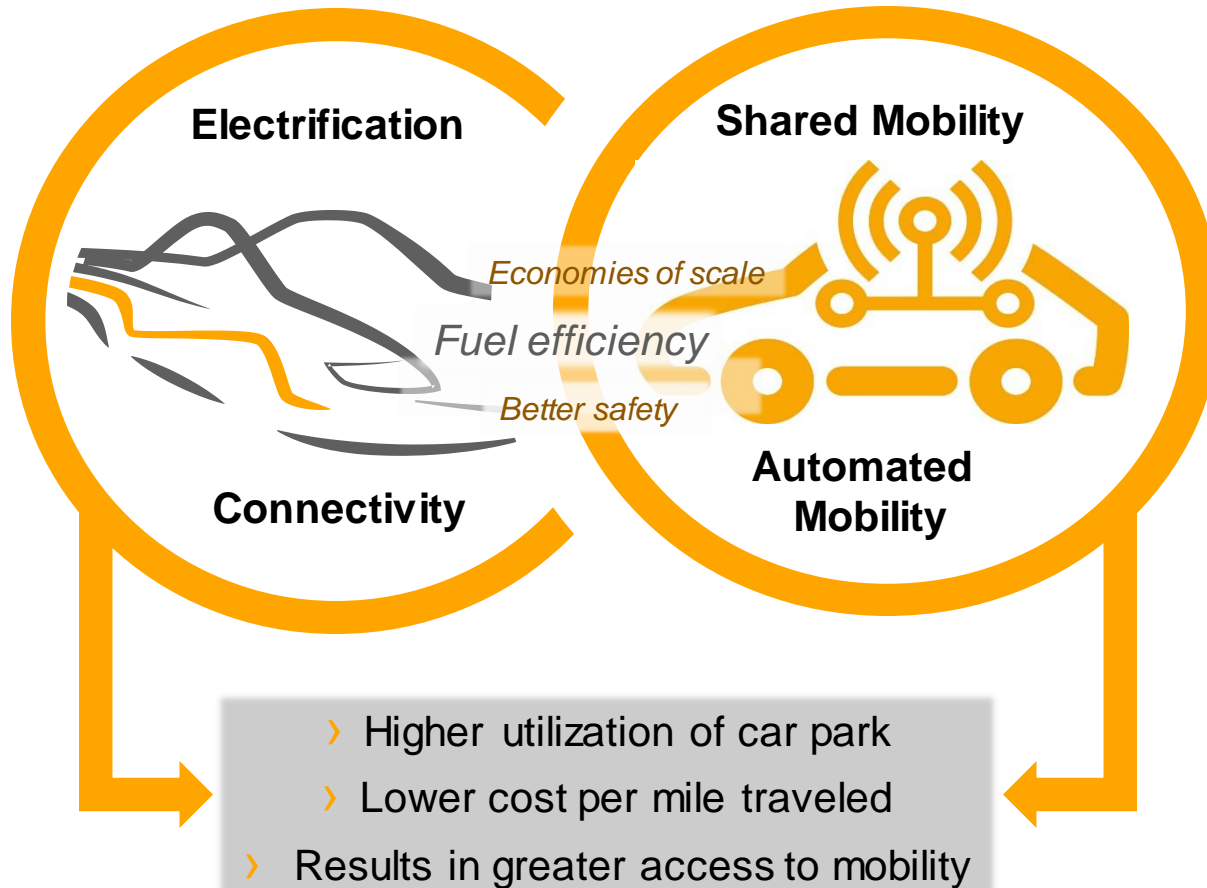
Master for Cyber Security, SW over-the-air updates and vehicle diagnosis. Elektrobit SW management and Argus cyber security solutions are essential elements.

¹ EEA = Electric/Electronic architecture

² I/O = Input / Output

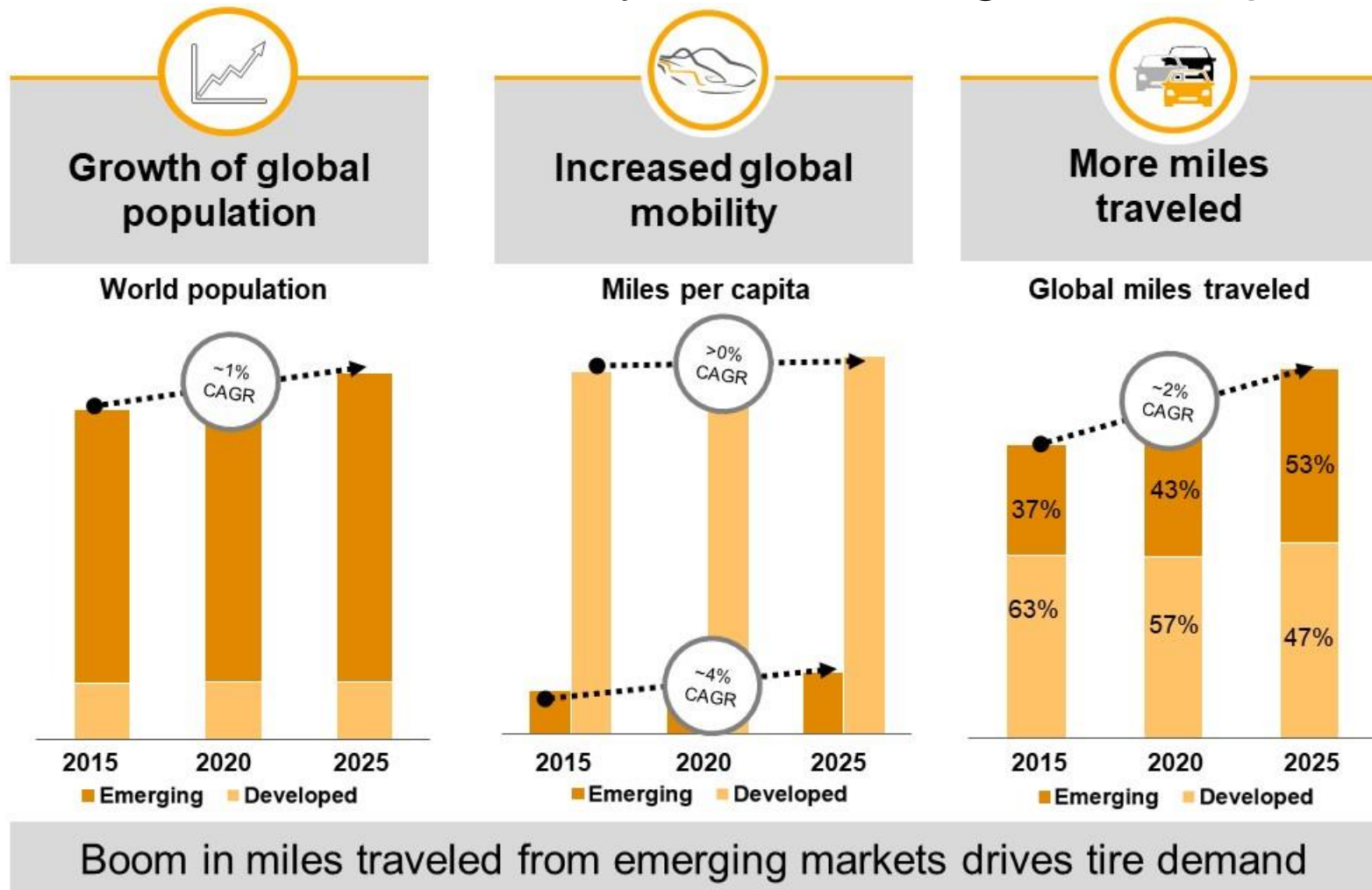
6) Tires: No Disruption but Evolution

Four ACES Will Reduce Costs per Mile Traveled



6) Tires: No Disruption but Evolution

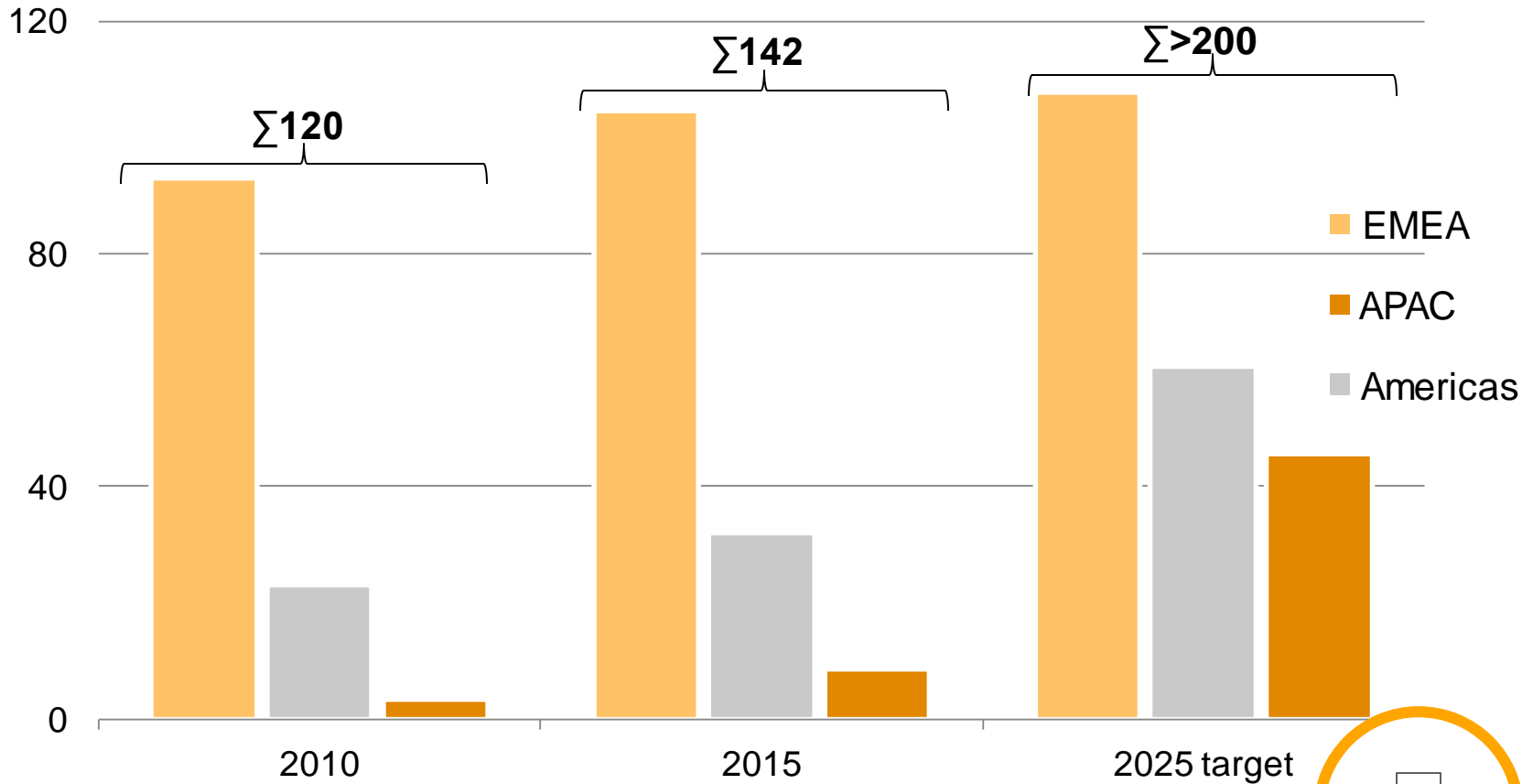
Greater Access to Mobility for a Growing World Population



