

MAHLE



Sustainability Report

2024

Contents

Preface	04
The MAHLE Group	06
Sustainability Management	12
Climate and Environment	18
Working at MAHLE	30
Occupational Health and Safety	40
Sustainability in the Supply Chain	43
Human Rights	46
Responsible Corporate Governance	47
Sustainable Innovations	52
Sustainable Finance	58
The MAHLE FOUNDATION	59
PwC Auditor's Report	60
SDG Index	62
GRI Content Index	63
Imprint/Contact	71

Preface



Arnd Franz

Chairman of the Management Board
and CEO of the MAHLE Group

Dear readers,

In 2024, we saw once again how critically important sustainable actions are for both society and business. The year was marked by persistent geopolitical tensions and significant economic challenges. The ongoing war against Ukraine, ongoing conflicts in the Middle East, and global supply chain disruptions have continued to impact commodity and energy prices. The automotive markets, especially in Europe and North America, were very weak and demand from our customers volatile and difficult to plan. Furthermore, fluctuations in global interest rates and shifting trade policies have affected businesses worldwide. The global production of battery electric vehicles grew less than expected over the past year. At the same time, internal combustion engine vehicles still continue to dominate the roads.

Our strategic focus areas – Electrification, Thermal Management, and components for efficient and sustainable Internal Combustion Engines (ICE) – guide our development of sustainable, highly efficient technologies. Recognizing the need for a diverse range of mobility solutions, we actively participate in alliances such as the Hydrogen Council, the Forum on Automotive Aftermarket Sustainability, and the E-Fuel Alliance. This makes it clear that all technologies have to make a contribution to successful climate protection, which is reflected in our group strategy MAHLE 2030+.

Ecological and social responsibility are core elements of our business. Our commitment to sustainable operations includes protecting employee health and safety, securing jobs, and promoting responsible resource use along the entire value chain – from certified sourcing to end-of-life product management.

Carbon reduction is one of the key elements of our sustainability strategy and one of the five strategic goals set out in our MAHLE strategy. As of 2024, we have reduced Scope 1 and 2 emissions by 47% compared to 2019 levels. Our CO₂ Roadmap also includes the reduction of Scope 3 emissions, in particular the upstream emissions from our suppliers and downstream emissions associated with the use of our products. In this respect, we achieved a reduction of 17% in 2024 compared to 2019. Our reduction targets, which were validated by the Science Based Targets initiative, align with the Paris Agreement, and we remain committed to further refining these targets.

We have implemented life cycle assessments and carbon footprint analyses to evaluate the environmental impact of our products and monitor progress. I am pleased to report that our results and measures led to CDP placing us on its “A List” for 2024, which is the highest climate change rating.

Established management practices at MAHLE ensure compliance with environmental and social standards, including adherence to the German Supply Chain Transparency Act and other upcoming regulatory requirements worldwide.

This 2024 MAHLE Sustainability Report outlines our goals, strategies, and progress in key areas. It was created in accordance with Global Reporting Initiative Standards. As such, it reinforces our commitment to transparency and sets the foundation for comprehensive sustainability communication moving forward.

Enjoy the read.



Arnd Franz

The MAHLE Group

MAHLE is a global development partner and supplier to the automotive industry that ranks among the world's top 25. MAHLE was founded in Stuttgart, Germany in 1920, and supplies components that are installed in every second vehicle worldwide. With 135 production locations in 28 countries and 11 Tech Centers in key automotive hubs, MAHLE is well positioned to deliver innovations for both passenger and commercial vehicles across all major markets. This global production network enables flexibility as well as economies of scale. In 2024, MAHLE generated sales of EUR 11.7 billion.

MAHLE 2030+

Our industry is changing. Electrification and digitalization are shaping mobility – to reduce our CO₂ footprint, protect the climate, make transportation more efficient and comfortable, and provide better products globally. As a key player in the industry and in technology, MAHLE is playing a central role in driving this transformation. MAHLE predicts that the importance of fossil fuels will continue to decline over the next decade. Cars and trucks with electric drives or other sustainable, CO₂-neutral drivetrains will become the prevailing solution.

Our strategy MAHLE 2030+ addresses this changing environment. We are building on our vision “We Shape Future Mobility” with three strategic areas: Electrification, Thermal Management, and components for efficient and sustainable Internal Combustion Engines. This combination makes MAHLE a strong, competent, and reliable partner for the automotive industry.

In electrification, MAHLE is focusing on efficient electric drives and intelligent charging solutions. A key MAHLE competence that is fundamental to electrification is thermal management. MAHLE will continue to expand its position in this area as a supplier of modular thermal management systems for batteries, drives, and cabin comfort.

In terms of internal combustion engines, MAHLE will remain a reliable partner to its customers around the world. As long as there is demand, MAHLE will drive efficiency progress in this segment with suitable products while also optimizing its cost structures. This is because electrification will not be the only solution for carbon-neutral mobility. If we want to achieve sustainable results, we have to apply all available technologies. This is why we are embracing technological diversity.

Markets and products

MAHLE has positioned itself for the future with a clear goal: to make mobility more efficient, more environmentally friendly, and more comfortable. We offer our customers attractive, competitive, and sustainable solutions in all major global markets and for all types of drive systems. Our focus is on products where we have or can achieve a leading market position. All MAHLE activities are driven by one principle: to maximize output while minimizing emissions. We strive for efficiency in everything that moves, which is why we call our mission “Efficiency in Motion”.

This slogan reflects both our solutions and the way we work: seamless collaboration that is focused on delivering value to our customers and achieving our goals.



Our management approach

We are guided by our vision “We Shape Future Mobility,” along with our five strategic group goals and our leadership principles.

The non-profit MAHLE Foundation holds 99.9% of the company's shares, while 0.1% of the shares are held by Verein zur Förderung und Beratung der MAHLE Gruppe e.V. (MABEG), which also holds all voting rights and exercises shareholder rights. This structure ensures our independence and allows for long-term planning and investment decisions. The MAHLE Management Board discusses and makes decisions from a group perspective.

Our management system supports the achievement of our business objectives, ensures compliance with international customer standards, and aligns with both national and international standards and regulations. The core principles of our organization, management system, and business processes are defined in the Group Management Manual. Employees are expected to adhere to the processes defined. Advisory boards, including the Risk Management Committee and the Compliance Steering Committee, review the management of specific topics. The MAHLE Group was divided into five business units until the end of 2024.



The **Engine Systems and Components** business unit represents one of our core areas of expertise, which is the result of decades of development and systems expertise. It includes products such as steel and aluminum pistons, piston rings, cylinder liners, engine bearings, and valve train systems.



The **Filtration and Engine Peripherals** business unit is one of the top suppliers in several product groups. It provides product solutions such as filter systems and components for engine peripherals.



The **Thermal Management** business unit develops thermal solutions for batteries, fuel cells, power electronics, electric drives, and combustion engines to improve range, efficiency, and service life.



Our expertise in developing and manufacturing electric motors, and electronic and mechatronic systems forms the foundation of our **Electronics and Mechatronics** business unit, which is a key growth driver within the MAHLE Group, especially through solutions for e-mobility.



Our **Aftermarket** business unit supplies trade, workshops, engine repair partners, and retail platforms globally with products of original equipment quality, service units, and services.

We also had three profit centers: Motorsports and Special Applications, Large and Small Engine Components, and Industrial Thermal Systems. These profit centers addressed specific market and customer segments, as well as central service businesses. The Behr-Hella Thermocontrol (BHTC) joint venture was grouped in the former Control Units profit center. MAHLE sold its

shareholding in the Behr-Hella Thermocontrol (BHTC) joint venture in April 2024.

To enhance agility and efficiency in executing the strategy MAHLE 2030+, we decided to adopt a new organizational structure, which will be effective from January 2025. Four of our five business units were consolidated into two:

- Engine Systems and Components and Electronics and Mechatronics merged into Powertrain and Charging.
- Thermal Management and Filtration and Engine Peripherals merged into Thermal and Fluid Systems.

The Aftermarket business unit operates under its new name of Lifecycle and Mobility. The three profit centers have been fully integrated in the business units.

MAHLE as a reliable business partner

MAHLE serves customers in Europe, North and South America, and Asia/Pacific. We take responsibility for our upstream supply chain and our supply obligations to our customers, and ensure this commitment is met at all of our locations worldwide. We also strive to continuously improve our processes to consistently deliver high-quality products to our customers on time.

Logistics in the automotive sector are closely synchronized, meaning supply disruptions can, in the worst case, lead to production stoppages for the customer. To mitigate this risk, we closely monitor our suppliers and implement measures to prevent supply shortages. In the event that a risk materializes despite these mitigation measures, our contingency plans ensure that we can continue to meet our delivery commitments to customers.

MAHLE Group business segments 2024

Sales: € 11,681 millions | **Headcount:** 67,708

BUSINESS UNITS

Engine Systems and Components	Filtration and Engine Peripherals	Thermal Management	Electronics and Mechatronics	Aftermarket
€ 2,402 millions	€ 2,025 millions	€ 4,076 millions	€ 1,261 millions	€ 1,295 millions
22,385	9,252	18,433	8,272	2,060

PROFIT CENTERS & SERVICES

Motorsports and Special Applications
Large and Small Engine Components
Industrial Thermal Management
Corporate Services
€ 622 millions
Sales
7,306
Headcount

Key figures of the MAHLE Group by region



135 production locations



**11 MAHLE
Tech Centers worldwide**



67,708 employees¹

North America

22 production locations

13,627 employees¹

Sales of € 3,089 millions

Canada, Mexico, USA

South America

9 production locations

8,673 employees¹

Sales of € 822 millions

Argentina, Brazil



Europe

51 production locations

29,298 employees¹

Sales of € 5,374 millions

Austria, Bosnia and Herzegovina,
Czech Republic, France,
Germany, Great Britain, Hungary,
Italy, Poland, Portugal, Romania,
Slovakia, Slovenia, Spain, Türkiye

Asia/Pacific

51 production locations

15,394 employees¹

Sales of € 2,340 millions

China, India, Indonesia,
Japan, Philippines,
South Korea, Thailand

Africa

2 production locations

716 employees¹

Sales of € 56 millions

South Africa

¹ As of December 31, 2024.

Sustainability Management

MAHLE aims to harmonize entrepreneurial success with the well-being of people and the environment – for efficient and environmentally friendly mobility. The MAHLE strategy establishes sustainability as a central strategic factor for the company's orientation.

Principles of sustainability management

The principles that guide our actions are ethically correct, lawful conduct that protects the environment, resources, and the well-being of our employees. Sustainability for MAHLE means remaining a reliable partner for our customers while innovating our products to minimize environmental impact.

At a glance

- **Sustainability is embedded as a strategic enabler in our group strategy MAHLE 2030+.**
- **Carbon reduction is one of the five strategic goals of MAHLE.**

The MAHLE Management Board is responsible for sustainability, environmental management, and safety at work. Strategic decisions related to the sustainability goals of MAHLE are made by the Management Board. The Sustainability Report must be approved by the responsible members of the MAHLE Management Board. Our sustainability management is regularly reviewed by the Sustainability Steering Committee, which identifies related risks and opportunities at an early stage and ensures the effective management of our sustainability projects.

Our strategy MAHLE 2030+ defines carbon reduction as one of our five group goals, thereby making sustainability topics even more relevant. Sustainability has become a strategic enabler to implement sustainability topics in all relevant business processes. Key action areas include Climate and Environment, Occupational

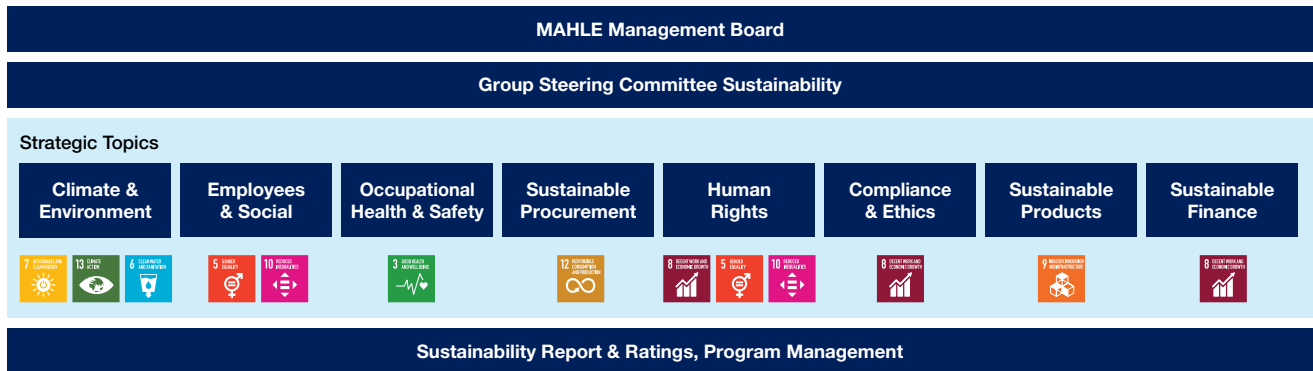
Health and Safety, Employees and Social, Human Rights, Compliance and Ethics, Sustainable Products, Sustainable Financing, and Sustainable Purchasing.

The MAHLE Management Board receives quarterly briefings on current sustainability developments and the status of the relevant targets. Projects and measures are operationally implemented in a decentralized manner across various business units and central functions of the MAHLE Group.