Sources: Continental, World Bank, Roland Berger

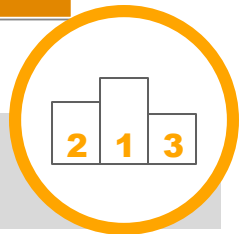
6) Tires: No Disruption but Evolution

Strategy 2025: Globalize Growth (mn units)¹



2025

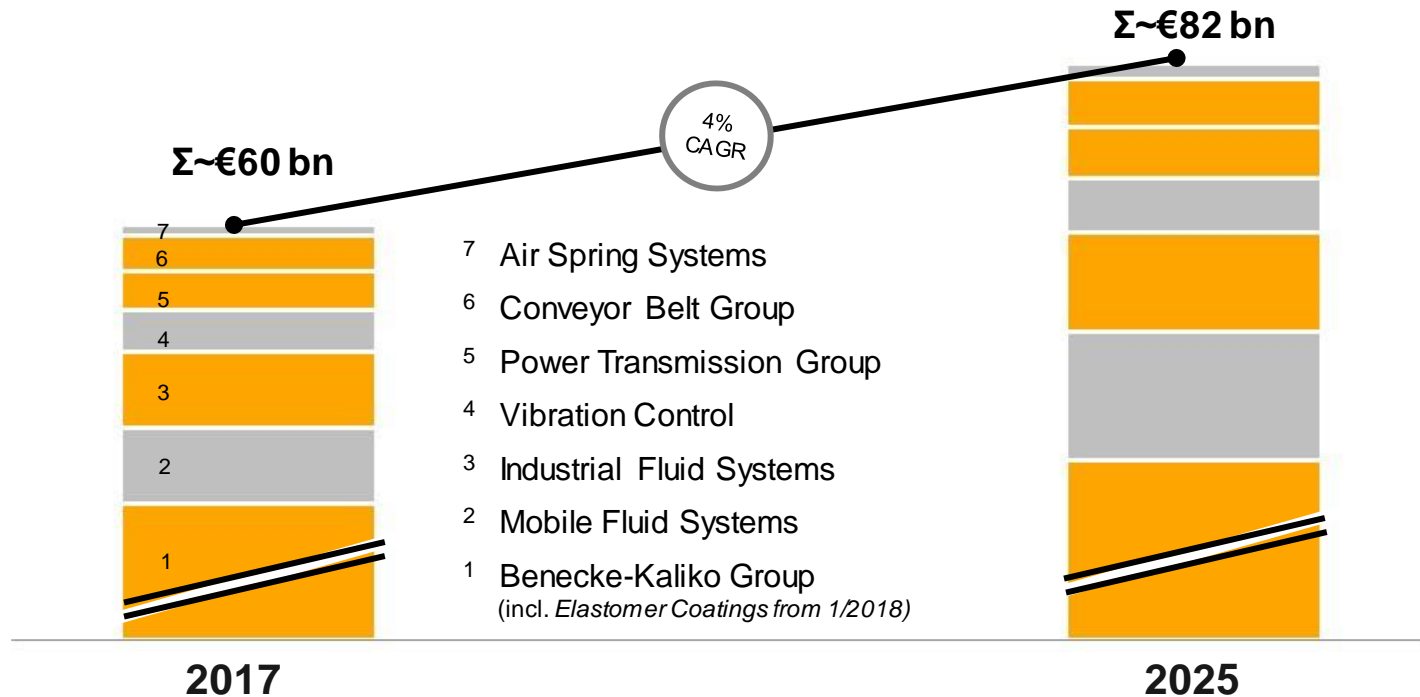
Continental growth to outperform global market



¹ Continental global production capacity of PC< and CV tires

7) ContiTech – Smart Solutions beyond Rubber

CT Products: Relevant Markets and Growth Opportunities



Balanced portfolio of OE Automotive and Non-OE Automotive businesses

Growth through volume and (added) value¹ expansion of products

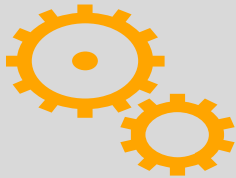


¹ Additional sales driven by servitization and software

7) ContiTech – Smart Solutions beyond Rubber

Unveiling the Power of Digitalization

**Automation and
horizontal integration**



Functional integration



Lifecycle integration

ContiTech
SMART SOLUTIONS
BEYOND RUBBER



Highly automated operations



**Added value through
functional integration
of electronics and software¹**



**Servitization and
Smart Conveyor Belts**

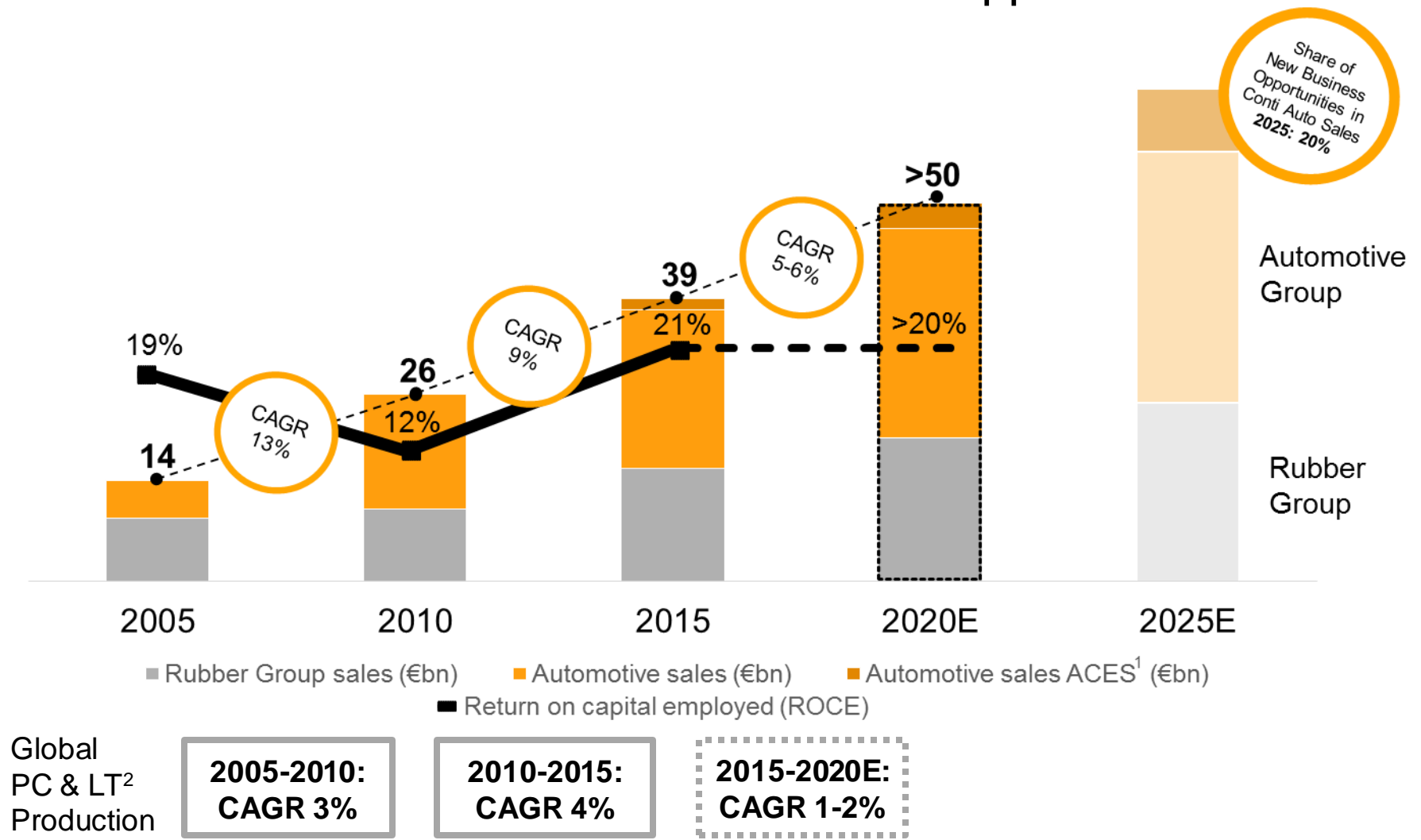
**Value
Creation**

Advanced use of process data helps to improve asset efficiency, logistics and maintenance by facilitating operational excellence.

¹ Example for combination of our air springs with the sensor technology, software, control devices for height adjustment and Continental compressors

8) Continental Strategy – Outlook 2020 and Beyond

Four ACES¹ Will Advance Our Growth Opportunities



Thank you!



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- › This presentation has been prepared by Continental Aktiengesellschaft solely in connection with the release of the preliminary figures for fiscal 2017 on January 9, 2018, in Las Vegas and the subsequent conferences in New York, Detroit and Frankfurt in January 2018. It has not been independently verified. It does not constitute an offer, invitation or recommendation to purchase or subscribe for any shares or other securities issued by Continental AG or any subsidiary and neither shall any part of it form the basis of, or be relied upon in connection with, any contract or commitment concerning the purchase or sale of such shares or other securities whatsoever.
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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.

Preliminary Figures for Fiscal 2017 and Outlook 2018

January 2018

Ticker: CON
ADR-Ticker: CTTAY
Twitter: @Continental_IR
<http://www.continental-ir.com>

W. Schaefer – CFO

AGENDA

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1) Corporation Highlights 2017

Most Important KPIs

FY 2017

- › Sales up by >8% to ~€44.0 bn; organic sales growth at ~8%
- › Adj. EBIT¹ totaled >€4.7 bn; adj. EBIT¹ margin ~10.8%
- › Free cash flow before acquisitions amounted to >€2.2 bn, leading to a cash conversion² of <75%
- › Net debt <€2.2 bn; gearing ratio below 15% at YE 2017
- › Order intake in the Automotive Group totaling more than €39 bn

Q4 2017

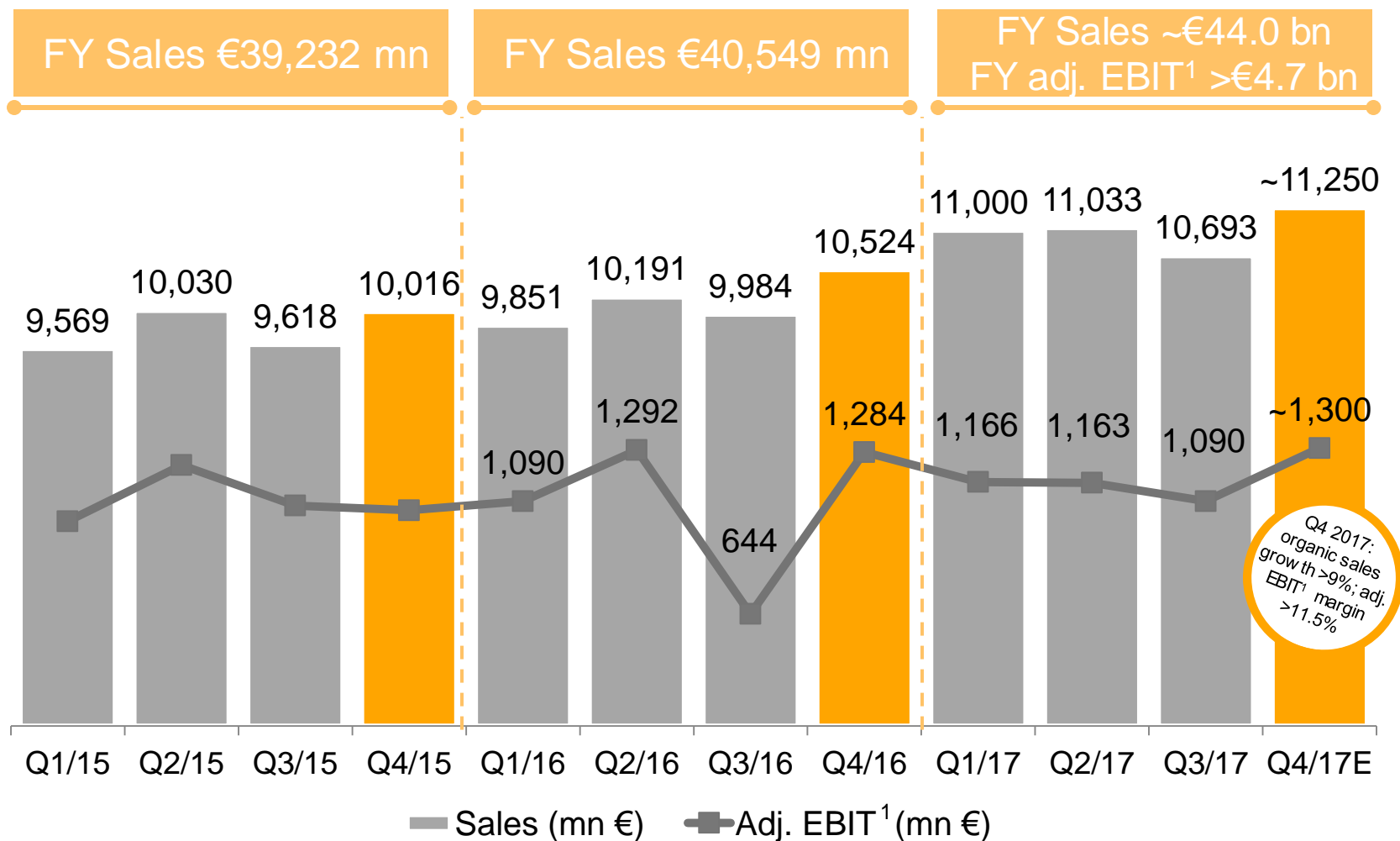
- › Automotive Group organic sales growth >9%, around 8%-points above global PC< production
- › Automotive Group adj. EBIT¹ margin in Q4 2017 stood ~9%
- › Winter tire sales up 5%; overall tire volumes in Q4 2017 up by 2% despite challenging comparables; volumes and improved PM drove Q4 sales and EBIT in the Tires division to prior year levels

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

² Cash flow before financing activities and acquisitions divided by net income attributable to the shareholders of the parent