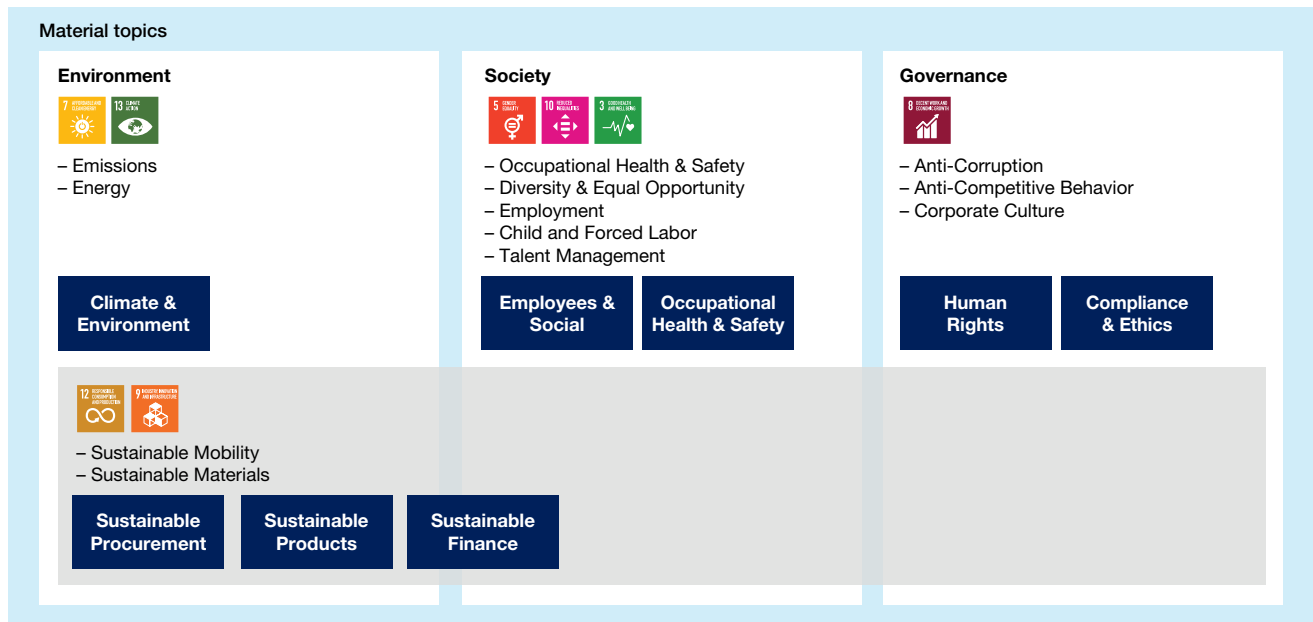
The corporate sustainability function is responsible for managing the sustainability program, which coordinates sustainability activities throughout the group, leads the regular updates of the materiality analysis, conducts performance monitoring, and ensures communication and stakeholder dialogue.

The sustainability organization has grown as all business units have appointed sustainability managers responsible for introducing and implementing the program and executing specific projects. We apply international standards relevant to our industry when designing our environmental, quality, and occupational health and safety management. Appropriate management systems are fundamental in helping us assess sustainability risks and design adequate mitigation measures.

Organizational chart of our sustainability program



Material topics for MAHLE



Defining material topics

Our materiality matrix has been developed in accordance with the guidelines provided by the Global Reporting Initiative (GRI) 2021. The materiality assessment of the previous year was reviewed in 2024, taking into account the perspectives of our stakeholders and operations globally.

The results of the 2023 assessment were confirmed without changing the importance of the selected topics. According to the materiality analysis, the topics of waste and water are not considered material, however, we still report them in accordance with GRI.

In parallel, MAHLE is taking action to prepare for the new European Sustainability Reporting Standards under the Corporate Sustainability Reporting Directive (CSRD). In line with the concept of double materiality, MAHLE has evaluated the company's impact on the environment and society, and the financial opportunities and risks associated with these sustainability aspects. The objective of this activity is to prepare for comprehensive reporting on the company's sustainability initiatives and to meet the requirements of the CSRD as of 2025.

Ratings and rankings

The sustainability activities at MAHLE are regularly evaluated by external agencies.

At a glance

- **The CDP climate change rating recognizes our efforts with a place on the CDP "A List".**
- **The EcoVadis rating places MAHLE among the top 5% of best performing automotive suppliers.**
- **MAHLE receives the ESG Transparency Award from EUPD Research.**

The Carbon Disclosure Project (CDP) is a reporting platform focused on climate protection. MAHLE uses CDP to report on its climate change and water stewardship efforts. In 2024, MAHLE received an A rating for climate change and an A- rating for water stewardship, the leadership levels in disclosure and performance. This places MAHLE on the CDP's "A List", which recognizes companies with the highest scores for transparency and climate action.

EcoVadis is a cross-industry platform that enables customers to assess their suppliers based on sustainability criteria. With a total of 66 out of 100 points, MAHLE has improved its rating in 2024 by five points compared to the previous assessment in 2023. This places MAHLE among the top 5% in our peer group of "manufacture of parts and accessories for motor vehicles".

Morningstar Sustainalytics assigns a Sustainability Risk Score to companies based on publicly available information. In 2024, our low risk of financial loss due to sustainability issues was confirmed with a score of 14.8, placing us 33rd out of 242 evaluated automotive suppliers.

MAHLE received the ESG Transparency Award from EUPD Research in 2024. This award is given to organizations that have already integrated forward-looking sustainability concepts into their business activities and communicate them transparently in the form of a sustainability report. This rating means that MAHLE has achieved the excellence rating class and is therefore a pioneer when it comes to sustainable corporate governance. With this score, MAHLE was recognized as a "Leading Company" as part of the ESG Transparency Award 2024.

MAHLE provides sustainability-related information to its customers via the Drive Sustainability initiative. Drive Sustainability uses SAQs (Self-Assessment Questionnaires) to evaluate the sustainability performance of suppliers in the automotive industry on plant level. All 122 MAHLE plants rated by the Drive Sustainability initiative are compliant with customer requirements.

Overview of sustainability ratings

Rating	Summary	Result 2024	Result 2023	Improvement
EcoVadis	Top 5% in group “Manufacture of parts and accessories for motor vehicles”	66/100	61/100	Labor & Human Rights, Ethics
CDP Climate	Leadership level in disclosure and performance	A	B	Public disclosure
CDP Water	Leadership level in disclosure and performance	A-	B	Public disclosure
Morningstar Sustainalytics ²	Low risk of experiencing material financial impacts from sustainability factors	<ul style="list-style-type: none">▪ Risk score: 14.8▪ Ranking among automotive suppliers: 33/242	<ul style="list-style-type: none">▪ Risk score: 14.6▪ Ranking among automotive suppliers: 45/243	–
ESG Transparency Award	Excellence class and “Leading Company” status	86%	–	–

² Result for 2024 retrieved on February 24th, 2025. Under no circumstances shall the rating be understood as an investment advice or expert opinion as defined by the applicable legislation. Copyright © 2025 Morningstar Sustainalytics. All rights reserved. This score contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and provided for informational purposes only.



External engagement and political dialogue

MAHLE acknowledges the essential role that external engagement and political dialogue play in its corporate citizenship. This understanding is rooted in our belief that collaboration with external stakeholders is crucial to addressing societal and environmental challenges.

As a global company, our active engagement with external stakeholders and political actors is guided by two key motivating factors.

Firstly, engaging with political entities ensures alignment with evolving regulations. This allows us to proactively adapt to and comply with new standards and legislative changes, understand key regulatory developments, and contribute our expertise to political processes. Secondly, active participation in political dialogues helps us mitigate risks arising from regulatory and geopolitical uncertainties, and market and industry dynamics.

Management and activities of external partners

MAHLE strives to contribute its expertise to political processes and actively participates in shaping policies relevant to our business activities, such as those in the fields of environment, innovation, and technology. We have established relationships with policymakers and government authorities to leverage our industry knowledge for a solution-oriented approach. At group level, the central department of External Affairs coordinates our interactions with policymakers in Germany, the European Union, and other key markets.

In addition to direct engagement with representatives from governments, authorities, and institutions, we actively contribute to shaping political positions through our involvement in relevant associations in Germany, the EU and its member states, and other countries.

Internationally, we are part of various associations and networks, including the German Association of the Automotive Industry (VDA), the European Association of Automotive Suppliers (CLEPA), the US Motor & Equipment Manufacturer's Association (MEMA), as well as associations related to finance, research and technology, information technology, logistics, and aftermarket in Brazil, China and Japan, for example. By participating in industry associations, working groups, and forums, we collaborate legally with peers, share best practices, and collectively address the political and societal challenges the automotive industry is facing. In selected cases, the MAHLE leadership takes a more active role in associations, engaging in non-competitive discussions on technology and innovation. This enables us to contribute to the development of sustainable solutions.

These organizations serve as valuable platforms for identifying shared interests within the industry and fostering active communication with external stakeholders.

MAHLE believes that regular and transparent communication with stakeholders, including politicians, investors, customers, local communities, and the public, ensures that the sustainability efforts of MAHLE are both visible and well understood.

MAHLE takes transparency very seriously

Transparency is fundamental to our approach to external engagement. We recognize that integrity is essential to building mutual trust and understanding, so we embed this principle firmly within our compliance requirements. Externally, the MAHLE Business Code provides a clear framework for interactions with third parties. We are listed in the European Transparency Register with respect to our lobbying activities at European level, as well as in other national and regional registries.

Our focus in 2024

The year 2024 was marked by several elections and shifts in government dynamics. In particular, the elections in the European Union and the United States of America are expected to shape

the regulatory landscape for years to come. Alongside these political transitions, numerous legislative initiatives affecting the industry also emerged in 2024. Key regulatory developments pushing for decarbonization made progress, which directly impacts our operations and strategic direction.

The geopolitical landscape, especially the dynamics between major economies such as the USA, China, and the EU, is influencing trade policies. Tariffs on automotive parts and vehicles, especially those related to electric vehicles from China, are a major concern. MAHLE advocates for a rules-based and open international exchange of goods and services because additional trade barriers reduce efficiency.

In 2024, major markets continued along a regulatory path for the decarbonization of road vehicles. For example, the European Union adopted stricter CO₂ emissions standards for heavy-duty vehicles, setting fleet targets for 2030 and 2035. Similarly, the USA proposed and finalized new emission regulations in 2024, with the Environmental Protection Agency introducing stringent standards for light-duty and medium-duty vehicle emissions, starting with the 2027 model year. At the same time, China introduced new provisions for “New Energy Vehicles” to further reduce CO₂ emissions. Combined with regulations in other markets that also address the role of fuels – such as Brazil’s provisions on biofuels – these regulatory developments may affect the product strategies of vehicle manufacturers, which is of particular importance to MAHLE. We believe in technological diversity and are convinced that a diverse range of technological solutions is essential for achieving climate targets as swiftly as possible. Therefore, we advocate for policymakers to adopt a regulatory framework that considers the contributions of different power-train technologies for sustainable road transport while ensuring freedom of choice for businesses and consumers.

Furthermore, ongoing geopolitical tensions and military conflicts, such as those in Eastern Europe and the Middle East, continue to pose risks. These conflicts could disrupt supply chains,

production, and markets. Like many companies, MAHLE may have to navigate the consequences of these events and is closely monitoring any legislation being discussed or implemented by policymakers.

The integration of new digital technologies and business models is driving regulatory changes. Data-sharing regulations, particularly within the EU, will impact how automotive companies manage and utilize data. One example is the EU’s AI Act, which entered into force in 2024. It aims to regulate the development and deployment of artificial intelligence within the EU, focusing on minimizing risks and ensuring transparency and accountability. These regulations may be relevant where MAHLE applies AI in its processes. Another crucial topic for our company’s business is engagement in political dialogue to address developments and concerns related to digitalization, as well as secure and non-discriminatory data availability.

Climate and Environment

MAHLE is committed to its responsibility toward the environment and takes stakeholder expectations seriously. Therefore, climate and environmental protection are key elements of our business strategy MAHLE 2030+.

Our environmental and climate protection management system is focused on minimizing impacts on the environment in our immediate surroundings, increasing resource efficiency, and promoting environmentally friendly practices in business processes.

MAHLE actively contributes to the Sustainable Development Goals (SDGs) "Clean Water and Sanitation" (SDG 6), "Affordable and Clean Energy" (SDG 7), "Responsible Consumption and Production" (SDG 12), and "Climate Action" (SDG 13).



Environmental management

Combining stakeholder requirements with our own environmental goals is part of our strategy to reduce our environmental footprint, improve performance, and strengthen our resilience.

At a glance

- **132 locations are certified according to the environmental management system ISO 14001 or EMAS.**

Environmental management is overseen by the Sustainability and Occupational Health, Safety and Environment (HSE) corporate function with support from the regional departments. Four regional HSE heads have reported regularly on the status of HSE management at the MAHLE plants. This direct communication line from our plants, through the regional departments, to the corporate function ensures a constant flow of information at MAHLE and helps to initiate new environmental projects.

Each production location has an HSE team or at least one HSE representative to ensure compliance with regulations and our management system. The responsibilities of the local HSE representatives include the regular recording of key HSE figures and supporting the implementation of the HSE targets. We manage our environmental performance based on the Plan, Do, Check, Act cycle. We have defined Key Performance Indicators (KPIs) at various levels to effectively track progress on the most critical topics. Based on local reporting, the KPIs are aggregated across the group and regularly discussed within the MAHLE Management Board.

Our regional HSE representatives coordinate internal surveillance audits and report monthly to internal stakeholders to ensure continuous improvement at the sites. External audits are also conducted to verify our compliance with statutory environmental requirements. Employees actively participate in identifying the root causes of incidents and non-conformities and establishing corrective actions. These actions are later evaluated to ensure prevention of similar incidents. The same process is followed for non-conformities, with the corresponding actions and corrective measures documented.