1) Corporation Highlights 2017

Sales and Adjusted EBIT¹ by Quarter

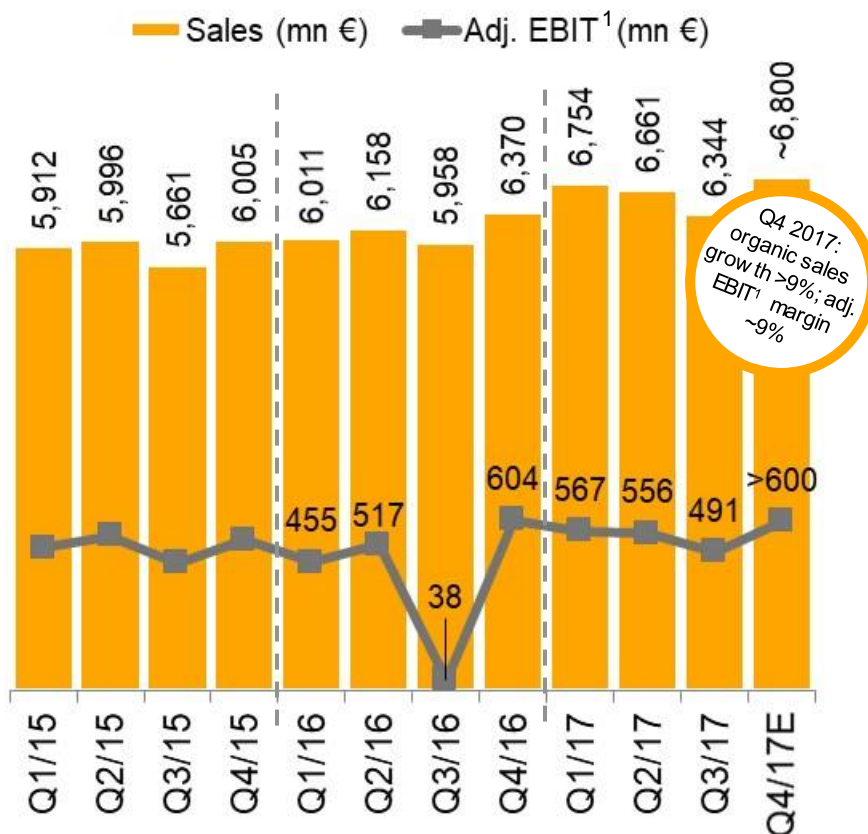


¹ Before amortization of intangibles from PPA, consolidation and special effects

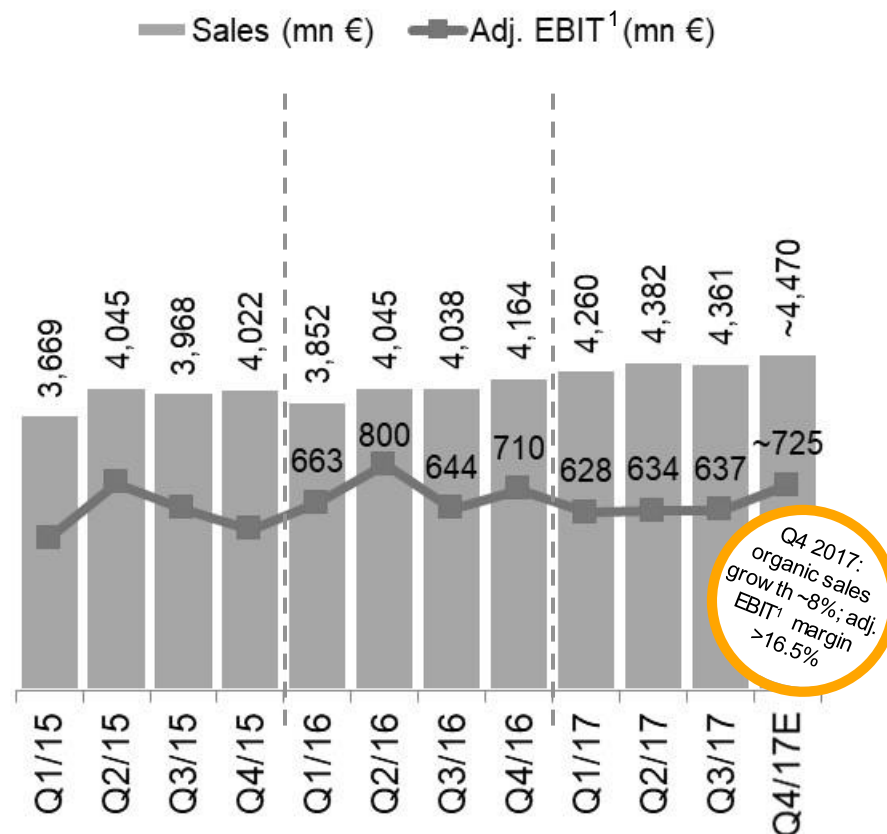
1) Corporation Highlights 2017

Automotive Group and Rubber Group by Quarter

Automotive Group



Rubber Group

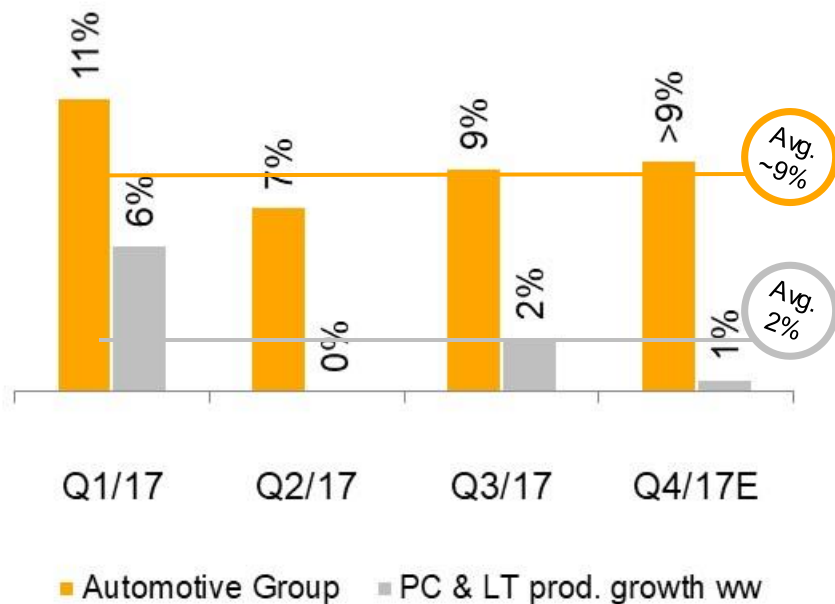


¹ Before amortization of intangibles from PPA, consolidation and special effects

1) Corporation Highlights 2017

Organic Growth Accelerated Throughout the Year

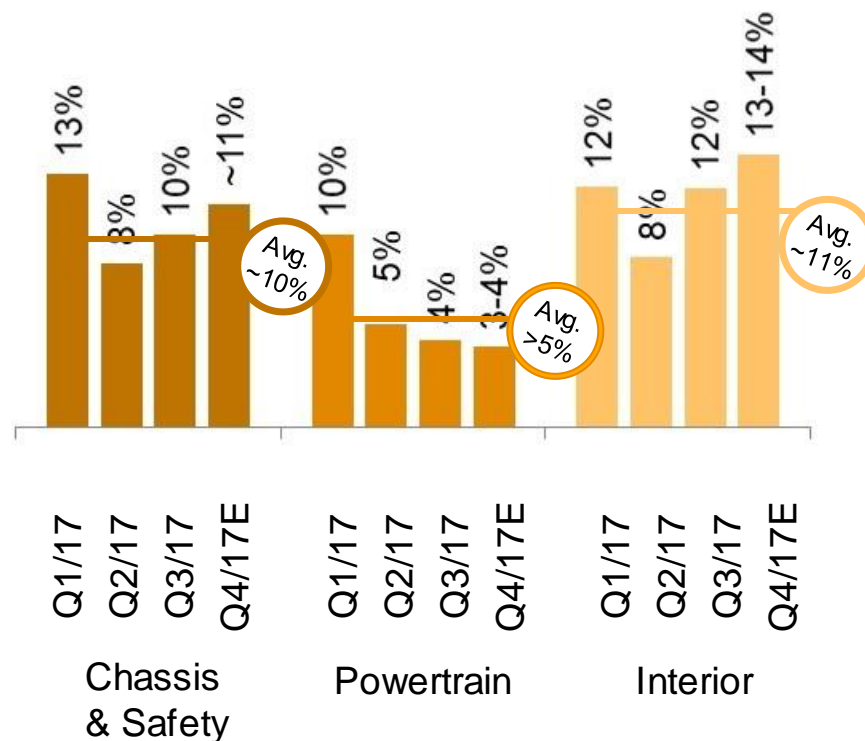
Organic Sales Growth vs.
PC & LT¹ Production Growth



¹ Passenger car and light truck

² Microcontrollers

Organic Sales Growth
by Division

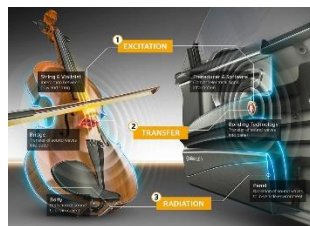


1) Corporation Highlights 2017

Highlights from the CES 2018

Ac2ated Sound – Speakerless Audio System

The innovative technology **replaces conventional loudspeakers with a system based on actuators** to create sound by exciting certain surfaces in the vehicle, just like the functional principle of string instruments. It **exceeds** consumer and customer **expectations** with its **excellent acoustics** and **reduced system weight** and **spatial volume**.



Continental Air Supply (CAirRs)

Continental's CAiRS is a highly integrated air supply module that **simplifies vehicle installation** and **conserves energy**. Its **small size** **reduces weight** by as much as **25 percent** of conventional components and **decreases vehicle energy consumption**, which supports **sustainable** and **ecological mobility**.



High-Quality 3D Display Surface Offers new Design Possibilities in the Cockpit

Continental has developed a **3D display surface** featuring optically bonded, topographical elements that restores a **sense of quality and design individuality** to the classic display. The three Dimensional Active Touch Surface brings **depth to the digital world**, combines physical finger guides with **active haptic feedback** to shorten or eliminate off road glances, **benefiting safety**.



Platform for Accelerating Development of Automated Driving Control Units

Adaptable platform provides **flexibility** and **adaptability** to changing market requirements for **automated driving** such as **machine learning techniques**, **sensor technology**, and **configuration**.

The platform will be demonstrated at **CES**.



Continental and Avis Budget Group Partnership Drives Mobility Forward

Continental's aftermarket **Key-as-a-Service** offering will provide **seamless access** and **start for Avis customers**. Avis debuts new telematics solution that makes **rental experience entirely keyless**.

The solution will be demonstrated at **CES**.



Fifth Radar Generation Meets Future Requirements for Automated Driving

When creating future applications, **high precision in range resolution**, **object detection** and **accuracy** in measuring the **speed** are highly important. With the fifth generation of Continental's powerful and tried-and-tested radar sensors, we are opening up **new opportunities for modern advanced driver assistance systems**.



2) Opportunities and Challenges in 2018

› 2018

- › European growth to more than compensate expected decline in North America
- › China: expect increased volatility if no additional stimulus is provided
- › Russia and Brazil to further recover from depressed levels
- › ContiTech: oil and mining-related businesses to slowly recover
- › Tires: raw materials will provide tailwind in H1 2018 but expect slight headwind for the year as a whole

› Medium Term

- › Tire business to benefit further from mix improvement – industry capex in line with prior years despite rising demand
- › Order intake supports Automotive Group growth
- › Rising R&D expenses in Automotive, a consequence of successfully transforming the business towards electronics and software
- › High growth combined with continuous investment in R&D will limit operating leverage in the next 12-18 month
- › Regional sales and customer mix becoming more balanced

2) Opportunities and Challenges in 2018

Europe Slowing and North America Likely to Decline Slightly

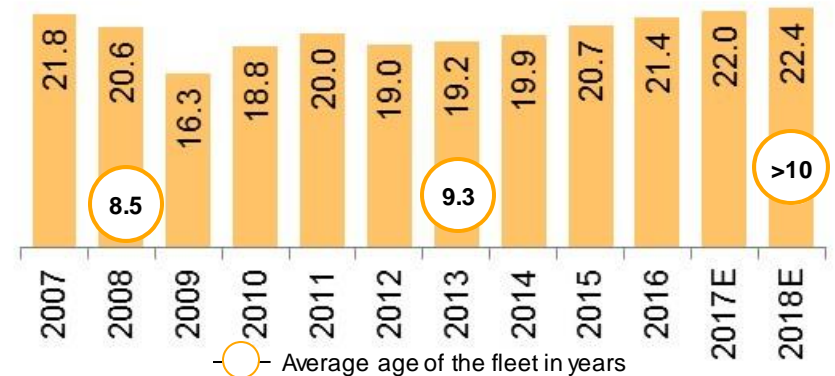
› Opportunities

- › European volume growth to more than compensate decline in the U.S.
- › Tax cuts in the U.S. could stabilize new car sales in 2018
- › Average car park age at all time high in both markets

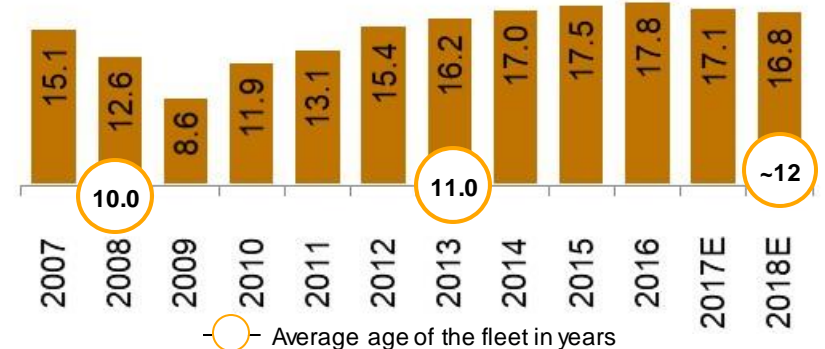
› Challenges

- › NAFTA trade deal still not finalized
- › Brexit and German government adjourned game weigh on European sentiment

PC & LT¹ Production (mn units) – Europe



PC & LT¹ Production (mn units) – NA



¹ Passenger car and light truck (<6t); source: IHS and own estimates

2) Opportunities and Challenges in 2018

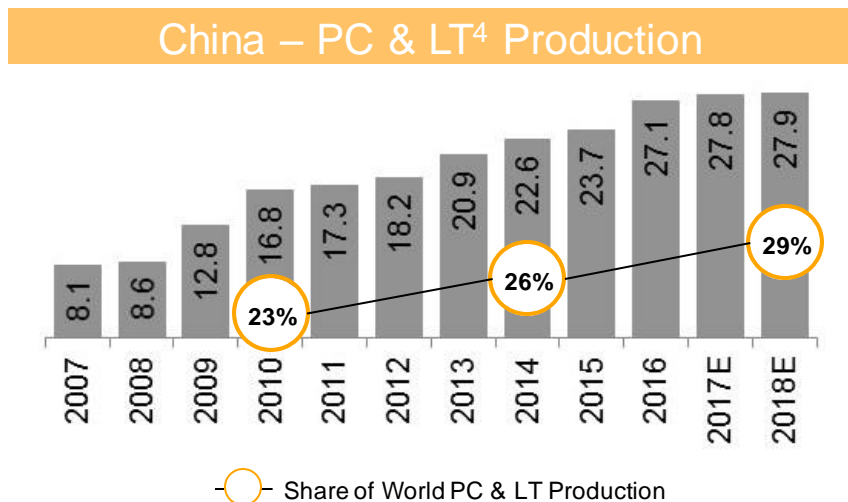
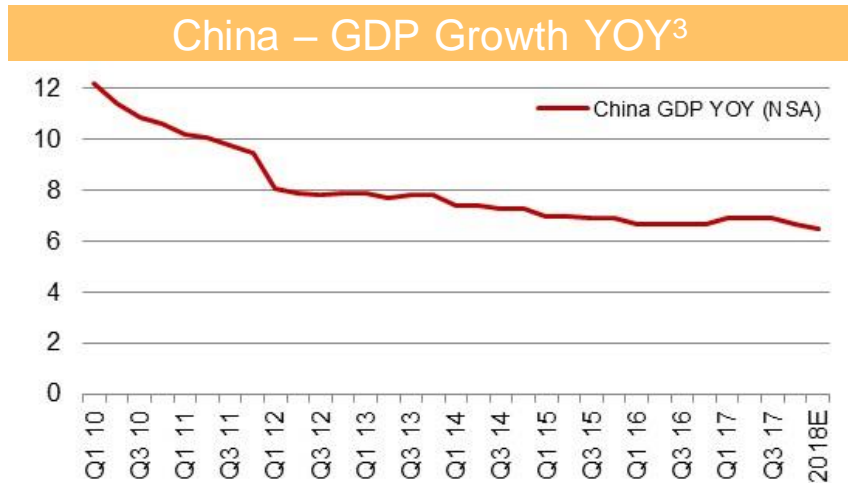
China – Signs of Slower Growth

› Opportunities

- › Full EV¹s as a business opportunity
- › China presents Continental with both market and content growth opportunity

› Challenges

- › Chinese GDP growth slowing further
- › Vehicle demand in 2018 will be largely dependent on additional stimulus
- › China PC & LT⁴ production with outlook on slow growth level
- › Separating EV¹ quota from ICE² regulation will push EV demand



¹ Electric Vehicle

² Internal combustion engine

³ 2017E and 2018E: IMF Oct 2017 Update

⁴ Passenger and light truck; source: IHS and own estimates

2) Opportunities and Challenges in 2018

Russia and Brazil to Recover from Depressed Levels

› Opportunities

- › New car sales in Russia (2017E 1.6 mn) and Brazil (2017E 1.9 mn) recovered from low levels and increased both by more than 10%
- › Russia and South America represent currently about 4% of Continental's global sales in 2017
- › In the mid-term, both markets offer growth potential as their share in global car production was down from 8% in 2008 to 4% in 2017

› Challenges

- › Elections in Brazil and Mexico in 2018 with highly uncertain outcome

Russia – GDP Growth YOY¹



Brazil – GDP Growth YOY¹



¹ 2017E and 2018E: IMF Oct 2017 Update

2) Opportunities and Challenges in 2018

Oil and Mining-Related Sectors Impacting ContiTech

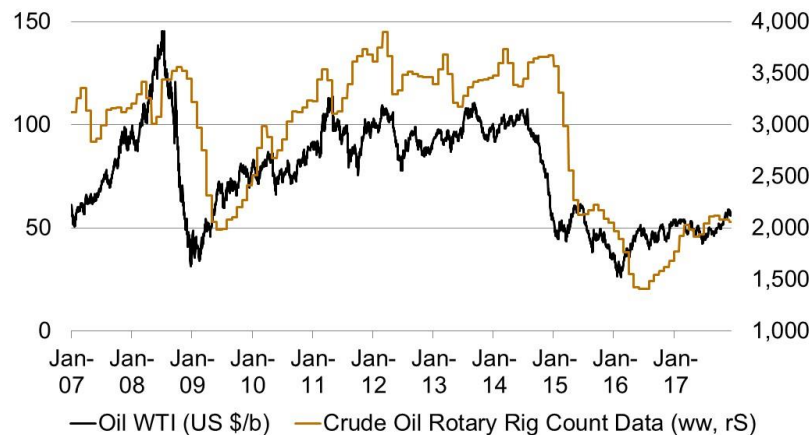
› Opportunities

- › Oil and mining-related exposure of ContiTech stabilized at 15% of sales after Hornschuch acquisition
- › Oil-related business with chance to recover further in 2018
- › Cost structure in mining related business aligned to benefit from any recovery ahead

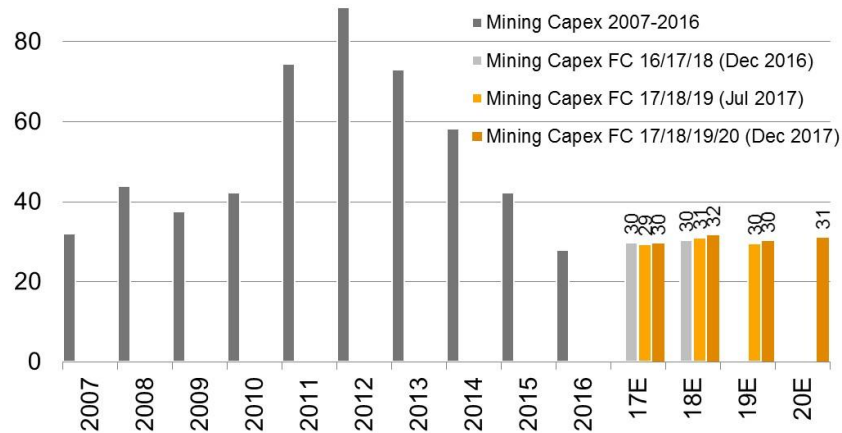
› Challenges

- › Only moderate recovery in mining-related businesses outside of North America during 2018 expected

Oil Price and Rig Count Data



Mining Capex (mn US\$)¹

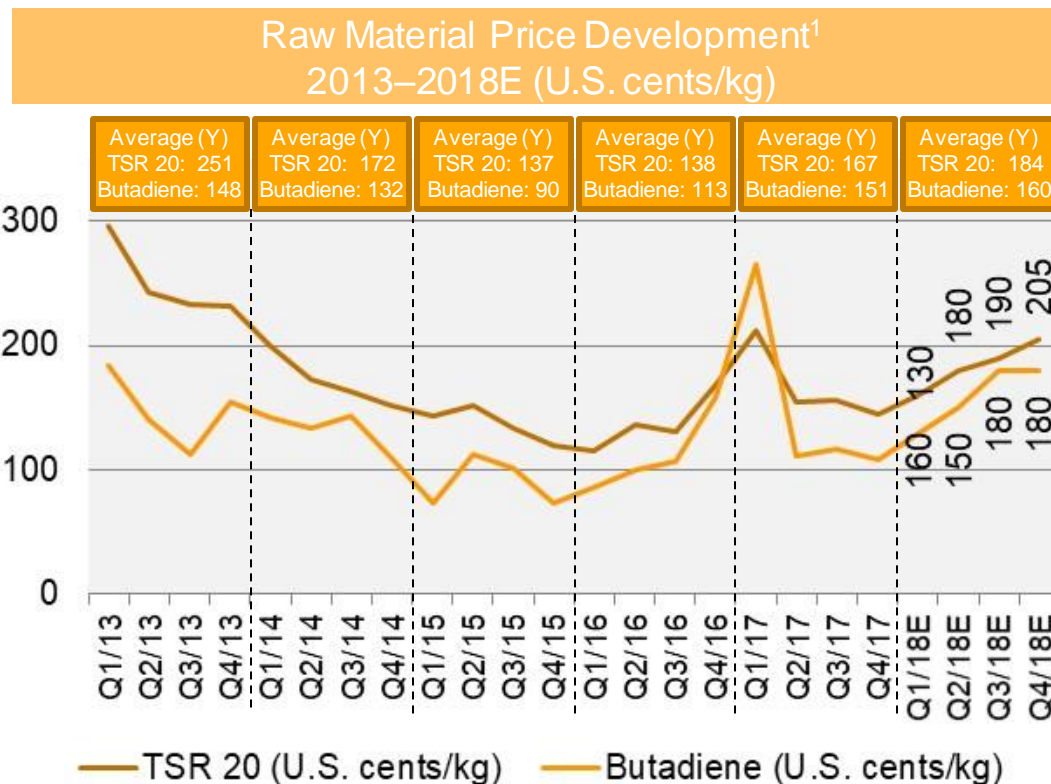


¹ Source: Company filings and consensus data for BHP, Rio, Vale, Grupo Mexico, FCX, ABX, GG, NEM, NCM, TCK/B, ANTO, NUE, AA, KGC, AEM, EGO

2) Opportunities and Challenges in 2018

Expected Raw Material Price Development

- › Natural rubber price (TSR 20) expected to rise by 10%
- › Synthetic rubber price (butadiene feedstock) forecasted to rise by 6%
- › Prices for carbon black and chemicals are forecasted to rise by at least 10%
- › Based on these assumptions costs of raw materials are expected to burden the Tire division with about €50 mn in 2018
- › However, H1 2018 will be supported by lower costs of raw materials and roll over of price increases from Q2 2017



¹ Source: Bloomberg and Continental estimates for 2017

3) Opportunities and Challenges in the Medium Term

› 2018

- › European growth to more than compensate North America decline
- › China: expect increased volatility if no additional stimulus is provided
- › Russia and Brazil to further recover from depressed levels
- › ContiTech: oil and mining-related businesses to slowly recover
- › Tires: raw materials will provide tailwind in H1 2018 but expect slight headwind for the year as a whole

› Medium Term

- › Tire business to benefit further from mix improvement – industry capex in line with prior years despite rising demand
- › Order intake supports Automotive Group growth
- › Rising R&D expenses in Automotive, a consequence of successfully transforming the business towards electronics and software
- › High growth combined with continuous investment in R&D will limit operating leverage in the next 12-18 months
- › Regional sales and customer mix becoming more balanced