Our group-wide guidelines for Occupational Health and Safety, Environmental and Climate Protection provide instructions on

how to address environmental issues. These guidelines specify how environmental standards must be integrated into the development of new products and processes and call for the reduction of environmental impacts in existing processes. One example is the MAHLE Business Code, which outlines our objectives for health, safety, environmental and climate protection.

Our environmental management system is based on strict international standards. In 2024, we certified two additional plants in accordance with the environmental management system ISO 14001. A total of 132 locations are certified according to ISO 14001 or EMAS, of which 123 are production locations and nine are Tech Centers. This covers 95% of our employees worldwide with a certification by ISO 14001 or EMAS.

Climate protection



Climate protection is one of the major challenges we face today. MAHLE is therefore striving to significantly reduce its impact on climate change. As such, we have integrated climate protection into our business strategy as a strategic topic.

At a glance

- **MAHLE was able to reduce Scope 1 and 2 emissions by 47% and Scope 3 emissions relevant to our SBTi target (Category 01 and Category 11) by 17% compared to the baseline 2019.**
- **169 energy efficiency projects in 2024 resulted in reported annual energy savings of about 41 GWh.**
- **The share of renewable electricity in 2024 is 16%.**

Management of greenhouse gas emissions

MAHLE has set carbon reduction targets in line with the Paris Agreement to limit global warming to 1.5°C. These targets were validated by the Science Based Targets initiative (SBTi) in 2023.

With regard to direct emissions from combustion processes (Scope 1 emissions) and greenhouse gas emissions caused by the generation of purchased energy (Scope 2 emissions), MAHLE aims to become carbon-neutral by 2040. The interim target is to reduce Scope 1 and 2 emissions by 49% by 2030.

We aim to reduce emissions generated in the supply chain through purchased goods and services (Scope 3, Category 01) and through product use (Scope 3, Category 11) by 28% by 2030.

When reporting greenhouse gas emissions, we follow the recommendations of the Greenhouse Gas Protocol (GHG Protocol). We record monthly Scope 1 and Scope 2 emissions from our own operations for facilities with more than 50 employees. Emissions from loss of refrigerants are excluded from the Scope 1 and 2 inventory.

Scope 1 and 2 emissions

The most important energy sources used in our plants are electricity and natural gas, with natural gas being used in our energy-intensive production processes such as foundries and welding. Most of the greenhouse gas emissions stem from the use of electricity, which accounts for more than two thirds of the total energy consumption.

In 2024, Scope 1 emissions decreased by 6% compared to the previous year, mainly due to lower consumption of natural gas. In addition, lower electricity consumption led to a 6% reduction in Scope 2 emissions.

Since 2021, our production locations in Germany have utilized renewable electricity evidenced by guarantees of origin. We have also offset their Scope 1 and remaining Scope 2 emissions from district heating through carbon offsets.

To achieve the Scope 1 and 2 climate targets, we are acting in the following areas:

1. We aim to improve energy efficiency by 2% every year.
2. We want to generate electricity from solar power by operating photovoltaic systems.
3. We intend to use more renewable energy sources to cover our electricity demand.
4. We want to replace fossil fuel use with low-carbon energy resources.

Scope 1 and 2 greenhouse gas emissions

Scope 1 and 2 greenhouse gas emissions	Unit	2019	2022	2023	2024
Scope 1	kt CO ₂ e	217	197	186	174
Scope 2 – market based	kt CO ₂ e	1,233	747	637	601
Scope 2 – location based	kt CO ₂ e	n.r.	812	838	831
Total emissions (market based)	kt CO ₂ e	1,450	945	823	775
Offsets of emissions in Germany	kt CO ₂ e	0	-26	-24	-22
Total emissions including offsets in Germany	kt CO ₂ e	1,450	919	799	753
Relative emissions as measured against sales	t CO ₂ e/ € million sales	121	76	62	64

Scope 3 emissions

We have identified our most relevant Scope 3 categories by analyzing the emissions in all 15 categories in accordance with the GHG Protocol.

We excluded Category 14 (Franchises) and Category 15 (Investments), which are not relevant to the business model of MAHLE. Emissions from leased equipment (Category 08) are included in Scope 1 and 2 accounting. The largest share of carbon emissions in the value chain originates from the raw materials we purchase (Category 01), such as aluminum, steel, and resins, and from the use of our products (Category 11). These two categories made up 96% of our Scope 3 emissions in 2024.

Since these two categories are of material importance to MAHLE, they have been integrated in our Scope 3 near-term target, which has been validated by the SBTi. In 2024, MAHLE managed to reduce Scope 3 Category 01 and 11 emissions by 17% compared to the baseline of 2019.

Compared to the previous year, emissions in Category 11 (Use of sold products) decreased by 11%. This occurred alongside the expected global increase of new battery vehicle registrations. Emissions in Category 01 (Purchased Goods and Services) decreased slightly compared to 2023, reflecting the changes in the business environment as well as the use of materials with lower carbon footprints.

To reduce dependency on secondary data and global average emission factors, MAHLE is increasingly using supplier-specific regional emission factors for production materials. In addition, the use of weight data, particularly for key materials such as aluminum, plastic, and steel, has improved the accuracy of Scope 3 Category 01 emissions data in the current reporting period.

We specified our expectations for carbon management in the supply chain in our Supplier Code of Conduct in 2023. Where appropriate, we provide targeted training to our suppliers on product carbon footprint calculation and related regulations.

To achieve our Scope 3 targets and engage with our customers and suppliers, we mainly act in the following areas:

Scope 3 Category 01 (Purchased Goods and Services):

1. We gather emission data and product carbon footprints from our suppliers in the Cost & Emissions Transparency sheet (CET) to improve transparency on emissions in our supply chain.
2. Upon customer requests, we follow specific requirements for the use of renewable energy in our production processes or the purchase of low-carbon materials. We engage with selected key suppliers on their decarbonization journey, e.g. regarding bio-based material.
3. We perform global supplier workshops and conduct studies to reduce material consumption, scrap rate, and cycle time in production.

Scope 3 Category 11 (Use of Sold Products):

1. In the combustion sector, we develop components for efficient and sustainable combustion engines.
2. In electrification, MAHLE is focusing on electric drives and intelligent charging.
3. As a supplier of modular thermal management systems for batteries, drives, and cabin comfort we continue to expand our position and portfolio.

Scope 3 greenhouse gas emissions 2024 by category	Unit	2019	2022	2023	2024
01 Purchased Goods and Services	kt CO ₂ e	6,092 ³	5,891	7,260	7,183
02 Capital Goods	kt CO ₂ e	203	256	222	196
03 Fuel- and Energy-Related Services	kt CO ₂ e	467	290	301	274
04 Upstream Transportation and Distribution	kt CO ₂ e	148	91	183	161
05 Waste Generated in Operations	kt CO ₂ e	48	67	91	86
06 Business Travel	kt CO ₂ e	5	2	9	8
07 Employee Commuting	kt CO ₂ e	132	114	113	117
08 Upstream Leased Assets	kt CO ₂ e	n.r.	n.r.	n.r.	n.r.
09 Downstream Transportation and Distribution	kt CO ₂ e	27	16	33	29
10 Processing of Sold Products	kt CO ₂ e	356	294	292	269
11 Use of Sold Products	kt CO ₂ e	28,676	24,136	24,243	21,635
12 End-of-life Treatment of Sold Products	kt CO ₂ e	14	12	11	5
13 Downstream Leased Assets	kt CO ₂ e	1	1	2	2
14 Franchises	kt CO ₂ e	n.r.	n.r.	n.r.	n.r.
15 Investments	kt CO ₂ e	n.r.	n.r.	n.r.	n.r.
Total	kt CO₂e	36,171	31,171	32,760	29,966⁴

³ Emissions in Category 01 were calculated based on a spend-based approach. We changed to the weight-based calculation method for production material and included non-production material in the calculation as of 2021. Aftermarket spend has been included in the calculation of Category 01 starting in 2022.

⁴ The total amount differs slightly due to rounding.

In 2024, MAHLE compensated emissions from flight travel (Scope 3 Category 06) by the means of carbon offsets to promote sustainable business travel even though it does not account for emission compensation under the GHG Protocol.

Energy consumption

Annual energy efficiency targets are set at plant level and for MAHLE globally. We aim to improve energy efficiency by 2% per year. This is measured as energy consumption per specific production costs.

In order to track progress, energy and emissions data are reported regularly, including monthly reports for business units and regions, and a quarterly report to senior management.

In 2024, total energy consumption decreased by 5% compared to the previous year. Electricity consumption was reduced by 5%. MAHLE was able to reduce the consumption of fossil fuels, in particular heating oil and natural gas, which is an important aspect as part of our decarbonization journey.

With new photovoltaic systems e.g. in Guangzhou (China), Shanghai (China), and Shenyang (China), the share of renewable electricity has reached 16%.

Energy efficiency has been an integral part of our environmental management systems at both the group and plant levels. 27 locations have implemented an energy management system and have received certification by ISO 50001, energy management system, or EMAS, the European Eco-Management and Audit Scheme.

Energy management at these locations is overseen by energy managers, who help tackle energy-intensive processes through continuous improvement.

To identify and quantify energy savings and continuously reduce carbon emissions, MAHLE has been working with so-called “energy sprints” for a few years now. These energy sprints are carried out globally by a team consisting of experts from different plants. These sprints typically start with data collection, then continue with on-site energy audits, brainstorming, and identification of potential measures to present to the plant management. The objective is to identify energy efficiency potentials and cost savings while also sharing best practices. The measures identified, such as reducing compressor pressure and retrofitting blow guns and nozzles with new technology, have led to a reduction in energy consumption and CO₂ emissions. In 2024, energy sprints were carried out in 27 plants.

Energy consumption 2022 / 2023 / 2024 by source

Energy source	Unit	2022	2023	2024
Total electricity	GWh	2,139	2,174	2,069
(of which non-renewable)	GWh	1,803	1,802	1,731
(of which renewable)	GWh	336	372	337
Heating oil	GWh	26	25	13
Natural gas	GWh	917	852	815
Other	GWh	102	137	129
Total	GWh	3,184	3,189	3,025
Relative energy consumption as measured against sales	MWh/€ million sales	256	249	259



More energy-efficient production thanks to Industrial Internet of Things

In recent years, MAHLE has been offering its plants the use of an Industrial Internet of Things (IIoT) platform for ISO 50001-compliant energy recording. By combining energy data with production data, we can draw conclusions about potential savings. Currently, 31 plants are connected and proactively working with energy monitoring. Peak shaving and predictive consumption can be derived at these plants in the future, and this data may be displayed in automated, web-based reports and dashboards. A comparison of energy consumption between specific systems will also enhance best practice sharing.

A key example is our plant in Ostrów (Poland), where a new digital platform was introduced to monitor energy consumption. Initial analyses identified brazing, injection molding, air compression, and nitrogen generators as the main areas for optimizing energy consumption.



Underground water as a heat source

Our new plant in Aleksandrovac (Bosnia and Herzegovina) implemented a sustainable heating and cooling system by installing four water-to-water heat pumps. This system provides a total heating capacity of 1,368 kW and a cooling capacity of 1,192 kW. Heat pumps are one of the most economically efficient and environmentally friendly heating and cooling systems. This system uses up to 75% of its energy from groundwater and requires only 25% of electricity to operate the heat pumps. As a result, the project reduces fossil energy consumption and supports the plant's efforts to minimize its carbon footprint.



Water-to-water heat pumps at the MAHLE plant in Aleksandrovac

CBAM – Carbon Border Adjustment Mechanism

On May 17, 2023, the EU Regulation 2023/956 on the creation of a CO₂ Border Adjustment Mechanism (CBAM) entered into force, aimed at preventing carbon leakage. Carbon leakage is defined as the relocation of carbon-intensive production to countries with less stringent climate policies or the substitution of EU products with those emitting higher levels of carbon. Initially, CBAM applies a carbon tax to the greenhouse gas emissions embedded in goods such as iron, steel, and aluminum imported into the EU.

To fulfill the requirements, MAHLE has identified the respective parts, products, and suppliers. Necessary processes have been introduced to comply with the mechanism and to report accordingly in the European data base.

Sustainable products

Sustainable product development focuses on minimizing environmental impact and promoting long-term ecological balance. A core element of this strategy is decarbonization, which seeks to reduce carbon emissions across the entire product life cycle, from design to disposal. MAHLE is committed to actively researching, developing, and validating sustainable alternatives, such as low-carbon materials, energy-efficient processes, and circular design principles. By integrating these innovations, MAHLE aims to reduce its carbon footprint while aligning with global sustainability goals, including the Sustainable Development Goal (SDG) "Responsible Consumption and Production" (SDG 12).



At a glance

- **We actively work to increase the use of recycled materials and to develop and validate sustainable raw material alternatives.**

The efficient use of raw materials and energy in production processes is essential, not only for environmental protection but also for mitigating the effects of resource scarcity and cost increases. The goal of MAHLE is to ensure further reduction of the environmental impact while meeting business demands.

MAHLE is actively:

- developing greener alloys with a higher percentage of recycled content,
- working on plastics with renewable reinforcements,
- seeking opportunities to maximize material reuse,
- and making MAHLE products ready for the use of biofuels.

By focusing on sustainable product development and a circular economy, MAHLE aims to conserve resources, reduce emissions, and meet legal and customer requirements. This involves not only product design but also purchasing sustainable materials, ensuring that the entire value chain contributes to long-term environmental benefits.

Sustainable raw materials

As part of our commitment to reducing our carbon footprint and fostering a circular economy, MAHLE is increasingly integrating sustainable raw materials into its products and processes. Renewable and recycled materials help us and our customers achieve the environmental goals.

Recycled materials

MAHLE aims to increase the recycled content in plastics and metals, such as aluminum and steel. MAHLE works closely with suppliers to source raw materials with higher recycled content and explores ways to incorporate more recycled content without compromising on the quality and performance required by customers.

In recent years, MAHLE has assessed ways to increase the share of resins from renewable materials. However, the volume of recycled resins used decreased from about 6,661 tons in 2023 to 3,802 tons in 2024, which accounts for 3.1% of the total volume. The decline was primarily due to a decrease in market demands.

Hazardous substances

Our management system for hazardous substances strives to reduce and replace the use of carcinogenic, mutagenic, bioaccumulative, and reprotoxic substances, also known as CMR (Carcinogenic, Mutagenic and Reprotoxic) chemicals.



CO₂ reduction by foaming

Foaming is an innovative technique that helps to reduce the environmental impact of materials by lightweighting. It involves introducing a gas into a material during its production, which creates a structure that reduces the amount of solid material needed. This process minimizes the footprint by reducing material usage, part weight, and the cycle time in the manufacturing process, which then leads to a lower energy consumption.

Wood fiber as an alternative to talcum in polypropylene

MAHLE views wood fiber as a sustainable alternative to talcum in polypropylene (PP) composites. Talcum's environmental drawbacks and potential health risks have triggered the search for environmentally friendly options. Wood fiber is a promising substitute to talcum in PP in MAHLE housing components because it offers similar material properties while reducing the overall carbon footprint and production costs, as well as improving the biodegradability of MAHLE products.



Polypropylene housing reinforced with wood fiber

Cork for soft components or as filler in thermoplastics/elastomers

Cork can be used as a sustainable filler or soft component in thermoplastics and elastomers, such as seals, foams, or damping elements. Derived from the bark of cork oak trees, cork is a renewable, biodegradable material with a low environmental impact. In thermoplastics and elastomer, cork helps MAHLE to reduce both the carbon footprint and the weight of the part.



Damping elements made from cork

Waste management

Waste management activities carried out by MAHLE contribute to the Sustainable Development Goal (SDG) “Responsible Consumption and Production” (SDG 12).

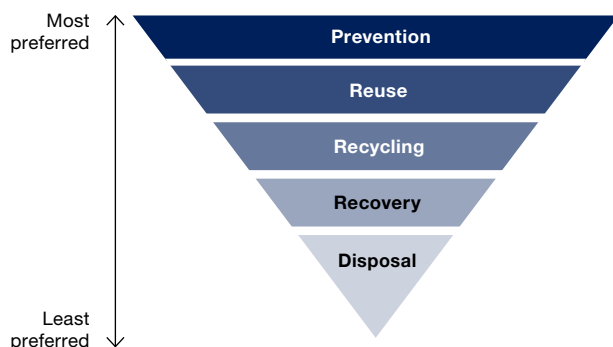


At a glance

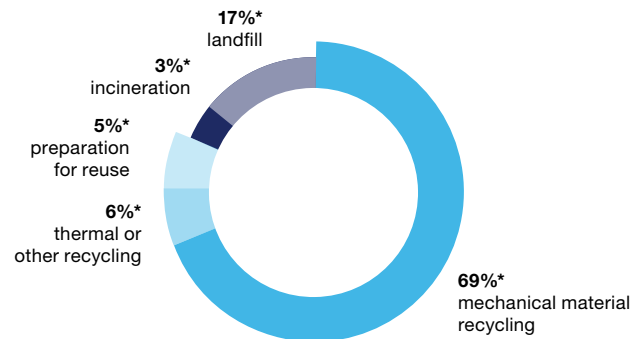
- 80% of total waste was reused or recycled.
- A global training has been rolled out, which improved accuracy of waste reporting.

We aim to use materials in our production and packaging processes efficiently. For example, our waste management practices follow well-established priorities like the scrap pyramid. As a first priority, we strive to prevent scrap and surplus, however, it is not possible to eliminate production waste entirely. Therefore, the second step in the pyramid – preparation for reuse – is also a high priority. We aim to further recycle or recover any waste that cannot be reused, while disposal without material or thermal recovery should only occur in exceptional cases.

Scrap pyramid



Waste per disposal path in 2024



*The actual percentages differ slightly due to rounding.

Annual waste reduction targets are set at plant level at 2% per year. This is measured as total waste per sales. Since most of our production plants are certified in accordance with ISO 14001, waste management practices and action plans are documented locally. We utilize our HSE Process Check Instruction to ensure that waste reduction is considered in the development of new products. This process also requires plants to assess the environmental impacts of any changes made to products or processes. Waste management is subject to both external and internal audits.

We report regularly on the amount of waste types generated. Compared to the previous year, total waste increased by 3%, which was mainly due to increased accuracy in waste reporting. As we aligned our waste accounting to upcoming changes as part of the new European Sustainability Reporting Standards, waste figures as of 2023 are presented in a separate table.

Waste 2021–2022

Type	Unit	2021	2022
Metals	tons	93,938	93,938
Plastics	tons	5,215	5,454
Non-hazardous waste for recycling	tons	38,180	40,854
Non-hazardous waste for landfill/incineration	tons	32,396	33,187
Hazardous waste for recycling	tons	14,787	15,160
Hazardous waste for landfill/incineration	tons	16,441	17,568
Overall generated waste	tons	200,957	206,161
Overall generated waste as measured against sales	tons/€ million sales	18	17

Waste 2023–2024

Type	Unit	2023	2024
Non-hazardous waste for incineration	tons	2,022	1,664
Non-hazardous waste for landfill	tons	33,564	30,658
Non-hazardous waste for material recycling	tons	94,555	121,413
Non-hazardous waste for thermal or other recycling	tons	5,786	6,192
Non-hazardous waste for preparation for reuse	tons	3,218	2,536
Hazardous waste for incineration	tons	4,797	4,518
Hazardous waste for landfill	tons	5,626	3,026
Hazardous waste for material recycling	tons	16,671	14,385
Hazardous waste for thermal or other recycling	tons	4,894	6,876
Hazardous waste for preparation for reuse	tons	7,469	6,873
Overall generated waste	tons	178,601	198,142
Relative waste as measured against sales	tons/€ million sales	14	17

Water management

The water management activities of MAHLE contribute to the Sustainable Development Goal (SDG) “Clean Water and Sanitation” (SDG 6).



At a glance

- A global training has been rolled out, which improved accuracy of water reporting.
- The 2024 water risk assessment identified 24 locations with high and very high water risk.

Annual targets to reduce water withdrawal are set at plant level at 2% per year. This is measured as total water withdrawal per sales. To improve the transparency in managing water consumption

levels, water related KPIs for each location are accessible via our global database. In 2024, we mainly utilized municipal water and groundwater. We further extended the reuse of water to minimize water withdrawal and waste water, mainly for rinsing and cooling purposes. Total water withdrawal decreased by 10% in 2024 compared to the previous year.

In 2024, we conducted a risk-based assessment of relevant operating locations using the World Resources Institute (WRI) Aqueduct Tool to identify water stress locations: 12 locations are in areas of extremely high water risk, primarily in Asia. These locations are responsible for a withdrawal of about 609 megaliters (11% of total water withdrawal). An additional 12 locations are located in areas with high water risk, accounting for 427 megaliters (8% of total water withdrawal). In total, our locations in areas with high or very high water risk are responsible for 19% of the overall water withdrawal. Actions are defined and pursued on a plant level as part of the ISO 14001 environmental management systems.

Water withdrawal in 2022/2023/2024

Water source	Unit	2022	2023	2024
Municipal water	ML	3,738	3,599	3,238
Groundwater	ML	5,128	2,372	2,197
Surface water	ML	84 ⁵	65	50
Rain water	ML	n.r.	12	<1
Total water withdrawal	ML	9,166 ⁶	6,048	5,485
Relative water as measured against sales	ML/€ million sales	0.74	0.47	0.47

⁵ Including rain water.

⁶ Including 216 ML withdrawn groundwater processed.

Recycled water in 2022/2023/2024

Water source	Unit	2022	2023	2024
Recycled water/reused water	ML	85	69 ⁷	68

⁷ Change of scope from third-party recycling to on site recycling.

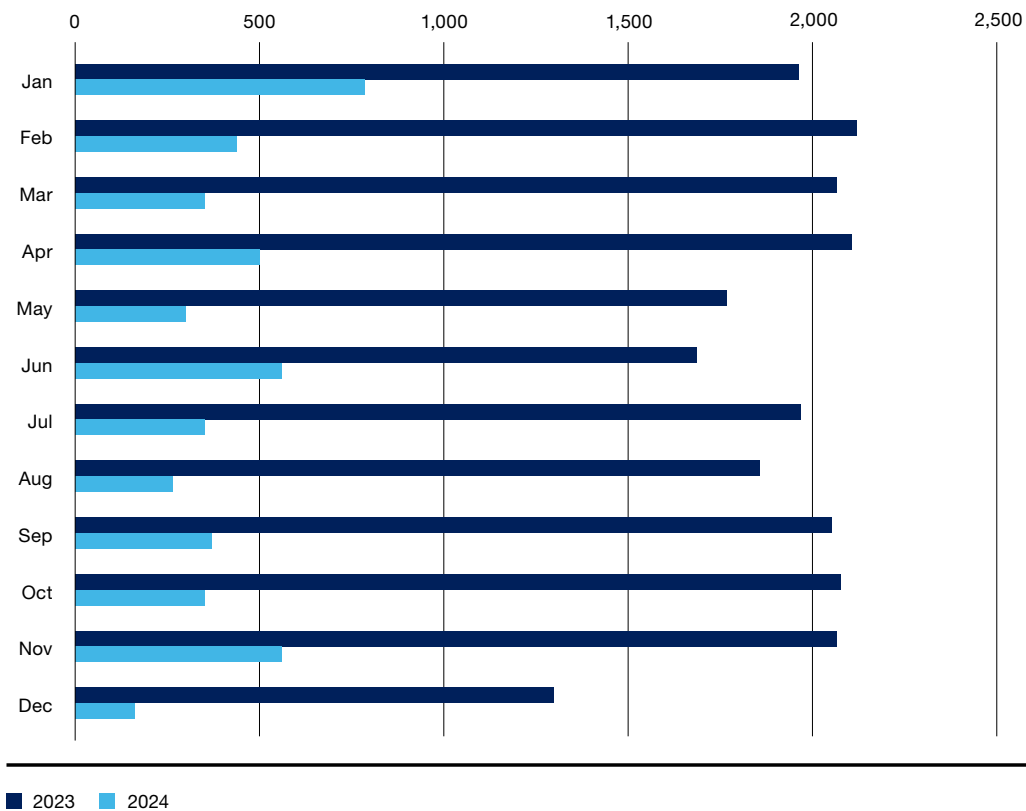


Water savings through process optimization

At the MAHLE plant in Rottweil (Germany), we were able to reduce the freshwater consumption of a surface coating system by 78% in 2024 by using an automated water regulation system.

Freshwater consumption – surface coating system (m³)

Comparison of the freshwater consumption in m³ of a surface coating system in Rottweil (2023 vs. 2024)



■ 2023 ■ 2024

Working at MAHLE

“People come first!” This guiding principle from our company founders, Hermann and Dr. Ernst Mahle, still applies today and is reflected in our company philosophy.

People are the foundation of MAHLE and are our most valuable resource. They are key to our future viability with transforming mobility. MAHLE places great importance on fostering a culture of commitment, empowerment, and inclusion, positioning the company as an attractive employer. This includes investing in employee development, creating a work environment where everyone can succeed, ensuring safety and equal opportunities, and opposing all forms of workplace discrimination.

Our activities contribute to the Sustainable Development Goal (SDG) “Decent Work and Economic Growth” (SDG 8).



At a glance

- MAHLE is digitalizing and standardizing talent management processes worldwide.
- A shorter version of last year's employee survey was conducted to track progress.
- The percentage of women in the first executive level has increased from 8.4% in 2023 to 8.9% in 2024.

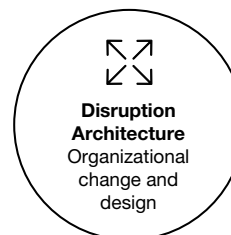
MAHLE as an attractive employer

HR Roadmap as cornerstone for strategic HR

In line with our HR Roadmap developed in 2020, we are adapting existing HR structures and processes to address the demands of accelerated transformation.

Overall, our HR Roadmap focuses on five strategic areas of action:

- Purpose & Agility: Foster a culture of purpose, accountability, and innovation to attract and retain the right talent.
- Talent-to-Value: Identify, develop, and enable diverse talents with specific capabilities and leadership.
- Performance Recognition: Implement next generation performance management to align with business priorities, incentivize performance, and drive results.
- Disruption Architecture: Drive and facilitate organizational change and optimize the company footprint during times of transformation.
- Acceleration of Efficiency: Provide high-quality, efficient, and compliant HR transactional operations, services, and data.



Employer branding in tight market conditions

Global demographic changes require ongoing efforts to encourage potential talents through diverse approaches, starting from an early age. We continue to support local initiatives that introduce young people, particularly girls, to Science, Technology, Engineering, and Mathematics (STEM) careers. This helps to build the next generation of talents. The annual Girls' Day Akademie (Academy) in Germany offers a direct insight into technical fields, ideally influencing girls' future career choices. In South Africa, we collaborate with the Center for Advancement of Science and Mathematics Education (CASME) to enhance math and science education in rural areas through projects like Science2Go. For 2024, we received the "Skills Development Champion Award" from the Durban Automotive Cluster.

We reach future talents and diverse audiences through job and tech fairs, and various media channels, presenting MAHLE as an employer of choice and emphasizing diversity. By supporting female race car drivers Beitske Visser and Michelle Halder MAHLE highlights role models on social media.