3) Opportunities and Challenges in the Medium Term

Rising Demand vs. Stagnating Tire Capex

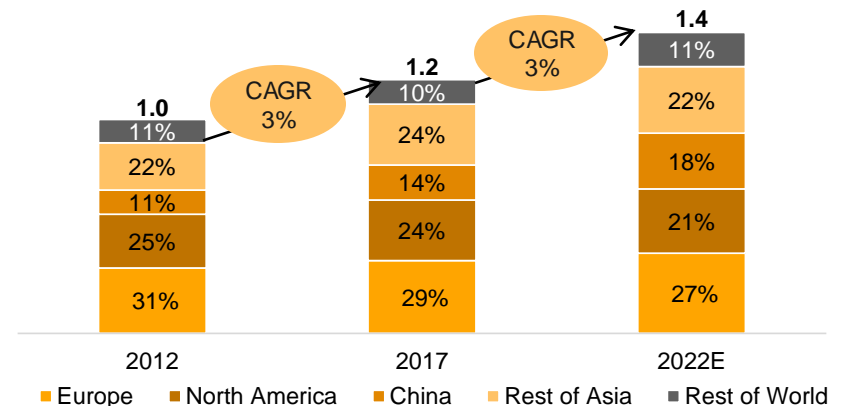
› Opportunities

- › Global replacement tire market continues to grow with a CAGR of 3%
- › Mix improvement continues driven by growing SUV share in Europe and China
- › Europe to stay the largest replacement tire market by volume
- › China to keep double digit CAGR of ~10% from 2017 to 2022E

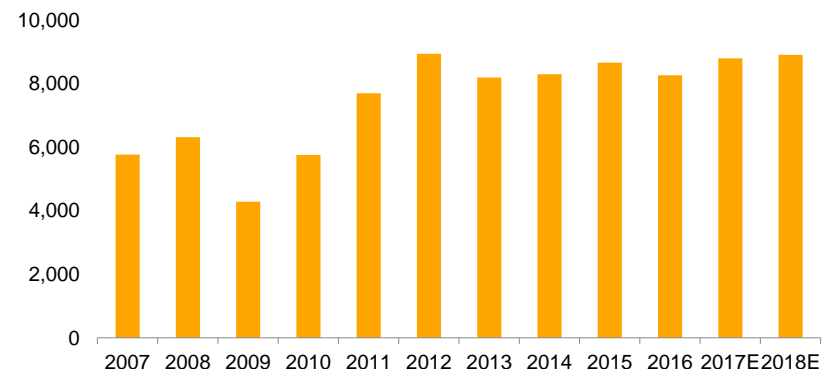
› Challenges

- › Rising costs of raw materials expected for 2018 as a whole

World Market for PC & LT¹ Replacement Tires



Tire Capex² 2007 to 2018E (mn€)



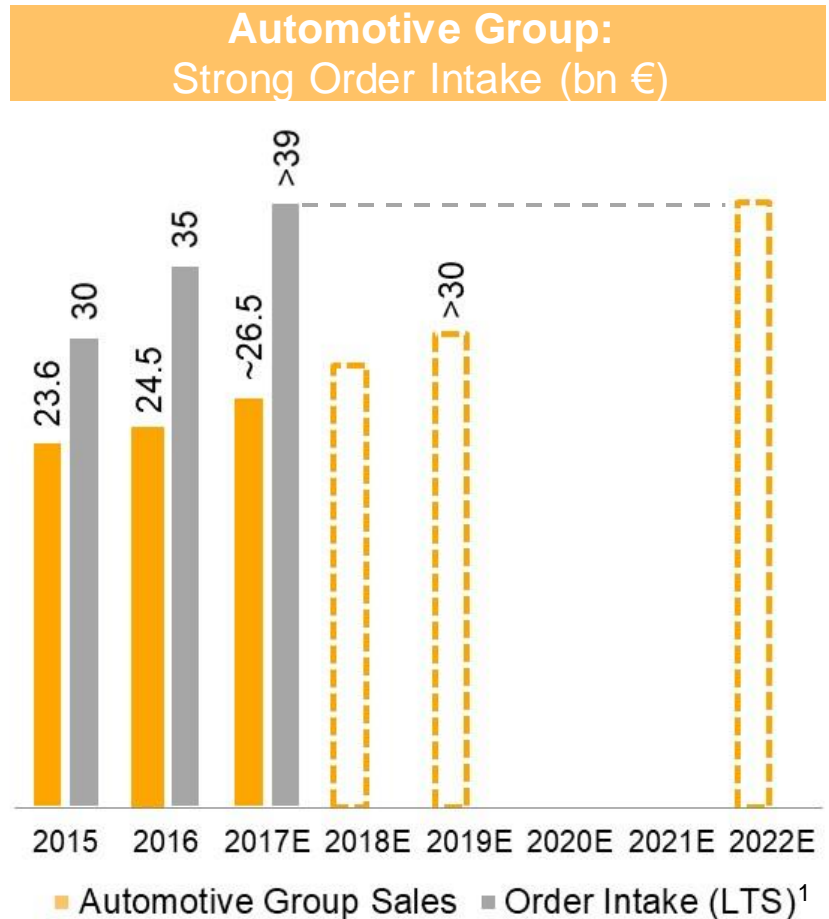
¹ Passenger and light truck replacement tire market in bn units; source: LMC (December 2016) and own estimates

² Company filings and forecasts (based on public information from 16 tire companies)

3) Opportunities and Challenges in the Medium Term

Strong Order Intake Safeguards Growth...

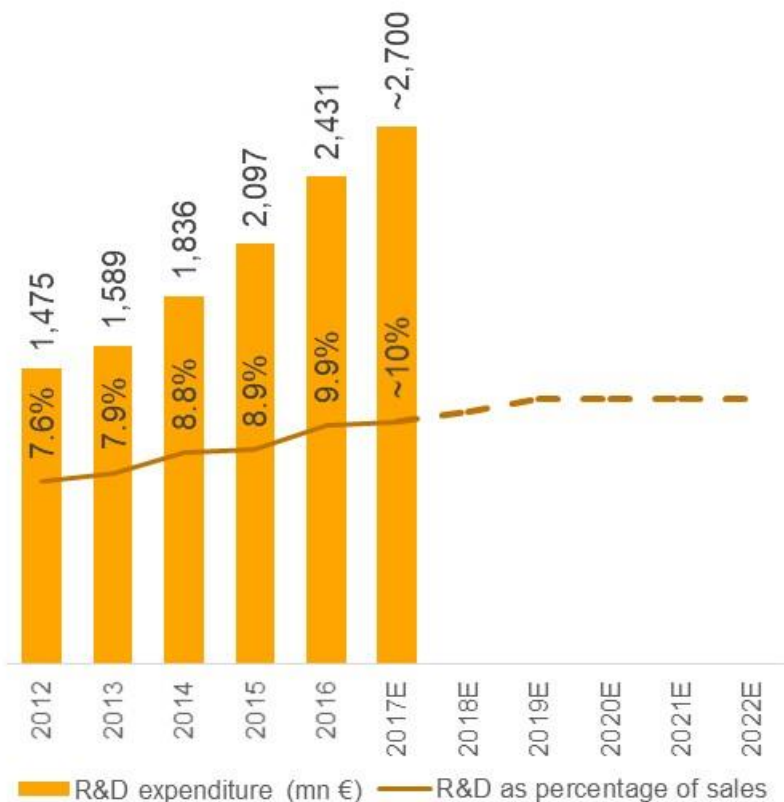
- › Order intake in the Automotive Group increased from €30 bn in 2015 to more than €39 bn in 2017
- › Order backlog totals some €85 bn with close to 90% of 2019 sales already booked
- › Strong order intake well distributed across the three Automotive Divisions with all showing YOY increases
- › Strong backlog will allow growth in the Automotive Group to range at the upper end of the guidance of 3% to 5% growth ahead of global car production



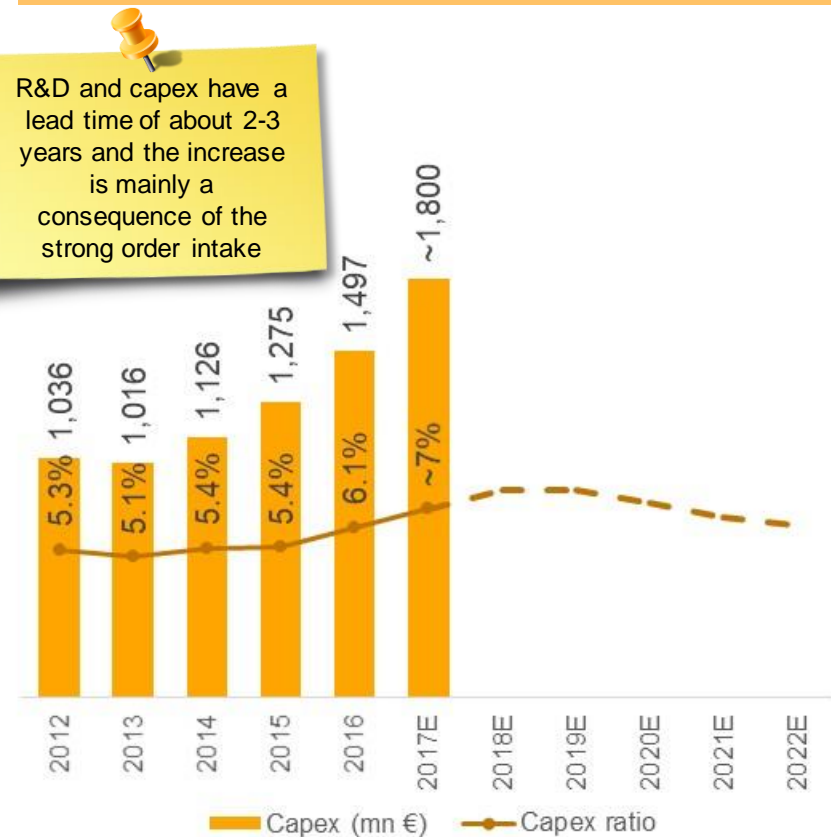
¹ LTS = Life time sales

3) Opportunities and Challenges in the Medium Term ... but Causes Sustained High R&D and Capex

Automotive Group R&D (mn €)

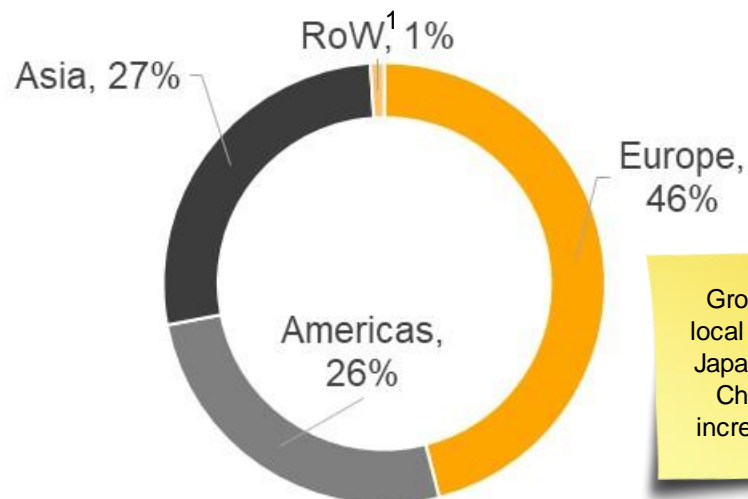


Automotive Group Capex (mn €)

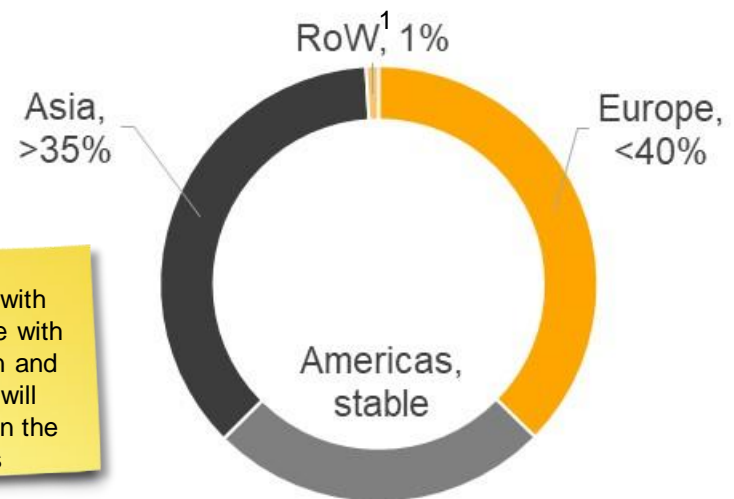


3) Opportunities and Challenges in the Medium Term Towards Regional Sales Balance

Sales by Region 2016

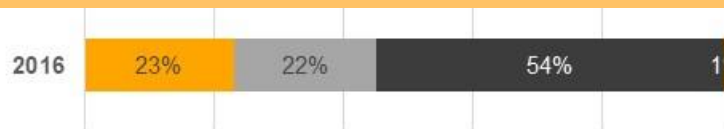


Sales by Region 2022E

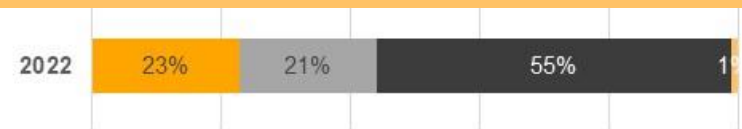


Growing in Asia with local OEMs: Share with Japanese, Korean and Chinese OEMs will increase to 20% in the coming years

Distribution of Global PC & LT Production 2016



Distribution of Global PC & LT Production 2022E

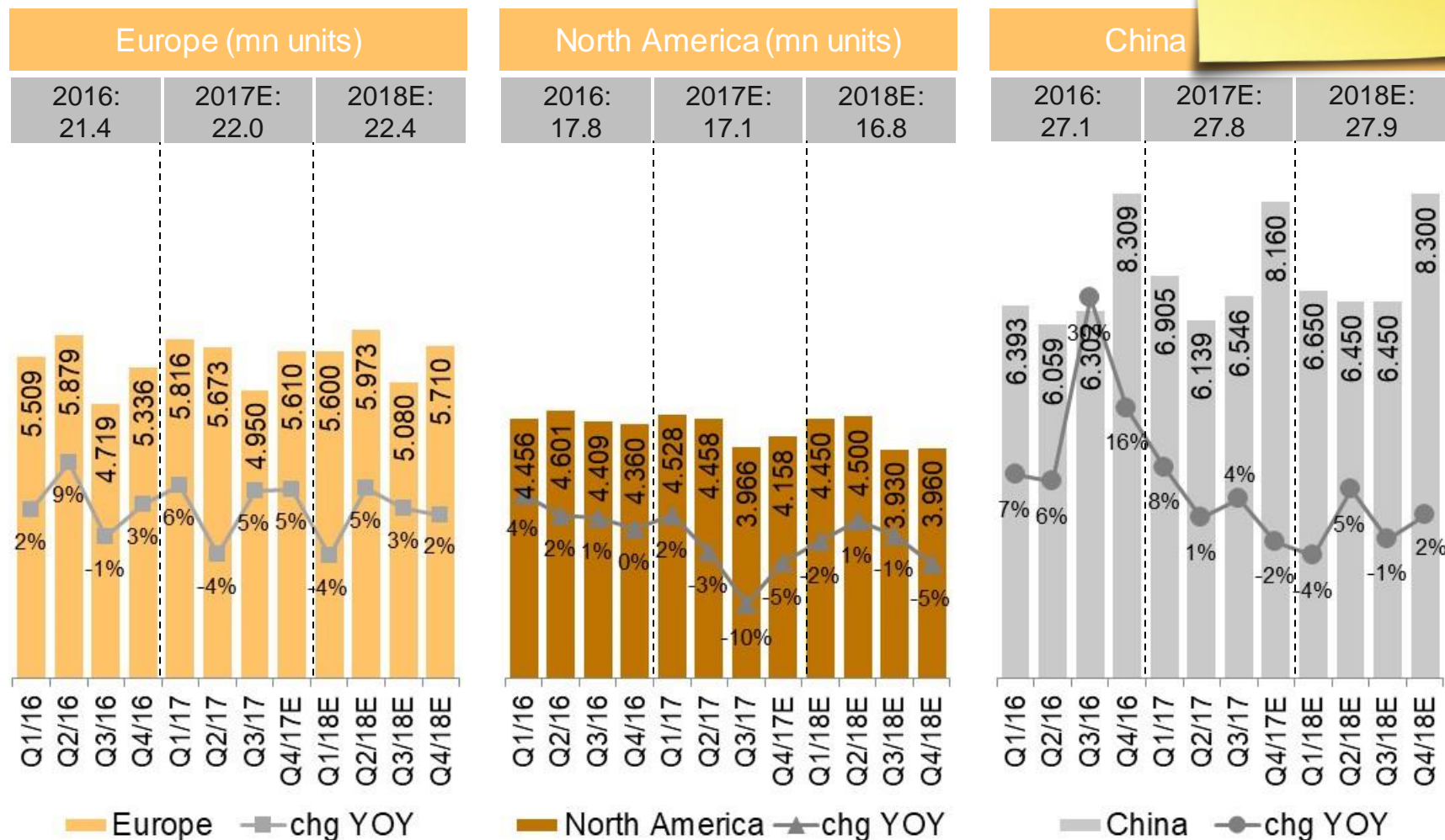


¹ Rest of World

4) Outlook 2018

PC & LT Production by Quarter¹

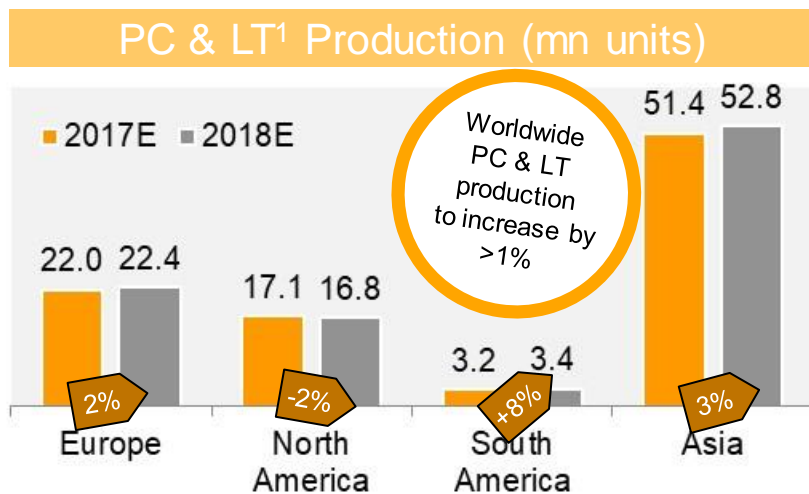
Q1 2018 blurred by statistical effects



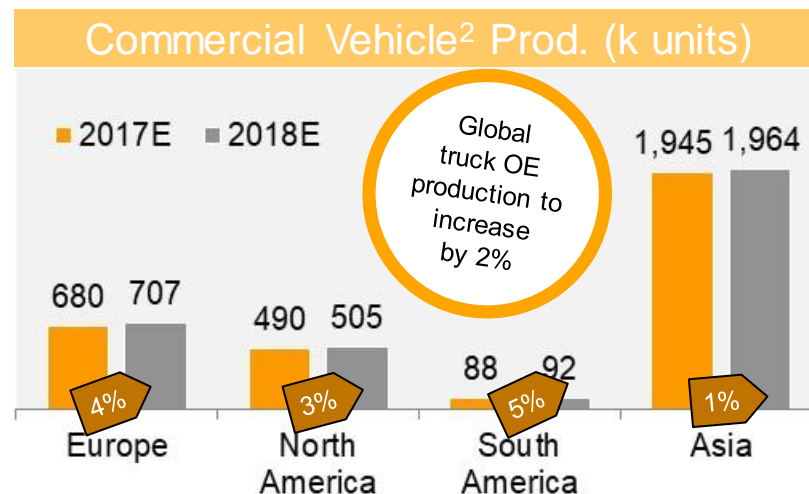
¹Source: IHS and own estimates, Europe excluding Kazakhstan and Uzbekistan