In addition, we were recognized as one of the top 10 companies worldwide based on our performance in the "Potentialpark Communication Ranking 2024". We also received awards for "Best Recruiters 2024" and "Leading Employer 2024" in Germany. MAHLE was mentioned by the Brazilian Association of Automotive Engineering (AEA), along with being named one of "Financial Times Europe's Diversity Leaders 2024" and "Forbes World's Top Company for Women 2024".

Talent acquisition and retention remain key

Ensuring effective talent acquisition is crucial for MAHLE to meet its strategic goals. In 2023, we introduced a new global onboarding concept in the USA as a pilot, and we plan to implement it across the MAHLE network in 2024 and 2025. The process, managed within our HR tools and aims to create a consistent global standard and positive experience for new hires. This strengthens the bond from pre-boarding through the first 90 days at MAHLE. Our digital recruitment tool benefits both internal and external candidates. The overall candidate experience is

enhanced through a transparent process and improved communication. We are further enhancing our global HR system landscape, including the applicant management system that was successfully implemented in 29 countries worldwide.

In response to talent shortages, internal mobility has continued to prove key to quickly filling positions and has provided benefits such as transferable skills and knowledge sharing.

We also help our employees up-skill and re-skill with a new digital and sustainable solution that offers all employees worldwide an online learning platform that is accessible anytime and anywhere. By doing this, we are promoting individual and continuous training. Retaining new and existing employees is equally important. The introduction of leadership principles in 2020 and the ongoing adaptation of our broad range of development opportunities helps to create a work culture that binds our employees to the company. This is complemented by retention measures designed specifically for individual employee groups. These measures include employee assistance programs for newcomers, reintegration measures after extended absences, and a range of flexible working options. Our monthly average employee turnover rate for 2024 remains nearly identical at 1.5% compared to the previous year.

New working culture

As a company, we are committed to providing a work environment that enhances performance, employee satisfaction, engagement, performance and retention.

In 2023, we launched a global employee survey to assess the level of employee engagement and enablement within our workforce. This survey allowed us to identify both the strengths of our organization and areas for improvement. Based on the findings, targeted actions were implemented at all levels of the organization. To track progress, a brief follow-up survey was conducted in 2024. Employees from both the shopfloor and administrative areas actively participated and shared their feedback to help create an even better workplace.

We also support hybrid working models that combine on-site and remote work, in line with a modern working culture. Our approach enables employees to perform their tasks where they are most productive, aligning their working style with their individual needs. This strengthens a global working culture of flexibility, self-management, trust, and personal accountability. To facilitate hybrid working, we introduced a Global Remote Working Guideline and conducted several workspace pilots, including desk-sharing concepts and open-space offices. By creating modern and inspiring workspaces that optimize space utilization, we aim to enhance our attractiveness as an employer, improve our carbon footprint, and reduce infrastructure-related costs.

Our employees

Employee development⁸

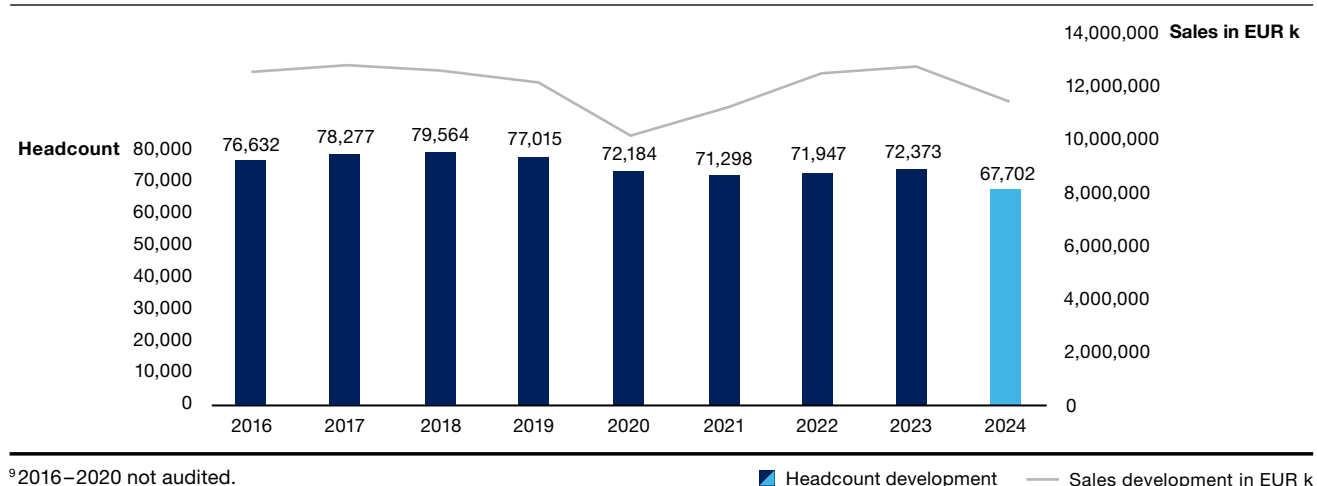
At the end of 2024, the MAHLE Group employed 67,702 people globally, which is 4,671 fewer employees, or 6.5% less compared to the previous year. The primary factors behind this reduction were the sale of shares of the Behr-Hella Thermocontrol joint venture and the sale of our thermostat division. Furthermore, there was a decline in employee numbers throughout almost all business units because of the challenging economic environment and the ongoing transformation of the automotive industry.



Hybrid Work at MAHLE

⁸ Headcount figures may deviate from the figures mentioned on pages 10 & 11 due to different source systems (MARS / HR Business Warehouse).

Headcount and sales development 2016 – 2024⁹



Total number of employees per region (headcount), total sales by region and per employee

Region	Europe	North America	South America	Asia-Pacific	Africa	Total
Total employees	29,298	13,622	8,673	15,393	716	67,702
Change to previous year (absolute)	–2,392	–1,692	238	–748	–77	–4,671
Change to previous year (in %)	–7.5%	–11.0%	2.8%	–4.6%	–9.7%	–6.5%
Total sales in EUR k	5,374,200	3,089,000	822,000	2,340,000	56,000	11,681,200
Sales in EUR per employee	183,432	226,766	94,777	152,017	78,212	172,538

Types of employment

While most of our global workforce is permanently employed on a full-time basis, we also have 2,335 part-time employees, 57% of whom are women. In 2024, some workers were temporarily hired by the MAHLE Group through external service providers, with the number varying based on regional market conditions.⁸

We consider it our responsibility to provide young people with on-the-job education and modern apprenticeships. In 2024, 889 apprentices and numerous interns were trained at many of our sites

worldwide. Internships not only offer educational benefits but also provide an opportunity for professional development and experience. They allow students to gain valuable insights into our daily operations, positioning MAHLE as a potential future employer. Apprenticeships are offered in various business-, technical- and production-related occupational fields, forming the foundation for many essential professions. Whenever possible, our goal is to offer permanent employment after successful completion of an internship or apprenticeship.

Number of employees per type of employment and by region (headcount)¹⁰

Region	Permanent Employees	Temporary Employees (≤3 months)	Temporary Employees (>3 months)	Apprentices	Total Employees (thereof part-time)
Europe	25,904	78	1,609	615	28,206 (2,287)
North America	13,502	0	18	0	13,520 (27)
South America	8,364	0	0	192	8,556 (0)
Asia/Pacific	11,716	9	291	82	12,098 (20)
Africa	701	0	1	0	702 (1)
Total	60,187	87	1,919	889	63,082 (2,335)

Number of employees per type of employment and by gender (headcount)¹⁰

Gender Key	Permanent Employees	Temporary Employees (≤3 months)	Temporary Employees (>3 months)	Apprentices	Total Employees (thereof part-time)
Male	44,552	54	1,173	667	46,446 (993)
Female	15,635	33	746	222	16,636 (1,342)
Other	0	0	0	0	0 (0)
Total	60,187	87	1,919	889	63,082 (2,335)

Number of new employee hires by age group, region and gender (headcount)¹⁰

Region	< 18 years	18-29 years	30-49 years	50-64 years	> 65 years	Total
Europe	54	765	872	194	9	1,894
of which female	13	258	361	76	1	709
North America	2	1,466	1,539	295	9	3,311
of which female	0	449	563	108	0	1,120
South America	0	765	596	38	0	1,399
of which female	0	173	217	7	0	397
Asia/Pacific	3	445	374	29	0	851
of which female	0	122	117	8	0	247
Africa	0	0	3	1	0	4
of which female	0	0	1	1	0	2
Total	59	3,441	3,384	557	18	7,459

¹⁰ Employee data of the following sections cover 93% of global employees included in our HR group reporting.
Not included: non-SAP entities.

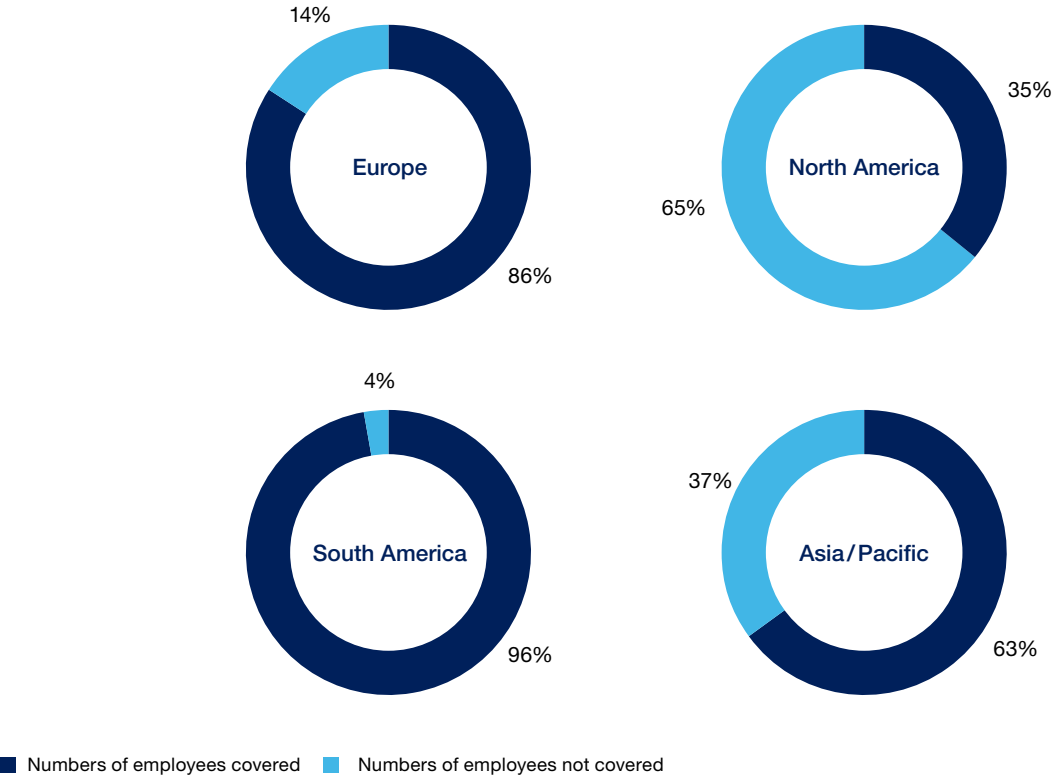
Newly hired employees

In the year under review, 7,459 new employees were hired globally, 2,475 (33%) of which were women. Encouragingly this corresponds to a higher proportion of women compared to the proportion of women in the total workforce (27%). The hiring figures were influenced by the growth targets in specific regions and the overall economic climate. Furthermore, the focus remains on internal recruitment, offering employees opportunities for career development through internal mobility.

Representation of employees

We believe in fostering trusting relationships with our employees and their representatives. We maintain regular, open communication about business developments and initiatives through various internal channels, such as our employee app and the intranet MAHLE ONE. When necessary, we aim to implement headcount adjustments or site closures in a socially responsible way. At most locations, we work closely with local employee representatives. Globally, more than 72% of our workforce is covered by collective bargaining agreements. In Germany, alongside location-based Works Councils, a Central Works Council represents the broader interests of the workforce, and the European Works Council delegates represent employees from our European locations.

Percentages of employees covered by collective bargaining agreements¹⁰



Learning and development

Talent management framework

In talent management, we have continued to implement our “Talent Cycle” as a global framework to support our organization with the necessary talent capabilities in a changing mobility world.

The Talent Cycle is an annual, global process that establishes standards for performance evaluation and recognition, fosters better feedback between managers and employees, and guides individual career development. A key component is the Annual Performance and Development Dialogue, where employees and managers align on individual goals, discuss strengths and areas for development, and set development objectives. In the year under review, the completion rate for this dialogue was 93%.

#NeverStopLearning: learning and development landscape

Our employees' expertise and commitment are key to our long-term success. We continue to invest in the learning and development of our workforce, expanding by our global training offerings. In 2024, our employees worldwide participated in 84,274 qualification measures (2023: 76,464).

As part of the MAHLE learning and development landscape, we constantly optimize the learning experience in our global learning system, providing employees in 30 countries with easy access to a wide range of learning opportunities. The comprehensive global learning and development catalogue, which includes both cross-functional and career-related content, is regularly updated.

New features include access to external libraries via business or personal devices, expanded language courses, and e-mobility training modules. Each training module aligns with the competencies defined in our MAHLE Competency Model, which provides clear guidance for professional and personal growth. The model identifies essential competencies for individual, team, and organizational success, and is based on our corporate strategy, vision, leadership principles, and the evolving business environment.

MAHLE is committed to life-long learning and will continue to empower our global workforce with the skills needed in a transforming mobility world. Targeted training and qualification

programs support our employees and managers in re-skilling and up-skilling to future job profiles and emerging areas of competence.



Diversity, equal opportunities, and non-discrimination

Managing our workforce diversity, ensuring equal opportunities, and being sensitive to discrimination are integral to our corporate values as a global company. We welcome a variety of beliefs, ethnicities, disabilities, social backgrounds, gender, and sexual orientations.

Our leadership commitment provides a range of Diversity & Inclusion (D&I) measures. Since 2016, MAHLE has been a signatory to the “Charta der Vielfalt”, which is a voluntary commitment to diversity management, and adheres to anti-discrimination directives, such as the German “General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz)”. Consequently, our focus on sustainable development is evaluated in relation to the Sustainable Development Goals (SDGs) “Gender Equality” (SDG 5) and “Reduced Inequalities” (SDG 10).



Our MAHLE site in Austria remains still holds the “equalitA” seal of quality for the internal advancement of women. Three of our locations in Slovenia were also certified as “Family-Friendly Enterprise” (Družini prijazno podjetje). In Germany, we were re-certified by the “audit berufundfamilie” (audit profession and family), which recognized our commitment to fostering a family-friendly and life-phase-oriented HR policy with specific goals and measures.

Diversity & Inclusion form the foundation of our employees’ well-being, as reflected in our MAHLEforME benefit program. This program offers job flexibility, part-time options, and additional benefits like bike leasing (JobRad) for a healthier lifestyle. We are cooperating with our insurance provider (Betriebskrankenkasse) BKK@MAHLE, which runs the “care for you” health program. A new offering for North America and Poland is an Employee Assistance Program (EAP), which offers employees free financial, legal and personal services with experienced specialists via hotline or online chat. In Germany, employees also have access to the family service benefitatwork and an external coach both on site and remotely.

Learning and growth are key to fostering a diverse and inclusive work environment. That’s why we regularly offer Impulse Sessions in collaboration with our Learning team, for example on resilience in mental health. To spread awareness around Global Mental Health Day, virtual expert sessions in various mental health topics were also available.

This year, we signed the “UN Women’s Empowerment Principles” (WEPs), underlining our commitment to advancing gender equality and increasing female involvement in the workplace, marketplace, and community.

Networking activities took place in different regions and globally. These included our virtual “Female Network Breaks”, Women’s Leadership Conferences in Asia and South America, and the Women in Leadership Annual Speaker Panel in North America. Events like the “Women@MAHLE” meetups for women working in the Thermal business unit in Ramos Arizpe (Mexico), Pune (India), and Stuttgart (Germany) further supported women in the workplace. Our partnership with “CADIA” (Center for Automotive Diversity, Inclusion, and Advancement), the DEI (Diversity, Equity and Inclusion) Council for the North American region, and local



Achieving more together means that all employees have the opportunity to succeed. An inclusive workplace is created when everyone feels appreciated, needed, and that they belong to the company.



Diversity and inclusion at MAHLE

initiatives such as the "Spitzenfrauen" sponsorship for women in local business in Baden-Württemberg continue to strengthen these efforts.

The number of Employee Resource Groups (ERGs) at MAHLE has increased with two new ERGs in North America. These aim to develop a sense of community (One MAHLE One Team) and cross-functional collaboration and networking. Groups that are already established, such as "NOS" in Brazil, and that are dedicated to developing diversity and inclusion initiatives continued their work in raising awareness.

Our ongoing internal and external communication, and our on-site and virtual activities across our regions, emphasized the importance of Diversity & Inclusion and encouraged employee participation. This year's International Women's Day, which is one of our flagship events, was a key highlight for our diverse workforce, offering valuable insights into inclusive language by a

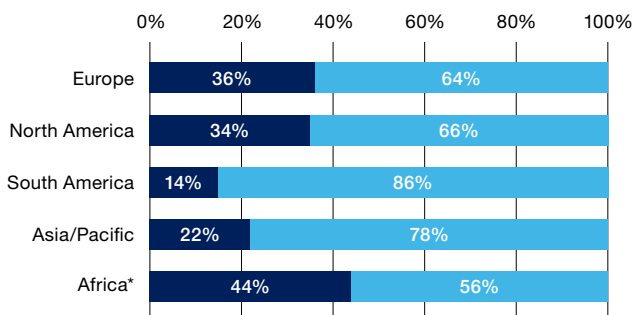
renowned international expert. In combination with our "Together We Achieve More" campaign for the Diversity Day in May, we highlighted how Diversity & Inclusion is embraced at MAHLE by showcasing diverse teams, sharing best practices, and promoting employee initiatives.

Diversity of our global workforce

MAHLE operates in five business units with 135 production locations and 11 Tech Centers, with a total of 27% of employees being female. 29% of our production workers (direct employees) are women, while 24% are indirect employees working in global administration.

Our diversity is not only reflected in our international and intercultural presence but also in the cooperation across genders and generations as most of our employees are between 30 and 50 years old. The average age of our global workforce was 42 years in 2024, similar to 2023.

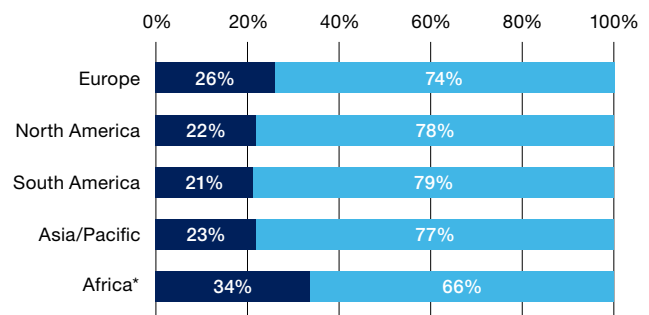
Gender diversity (direct employees)



■ Female ■ Male

*Africa is reported within the MAHLE Region Europe.

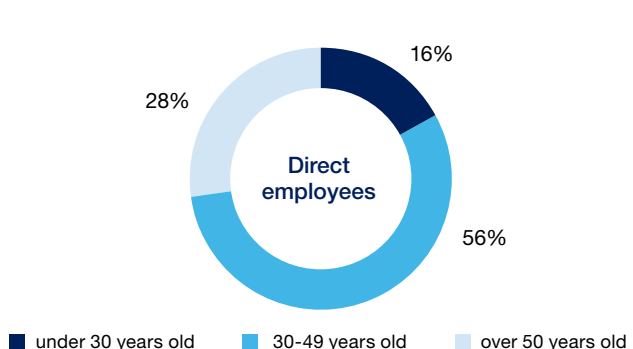
Gender diversity (indirect employees)



■ Female ■ Male

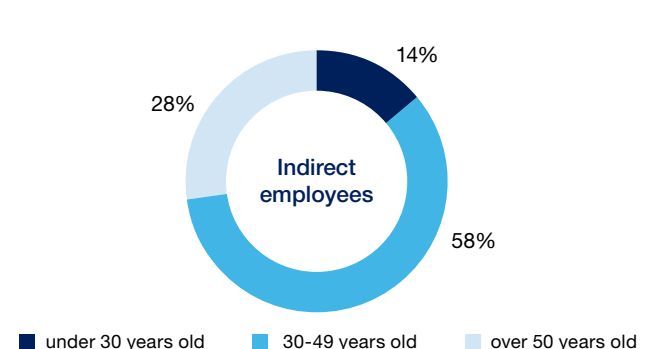
*Africa is reported within the MAHLE Region Europe.

Age diversity (direct employees)



■ under 30 years old ■ 30-49 years old ■ over 50 years old

Age diversity (indirect employees)



■ under 30 years old ■ 30-49 years old ■ over 50 years old

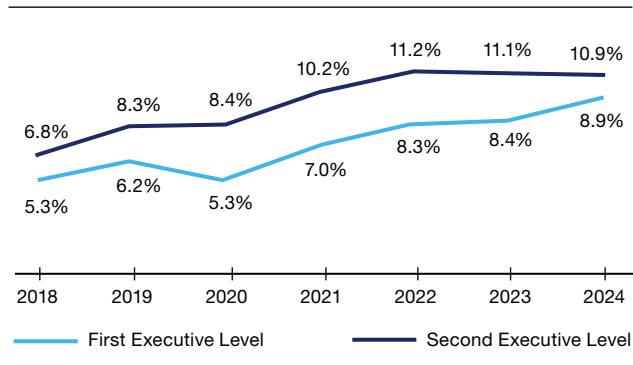
Proportion of women on the Supervisory Board and Management Board

The Supervisory Board of MAHLE has set the following agreement: By June 30, 2025, the target figure for the proportion of women on the Supervisory Board is set at 25%. The target figure for the proportion of women in the Management Board of MAHLE is set at 29% by June 30, 2027. As of December 31, 2024, women represented 30% in the Supervisory Board and 25% in the Management Board.

Proportion of female executives worldwide

As of the end of 2024, women held 15% of all leadership positions globally at MAHLE. On the first executive level below the Management Board, women occupied 8.9% of the positions, while 10.9% of roles on the second executive level were filled by women.

Proportion of women on first and second executive level¹¹



¹¹ 2018–2020 not audited.

Targets for the proportion of women on first and second executive level

Our Diversity & Inclusion (D&I) strategy was introduced company-wide in 2021 and has been making tangible impacts across the group, most notably by promoting women into executive management positions and supporting the development of future and current leaders through targeted talent management processes. We agreed to increase the representation of women to 13% on the first and 18% on the second executive level by December 31, 2030.

To achieve these targets, we are continuously implementing new measures, such as creating Female Empowerment programs, offering opportunities for female talents to network and learn

from one another, and providing training for Hiring Managers and HR personnel. We are also focusing on succession planning, talent management, and employee development.

Our pilot project, which connects and coaches employees on parental leave across gender and company boundaries, entered its second round, with a cohort including both female and male participants.

The Global D&I Dashboard is one of the key strategic reporting tools. It provides an update on relevant KPIs every six months and constant reminders of the gender targets we have set for ourselves.

Fair pay and voluntary benefits

In terms of working conditions, we have implemented various organizational measures to comply with applicable statutory regulations and labor agreements at our locations. We strive to ensure that our employees are remunerated fairly and in line with market conditions. To remain competitive, we regularly review our global bonus schemes for executives and managers, ensuring that they adhere to best practices. In addition to the benefits provided by law and labor agreements, we offer a range of supplementary benefits at many locations. For example, in Germany, employees can benefit from an attractive, company-funded pension scheme. Furthermore, MAHLE increasingly provides additional healthcare and insurance benefits. For instance, we offer an annual health check and an employee assistance program to the entire workforce in China, as well as best-practice health insurance for example in the United States of America and Brazil.

Eliminating pay gaps

To ensure a positive working atmosphere and fair employment conditions, we are committed to closing any gender pay gaps and preventing them from the outset. As a company that adheres to labor agreements in many regions, we strive for equal pay for equal or equivalent jobs, regardless of gender. Our evaluation and remuneration systems are designed to be free from gender bias and are based on objective, technical criteria. We are legally required to address gender pay gaps in several countries. For example, in Germany, we prepare a report in accordance with the Transparency in Wage Structures Act (Entgelttransparenzgesetz) to track and ensure compliance with equal pay standards.

Occupational Health and Safety

According to the guiding principle established by our company founders, our core responsibility is the well-being of our employees. Therefore, occupational safety is proactively addressed across the group, with efforts focused on raising awareness to minimize occupational risks.

At a glance

- **The lost time injury rate decreased from 2.8 lost time accidents per million hours worked in 2023 to 2.1 in 2024.**
- **121 locations are certified according to the ISO 45001 occupational health and safety management system.**

Principles of Safety at Work: Our “Golden Rules”

Our global guidelines for sustainable occupational health and safety, as well as environmental and climate protection, provide a framework for consistent occupational health and safety management throughout the entire group. Three “Golden Rules” are our basic safety rules to provide clear guidance to our employees and managers:

- 1. Safety first:** All employees act in a way that does not endanger themselves or others.
- 2. I care – we care:** We are responsible for ourselves, and for our colleagues.
- 3. Walk the talk:** We do not just talk about occupational safety, we also act consistently accordingly.

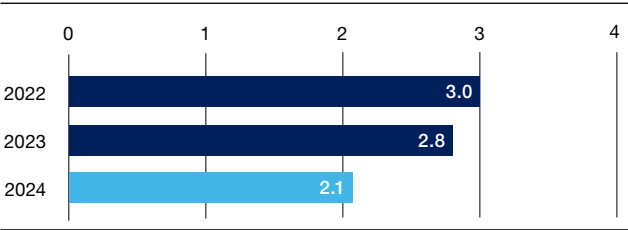
In the MAHLE Business Code, we commit to acting in accordance with the applicable standards for occupational health and safety. Occupational risk assessments, regular training sessions, and safety instructions are implemented to minimize risks and therefore prevent accidents. This contributes to achieving the Sustainable Development Goal (SDG) “Good Health and Well-being” (SDG 3).

At corporate level, the Occupational Health, Safety and Environment (HSE) function coordinates and monitors occupational health and safety activities worldwide. On-site HSE representatives are responsible for implementing safety measures in consultation with regional HSE managers. Each line manager has to make sure that the company's health and safety rules are followed in their area of responsibility. Each location has safety committees in place. These committees comprise management members, employee representatives, if applicable, and the location's HSE representative. Their role is to manage and monitor occupational health and safety issues and to establish measures for continuous improvement. Employees actively participate in identifying the root causes of incidents, non-conformities, or near-misses, as well as in developing corrective actions. All types of occupational safety risks in the workplace must be identified, assessed, and reduced as necessary.