4) Outlook 2018

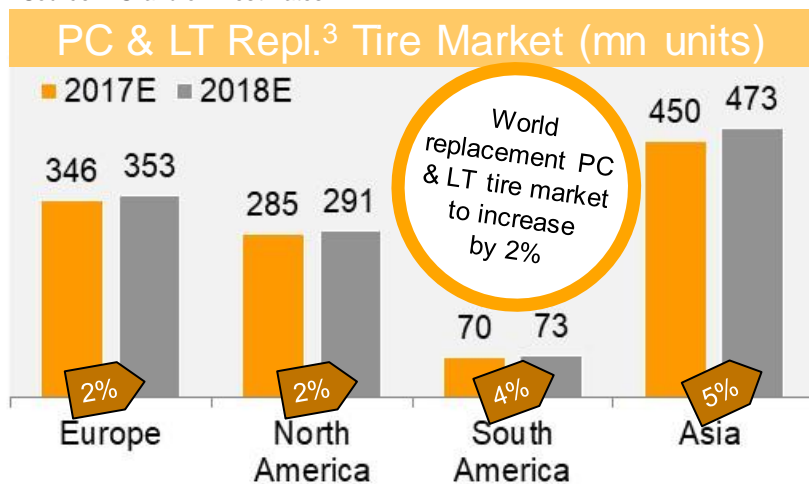
Market Outlook for Major Regions



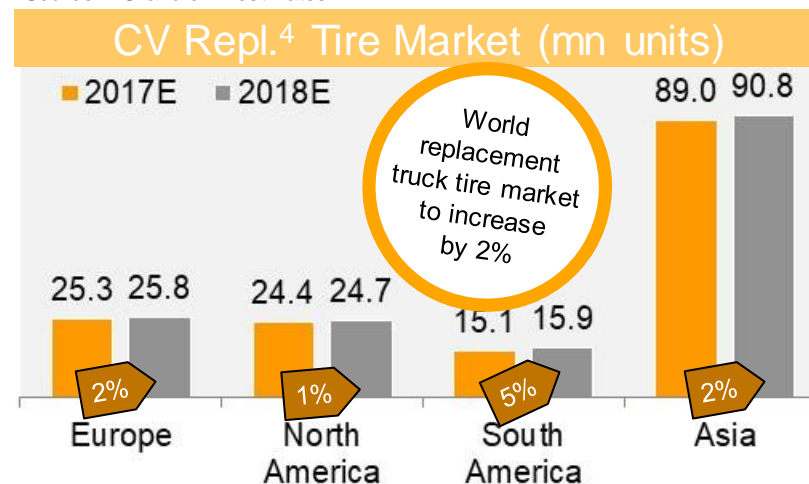
Source: IHS and own estimates



Source: IHS and own estimates



Source: LMC and own estimates



Source: LMC and own estimates

¹ Passenger car and light truck <6t

² Heavy vehicles >6t

³ Passenger car & light truck replacement

⁴ Commercial vehicle replacement (radial and biased)

4) Outlook 2018

Continental Corporation

	2017E	2018E
Consolidated sales adj. EBIT ¹ margin	~€44.0 bn ~10.8%	To increase to ~€47 bn at constant FX rates; ~10.5%
Automotive Group adj. EBIT ¹	~€26.5 bn ~€2.2 bn	March 8, 2018
Rubber Group adj. EBIT ¹	~€17.5 bn ~€2.6 bn	March 8, 2018
Raw materials cost impact	Burden of about ~€450 mn for the Rubber Group	Raw materials to burden Rubber Group / Tires with about €50 mn on latest assumptions
Special effects	~€20 mn	-€100 mn
Net interest result Tax rate	~-€190 mn at constant FX ~30%	<-€190 mn at constant FX rates <30%
Capex PPA	€2.9 bn ~€170 mn	Capex at around 7% of sales PPA amortization: ~€200 mn
Free cash flow before acquisitions	>€2.2 bn	~€2 bn

¹ Before amortization of intangibles from PPA, consolidation (2017 in comparison to 2016) and special effects

Thank you!



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Continental

Financial Calendar

2017

Preliminary figures for fiscal 2016	January 9, 2017
Annual Financial Press Conference	March 2, 2017
Annual Shareholders' Meeting (incl. key data for Q1 2017)	April 28, 2017
Q1 Financial Report	May 9, 2017
Half-Year Financial Report	August 3, 2017
Nine-Month Financial Report	November 9, 2017

2018

Preliminary figures for fiscal 2017	January 9, 2018
Annual Financial Press Conference	March 8, 2018
Annual Shareholders' Meeting (incl. key data for Q1 2018)	April 27, 2018
Q1 Financial Report	May 8, 2018
Half-Year Financial Report	August 2, 2018
Nine-Month Financial Report	November 8, 2018

Share Data / ADR Data

Share Data

Type of share	No-par value share
Bloomberg Ticker	CON
Reuters Ticker	CONG
German Security Identification Number (WKN)	543 900
ISIN Number	DE0005439004
Shares outstanding as at December 31, 2017	200,005,983

ADR Data

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

Continental

Bond Data

Issuer	Continental AG	Continental Rubber of America, Corp. ¹	Continental AG	Continental AG
Issue	Senior Notes	Senior Notes	Senior Notes	Senior Notes
Principal amount	€750 mn	€500 mn	€600 mn	€750 mn
Offering price	98.950%	99.739%	99.410%	99.228%
Rating at issuance date	Ba2 (Moody's ⁴) BB (S&P) BB (Fitch ²)	BBB (S&P) BBB (Fitch)	BBB+ (S&P) BBB+ (Fitch)	Ba1 (Moody's ⁴) BB (S&P) BBB (Fitch ²)
Current corporation and bond ratings³	BBB+ (Fitch), BBB+ (S&P), Baa1 (Moody's⁴)			
Coupon	3.0% p.a.	0.5% p.a.	0.0% p.a.	3.125% p.a.
Issue date	July 16, 2013	November 19, 2015	December 5, 2016	September 9, 2013
Maturity	July 16, 2018	February 19, 2019	February 5, 2020	September 9, 2020
Interest payment	Semi annual January 16/July 16	Annual February 19, commencing on February 20, 2017	Not applicable	Annual September 9
WKN	A1X24V	A1Z7C3	A2DARM	A1X3B7
ISIN	XS0953199634	DE000A1Z7C39	XS1529561182	XS0969344083
Denomination	€1,000 with min. tradable amount €1,000	€1,000 with min. tradable amount €1,000	€1,000 with min. tradable amount €1,000	€1,000 with min. tradable amount €1,000

¹ Guaranteed by Continental AG

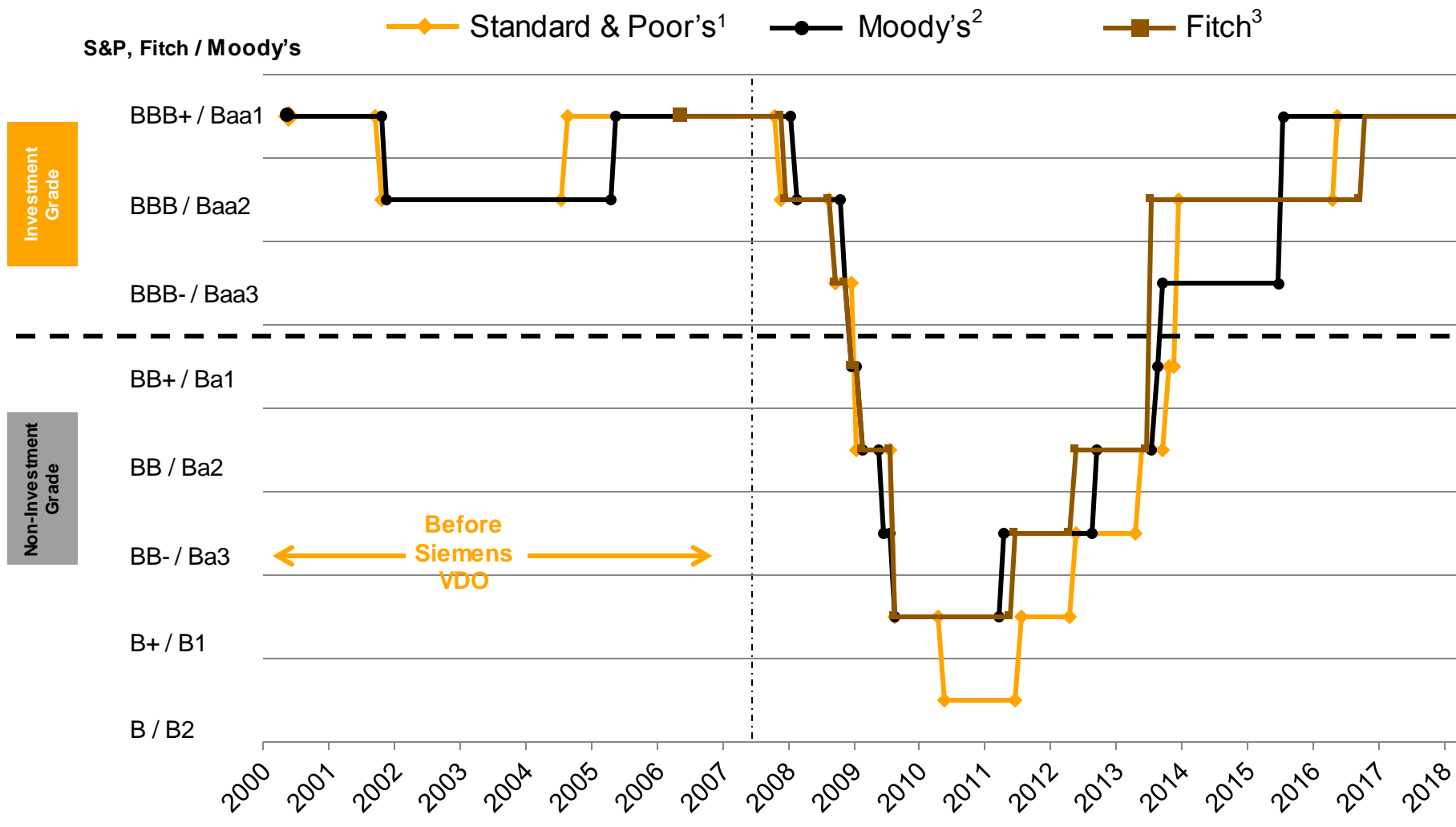
² Non-contracted rating at date of issuance

³ Fitch since October 24, 2016; S&P since May 11, 2016; Moody's since June 30, 2015

⁴ Non-contracted rating since February 1, 2014

Continental

Continental's Credit Rating



References

Useful Links

Continental Investor Relations website	www.continental-ir.com
Annual and interim reports	www.continental-corporation.com/en/investors/reports
2016 Fact Book	www.continental-corporation.com/en/investors/reports
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