In 2024, we certified seven additional plants for a total of 121 locations certified according to ISO 45001 occupational health and safety management system. This includes 114 production locations and seven Tech Centers, accounting for 87% of our employees worldwide certified under ISO 45001.



Development of LTIR accident rates¹² globally from 2022¹³



¹² LTIR accident rate considering accidents leading to days away per one million working hours (≥ 1 day).

¹³ 2022 not audited.

Our objective: to reduce the workplace accidents

MAHLE has set individual upper limits for the lost-time accident rate in the business units and globally in order to continuously reduce the number of accidents.

In 2024, we reduced the accident rate to 2.1. These are accidents resulting in at least one day of absence in relation to the hours worked, standardized at one million hours.

Key measures, such as implementing a global machine safety guideline and a related training program to enhance machine safety knowledge, were the focus of 2024. Additional training initiatives were launched to ensure the safe shutdown of machines during maintenance and repair work, preventing uncontrolled energy releases. As part of our group-wide safety initiatives, MAHLE has resumed regional training programs to improve the leadership culture. These programs emphasize the absolute priority on safety at MAHLE and managers' responsibility for workplace safety.

The rollout of the global HSE and Sustainability software started in 2023, with a focus on Europe. In 2024, it was extended to all MAHLE regions. Together with the software deployment, we are standardizing global HSE processes. These include conducting

safety risk assessments, issuing permits for safety-critical activities, and logging and tracking audit results and safety inspections. The new processes and the related training help both our managers and our HSE experts to adequately analyze occupational safety risks and take the right measures to reduce them.

Dealing with incidents

We have clear policies for effectively managing work-related hazards on site. When an incident is reported, we classify it according to its hazard potential. This classification encompasses not only events that could jeopardize employee safety but also those that pose risks to business partners. Incidents that may cause a severe hazard to the well-being of our employees or production and meet defined internal criteria are classified as hazardous events. As such, the plant management must report them immediately to the head of the business unit, the relevant central departments, all members of the MAHLE Management Board, and Corporate Communications. A dedicated hazardous event alert process has been established to ensure that affected business partners are informed as soon as possible.

Serious accidents, their causes, and the effectiveness of the implemented corrective measures are evaluated by the regional HSE management team in collaboration with the affected plant. After analyzing the accident, corrective and preventive measures are discussed with all parties involved, up to and including the MAHLE Board Members. The findings and lessons learned are shared with all plants. This fosters a continuous learning process that extends beyond individual sites and helps prevent similar incidents from occurring elsewhere.



**2,600 days without accident – Gurgaon (India)
plant wins Safety Excellence Award**

In recognition of its outstanding performance in the area of occupational safety, the plant in Gurgaon (India), was honored with the MAHLE Safety Excellence Award in 2024. A key indicator of safety is the number of accident-free days at the plant. The plant has not recorded a lost time accident for over 2,600 days, which is more than seven years.



Sustainability in the Supply Chain

All suppliers in the MAHLE supplier network are required to confirm compliance with the sustainability standards outlined in our Supplier Code of Conduct. The MAHLE Integrity Platform provides a channel for suppliers and other parties to report any violations of our Code of Conduct or legal regulations.

MAHLE Purchasing takes responsibility in the supply chain seriously. With increasing customer demands related to conflict minerals, decarbonization, and the new German Act on Corporate Due Diligence Obligations in Supply Chains (Lieferkettensorgfaltspflichtengesetz, LkSG), we further strengthened our activities in this field of responsibility. Therefore, the requirement for doing business with MAHLE remains clear: full compliance with our sustainability requirements – from material purchase, via production through to impacts on people, the environment, and working conditions. Our activities in the supply chain contribute to the Sustainable Development Goal (SDG) “Responsible Consumption and Production” (SDG 12).



At a glance

- MAHLE introduced the ESG Quick Check tool to improve supplier transparency.
- MAHLE is an active member of the Responsible Supply Chain Initiative (RSCI).
- We follow the OECD (Organization for Economic Cooperation and Development) Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

Supplier management

Our supply chain is essential for reaching our sustainability goals, so it is crucial that suppliers follow the standards defined by MAHLE, which align with legal and customer requirements. For instance, if suppliers under contract with MAHLE violate social or environmental standards, it can result in supply disruptions, and quality and cost issues, harm our reputation, and have an adverse impact on people and the planet. Actively managing sustainability aspects within the supply chain mitigates these risks. Additionally, suppliers committed to sustainable practices often demonstrate reliability and innovation, thereby proving themselves to be valuable long-term partners.

The MAHLE supplier network

Our network includes approximately 7,000 direct suppliers for our production materials alone, with key supplier countries being China, Germany, and the United States of America. We procure raw materials, semi-finished goods, and prefabricated components, which range from basic plastic parts to complex mechatronic and electronic assemblies. In the automotive industry, meeting global quality standards is essential for our products, and maintaining competitiveness requires materials to be sourced from global supply markets.

Sustainable purchasing

Given the complexity of our supply chain, we have taken measures to harmonize our sustainability activities across the group in recent years. For instance, we established a Sustainability Team within our Supplier Management and Governance department to focus on sustainability in the supply chain.

Our Purchasing Academy provides employees in the Purchasing department with essential information about sustainability. On-line training modules are also available to help employees understand and engage in current sustainability challenges, including environmental and human rights protection. The Sustainable Purchasing Policy emphasizes the MAHLE sustainability goals and expectations. This policy provides clear guidance for our buyers and outlines our grievance mechanism for any violations. We also hold regular Supplier Sustainability Board Meetings within Purchasing to support the Purchasing and Sustainability teams, confirm specific actions, and make decisions based on insights from our supplier risk analysis.

Current initiatives

MAHLE actively participates in the Automotive Industry Dialogue of the German Association of the Automotive Industry (VDA) and is member of the Sustainability in the Supply Chain working group, which aims to ensure compliance with legal requirements as well as ethical, social, and environmental principles within the industry.

Since 2023, MAHLE has also been a member of the Responsible Supply Chain Initiative (RSCI). Founded by the VDA, this initiative helps its members align themselves with the German Supply Chain Act, which requires companies to assess human rights and environmental risks throughout their supply chain and to implement measures to mitigate these risks. The RSCI developed a specialized audit catalog and an exchange mechanism to facilitate a standardized approach to sustainability assessments across the industry.

The Supplier Code of Conduct

We are committed to ensuring the protection of human rights throughout our global supply chains. This includes preventing issues such as child labor, insufficient labor law protections, exploitation, and discrimination. MAHLE actively opposes such violations and promotes fairness and sustainability. These values guide not only our internal interactions and collaboration, but also our relationships with customers, suppliers, and other business partners.

To ensure compliance with legal requirements, including the German Supply Chain Act and ethical standards within our supplier network, MAHLE has established a Supplier Code of Conduct that is applicable to all suppliers in the MAHLE Group.

MAHLE suppliers are required to accept our Supplier Code of Conduct and are expected to uphold these guidelines within their own supply chains. The code outlines requirements in the following areas:

- Human rights: Prohibition of forced or child labor, slavery, or human trafficking, protection of local communities and indigenous peoples, promotion of equal opportunities, protection against discrimination, and freedom of association
- Working conditions: Standards for working hours and holidays, as well as occupational health and safety
- Prohibition of corruption and bribery
- Fair and free competition
- Data protection and confidentiality
- Environmental and climate protection: Reduction of greenhouse gas emissions and material compliance
- Exclusion of conflict minerals
- Whistleblower platform for reporting violations against these requirements

We provide supplementary information on our procurement and supplier management in the MAHLE Supplier Guideline. This guideline includes further instructions for suppliers in certain business areas and regions, based on legal regulations or specific customer requirements. For instance, we collaborate with minority-owned companies in the United States of America.

Supplier registration, assessment, and approval

Regulatory requirements, such as those in the German Supply Chain Act, highlight the importance of due diligence in identifying sustainability risks at an early stage. We rely on state-of-the-art technology to track and monitor compliance with human rights, labor practices, and environmental issues. When selecting suppliers, we consider their compliance with certified quality and environmental management standards, which are assessed as part of the initial audits. A successful initial audit is required for inclusion in our supplier panel. We have also introduced standardized supplier scorecards in our common Supplier Portal to facilitate the self-assessment of suppliers.

When registering new suppliers, we request that they submit valid certifications, such as IATF 16949, ISO 9001, and ISO 14001, through the Supplier Portal. We also perform regular assessments

of suppliers after they are commissioned and require them to renew their certificates on a timely basis.

Risk management in the supply chain

We use a software system that allows us to monitor potential risks in the supply chain. This system is based on over 75 indicators across various areas. These indicators include key financial figures, location data, and environmental or social factors. The continuous monitoring allows our Purchasing team, and the Sustainable Purchasing team in the case of human rights and environmental alerts, to receive early warning of any increased risks. This enables us to take prompt action and implement appropriate countermeasures. The risk management tool currently monitors more than 80% of our expenditure.

We also conduct an annual risk analysis. This analysis evaluates country, industry, and internal MAHLE material group risks, and covers approximately 40,000 suppliers. The results are used to perform a more specific analysis, which covers around 10% of our supply base. We apply additional due diligence measures, such as sustainability assessments and Corporate Social Responsibility (CSR) audits for these selected suppliers. The outcomes of this concrete risk analysis affect our sourcing decisions. To date, no violations of child labor or forced labor have been identified.

In 2024, we implemented an ESG observation tool, known as the ESG Quick Check, to gain further transparency with our suppliers and assess compliance with the MAHLE Supplier Code of Conduct or the required sustainability self-assessment. The ESG Quick Check is conducted in parallel with supplier quality audits.

Sustainability ratings are crucial in determining our supplier panel, particularly during the approval of new suppliers or the contracting process. In addition to sustainability ratings (covering human rights and environmental criteria), financial stability and other governance factors are also considered in supplier nominations.

In cases of clear violations of our Supplier Code of Conduct, we require suppliers to address the issue and report serious breaches to our Compliance Office for appropriate actions. If the issue is not resolved, the supplier may be removed from our supplier panel.

Critical raw materials

MAHLE has implemented a process to identify and manage risks throughout the entire mineral supply chain, with a particular focus on conflict minerals, which are mined under conditions of armed conflict and human rights abuses. Based on the "Conflict Raw Materials Guideline for Supply Chain" established in 2022, MAHLE has developed a policy that outlines our expectations for direct suppliers and other stakeholders in the supply chain and is an integral part of our purchasing conditions.

To increase transparency, we report on the critical minerals use upon request to our customers. Our process is based on the OECD¹⁴ Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. All affected suppliers must provide MAHLE with an official Conflict Mineral Reporting Template (CMRT) comprising tin, tungsten, tantalum, or gold and an Extended Minerals Report Template (EMRT) comprising cobalt and mica minerals. In cases of non-compliance with our due diligence requirements, an escalation process is followed. As a final step, the company reserves the right to declare "new business on hold" against conspicuous suppliers.

Our CMRT and EMRT are uploaded to the Supplier Assurance Platform hosted by the Drive Sustainability initiative or sent to customers directly every year. In 2024, the Drive Sustainability initiative gave the MAHLE CMRT a score of 88% and the EMRT a score of 98%.

¹⁴ OECD (The Organization for Economic Co-operation and Development).

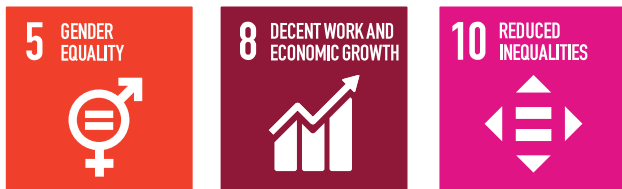
Human Rights

As a foundation-owned company, MAHLE has always had a sense of social responsibility. This is reflected in the strategic topic of Human Rights, which connects various due diligence processes throughout our business activities.

At a glance

- In 2024, the MAHLE group published the report on the fulfillment of its due diligence obligation in accordance with the German Supply Chain Act.

Upholding human rights, combating child and forced labor, and respecting employees' freedom of association are fundamental principles for MAHLE that are supported by our due diligence processes. These principles are integrated into our sustainability strategy through the strategic topic of Human Rights, which connects various due diligence processes across our business activities. This contributes to the Sustainable Development Goals (SDGs) "Gender Equality", (SDG 5), "Decent Work and Economic Growth" (SDG 8), and "Reduced Inequalities" (SDG 10).



At MAHLE, we have established a cross-functional working group on human rights, which includes representatives from HR, Purchasing, Sustainability and HSE, Compliance, and Risk Management. The working group initiates actions to perform human rights due diligence, which consists of risk assessments, a whistleblower platform, and training sessions. The oversight of our human rights strategy and actions remains with the Sustainability Steering Committee.

In 2024, the working group focused on further implementing the requirements of the German Supply Chain Act. MAHLE continuously conducts risk assessments of its own operations and suppliers regarding human rights. MAHLE has also introduced training courses on human rights due diligence across all relevant departments, particularly in Purchasing. In addition, all managers at MAHLE receive human rights training. By publishing the first report

on the fulfillment of its due diligence obligation on the respect for human rights, MAHLE has met its statutory reporting obligation.

To further strengthen social responsibility within the company and comply with the requirements of the German Supply Chain Act, MAHLE revised the "Principles of Social Responsibility in the MAHLE Group" in 2024 and consolidated them into the "Policy Statement on Social Responsibility in the MAHLE Group". The policy statement sets mandatory high standards regarding human rights, which include the rejection of forced and child labor, working conditions, and cooperation with employees and their representation bodies in accordance with the relevant International Labor Organization (ILO) conventions. The policy statement must be observed within the MAHLE Group and throughout the MAHLE supply chain.

The MAHLE Business Code requires the company and its employees to comply with all laws and regulations applicable in their respective working environments, including those aimed at preventing forced labor and child labor. Any violations will result in disciplinary action in accordance with the applicable labor laws. Policies are in place to identify risks during the recruitment process and throughout the employment relationship. A candidate's age and the availability of important documents, such as a residence or work permit, are checked before employment commences.

MAHLE has an employee representation structure, that is used to maintain a constructive relationship. Employee representatives play a key role in ensuring that human rights are upheld.

Employees who witness human rights violations can report them through internal channels. These include their supervisors, the Corporate or Regional Compliance Office, the external ombudsperson, or the web-based Integrity Platform whistleblower system. Reporting violations will not result in any personal disadvantage for the employees.

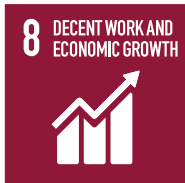
Responsible Corporate Governance

Responsible business behavior at MAHLE means complying with laws and internal rules while ensuring fair competition. As such, compliance has always been an important element of our corporate governance.

At a glance

- The MAHLE Business Code was expanded to reflect already existing fraud prevention topics.
- Over 94% of target employees completed antitrust law and prevention of corruption training.
- A global network of (National) Data Protection Coordinators supports compliance efforts.

Our activities contribute to the Sustainable Development Goal (SDG) “Decent Work and Economic Growth” (SDG 8).



The MAHLE risk management system

Our risk management system covers economic, environmental, and social aspects. To identify opportunities and risks at an early stage and address them proactively, our experts in the corporate functions and business areas continuously assess short-, medium- and long-term market trends (0-1 year; 1-5 years; 5-15 years). For example, scenario analyses created by our Corporate Planning department help us simulate changes in markets and regulatory frameworks.

The Risk Management Committee, which includes members of the MAHLE Management Board and the Group Risk Manager, is

Schematic diagram of risk management at MAHLE



responsible for managing and monitoring the risk management system. This committee defines the top risks for the company and prioritizes them based on their potential financial impact and likelihood of occurrence, as assessed by risk experts. For each identified risk, one or more risk owners are appointed to initiate target measures to reduce the potential impact.

The Group Risk Manager is responsible for the practical implementation of the risk management system and summarizes the top risks, countermeasures, and control mechanisms in the Annual Group Risk Management Report. This report requires approval by the entire MAHLE Management Board.

If a hazard occurs despite preventive measures, we have arranged economically prudent insurance coverage for the financial consequences of production losses and business interruptions at MAHLE, such as those caused by fires or natural disasters.

Specific liability solutions, including environmental issues, are also covered.

Environmental risks and opportunities identified at MAHLE are primarily linked to regulatory emission reduction targets and growing environmental awareness in the markets. The automotive industry is facing a transformation due to stricter emissions regulations and the shift toward electrification:

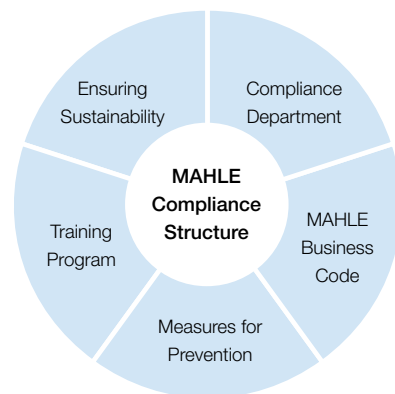
- The large portfolio of emission-relevant segments, such as those for combustion engine components, could face reduced demand, leading to declining sales for these products. Opportunities lie in improving the efficiency of our components and expanding our portfolio of electric drives and auxiliary components.
- With production, administrative, and distribution sites spread across various countries, MAHLE is exposed to environmental risks such as fires and natural hazards. These risks are regularly monitored and addressed through a long-term strategy. This helps us to minimize material damage to facilities and avoid consequential impacts like air and water pollution or disruptions in the supply chain.

Our compliance management system

The existing compliance structure is continuously optimized and adapted by the MAHLE compliance organization on a risk-orientated basis. At group level, this structure ensures that our conduct and actions comply with laws and internal rules. As shown in the graphic, this includes the MAHLE Business Code as a basic code of conduct for all employees worldwide, as well as our compliance organization, preventive measures, and training concept. Various steps are taken to safeguard the effectiveness and sustainability of our compliance structure, such as documenting compliance activities, conducting compliance audits, and implementing regular web-based compliance training programs.

MAHLE compliance structure

Our decentralized compliance approach means that all organizational units, divisions, and departments are responsible for the processes and compliance risks applicable to their area. This structure is designed to ensure compliance with laws and internal rules in line with the legal compliance procedure. Certain compliance risk areas are managed centrally. For example, antitrust law and the prevention of corruption are overseen by the group-wide MAHLE Compliance department (see sub-section "Prevention of fraud and corruption and antitrust law"), while data protection is centrally managed by the Corporate Data Privacy department (see sub-section "Data protection"). Furthermore, the Corporate Sustainability and Occupational Health, Safety and Environment corporate function is responsible for managing environmental compliance risks, and the Human Resources (HR) department is responsible for managing compliance risks relating to social concerns. Preventive measures, such as guidelines and training courses, have been implemented across all these compliance areas.



MAHLE Business Code

We are committed to complying with ethical standards and laws in all our business activities. This is based on the MAHLE Business Code, which defines the legal and ethical framework for all MAHLE employees. This includes the members of the MAHLE Management Board, members of the MAHLE Management Committee, and executives. For affiliated companies located outside Germany, the MAHLE Business Code defines the minimum standards, which should be supplemented by local requirements and specific characteristics. In joint ventures and companies where MAHLE holds between 25% and 50% of the shares, appropriate measures are taken to ensure compliance with the objectives of the MAHLE Business Code.

To further strengthen the integrity and security of our business activities, the MAHLE Business Code was harmonized in 2024 with updates to the “Fraud and Corruption Prevention” guide, which reflects already existing fraud prevention processes. New employees receive a copy of the MAHLE Business Code as part of their orientation documents. Members of the MAHLE Management Board, members of the MAHLE Management Committee, and executives are required to submit a written commitment to comply with the contents of the MAHLE Business Code and to ensure its implementation within their areas of responsibility.

Compliance organization

The MAHLE Group Compliance Organization Guideline defines and designates the responsibilities of the compliance organization and describes its tasks and reporting lines in cases of compliance violations.

At group level, the compliance organization comprises the MAHLE Management Board, the Compliance Steering Committee, and the Corporate Compliance Office. Regional Compliance Committees and Regional Compliance Offices have also been established at regional level.

The Compliance Steering Committee consists of members of the MAHLE Management Board and the MAHLE Management Committee, along with executives from the Human Resources, Legal and Internal Audit departments. It is responsible for the content and strategic further development of the compliance structure and reports directly to the MAHLE Management Board.

The Corporate Compliance Office implements preventive measures such as training sessions and communication activities on antitrust law and the prevention of corruption. It also manages compliance violation reports, evaluates them, and passes them to the appropriate bodies. The Corporate Compliance Office is assigned to the Corporate Legal department. When internal compliance audits are planned, it consults with the Corporate Internal Audit department, which then conducts the compliance audits.

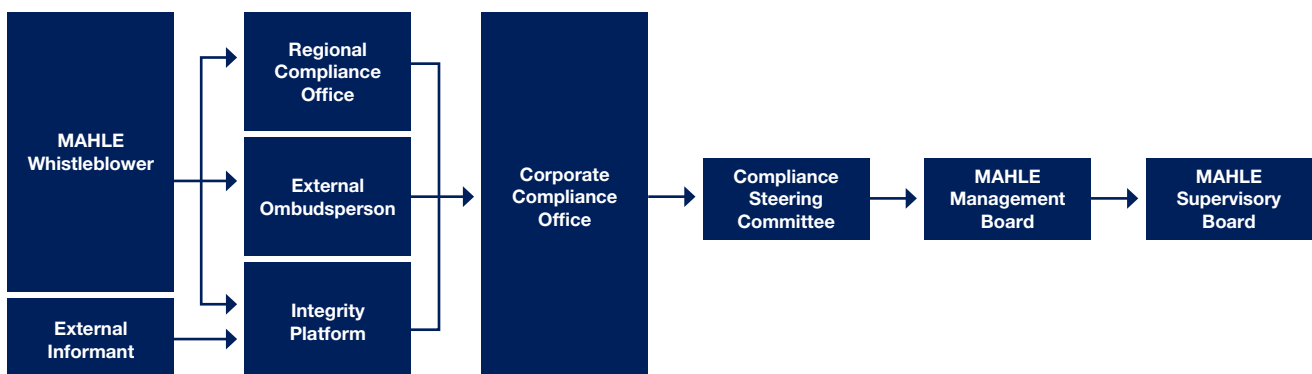
The Corporate Compliance Office is supported by the Regional Compliance Offices, which are available to support employees in their region with compliance queries and reports of violations. They also implement necessary compliance measures locally.

The Regional Compliance Offices also preside over the Regional Compliance Committees. They are primarily responsible for analyzing local compliance risks, reporting on local compliance issues, and adapting the guidelines to local circumstances.

Management of compliance violations

The Corporate Compliance Office must be involved in all incidents that could significantly impact the MAHLE Group. It evaluates these incidents based on the provisions outlined in the MAHLE Group Compliance Organization Guideline. Any serious or significant violations are immediately reported by the Corporate Compliance Office to the Compliance Steering Committee. The responsible members of the Compliance Steering Committee decide whether the Corporate Internal Audit department should be involved for investigative purposes.

The MAHLE compliance reporting channels



Employees can report potential compliance violations to the Corporate Compliance Office, their responsible Regional Compliance Office, or through the web-based whistleblowing system, especially when confidentiality is required. The Integrity Platform is accessible via the MAHLE website and is available to both employees and external parties. Alternatively, employees may contact the regional external ombudsman.

In 2024, 207 potential compliance violations were reported globally. The Corporate Compliance Office classified the reports received into categories in accordance with the MAHLE Group Compliance Organization Guideline. 13 serious or significant reports were investigated by Corporate Internal Audit, 163 were investigated by the respective departments, 18 were dismissed due to insufficient information, and 13 were in pre-assessment.

The MAHLE Management Board and the MAHLE Supervisory Board receive annual updates on the developments within the MAHLE compliance structure and the activities of the compliance organization. The MAHLE Management Board is also provided with a detailed compliance report. Key findings from compliance audits are also communicated by Corporate Internal Audit.

The compliance management system is regularly reviewed and developed as needed.

Antitrust law and prevention of fraud and corruption

The compliance risk areas of antitrust law and the prevention of fraud and corruption are centrally managed by the group-wide MAHLE compliance organization because these areas are not assigned to specific organizational units.

Prevention of fraud and corruption

Prevention of fraud and corruption is an important topic at MAHLE. Our Guide on Prevention of Fraud and Corruption and related compliance and corruption training modules provide employees with guidance on essential rules for preventing fraud and corruption.

Additional measures, such as the Approval and Signature Guideline, outline the dual control principle and specify the management levels required for approving certain processes or business transactions. This helps reinforce fraud and corruption prevention.

We also emphasize our strict anti-fraud and corruption policy to business partners through our Supplier Code of Conduct, which all suppliers are required to comply with.

Antitrust law

It is especially important to comply with antitrust laws, which protect and ensure free and fair competition worldwide. We take proactive steps to prevent potential violations as this aligns with our own interests. Our Guide on Antitrust Law and related antitrust training materials provide detailed guidance

Number of employees trained in antitrust and prevention of corruption in 2024

Region	Total (nominated)	Management Board, Management Committee and executive levels 1 to 3 (training completed)	Other levels (training completed)	Coverage (training completed)
Europe/South Africa	680	298	336	93%
North America	185	78	98	95%
South America	130	31	90	93%
Asia/Pacific	258	79	163	94%
Total	1,253	486	687	94%

on how to behave in areas sensitive to antitrust law, such as interactions with competitors, customers, and suppliers, during industry association meetings, and in the context of joint venture activities.

Training in antitrust and prevention of corruption

To prevent violations of laws and internal company rules from the outset, we organize regular web-based compliance training sessions that focus on antitrust law and the prevention of corruption. These training sessions are mandatory for all members of the MAHLE Management Board, MAHLE Management Committee, executives, and employees in risk-exposed areas such as purchasing and sales. Employees also have the option of participating in the training voluntarily. Refresher trainings for the target groups are conducted every two years. In 2024, a total of 1,173 employees completed the compliance training, including the scheduled rollout of the training in the fourth quarter.

Compliance at MAHLE

To raise awareness, we have implemented a web-based training module called “Compliance@MAHLE”. This training module is mandatory for all employees worldwide with a MAHLE e-mail account, regardless of seniority. The content covers general compliance topics as well as MAHLE-specific aspects. It also provides training on various compliance areas, such as occupational health, safety, and environmental protection, antitrust, corruption prevention, data protection, and export control. The goal is to educate employees on how to avoid compliance violations and mitigate the risk of negative consequences. In 2024, 26,301 employees participated.

Number of employees trained in Compliance@MAHLE in 2024

Region	Total (nominated)	Coverage (training completed)
Europe/South Africa	14,381	94%
North America	4,449	93%
South America	2,389	95%
Asia/Pacific	5,082	98%
Total	26,301	95%

Data protection

MAHLE is committed to upholding the right to self-determination. As a global company, we consider privacy laws from various jurisdictions. The European General Data Protection Regulation (GDPR) and the German Federal Data Protection Act (BDSG) are of primary importance as MAHLE is headquartered in Germany. The GDPR also serves as a key framework for our data privacy practices, often setting the global standard for legal requirements. Our international plants benefit from this framework, which helps them to ensure compliance with the relevant local laws.

How data privacy works at MAHLE

The data protection organization at MAHLE consists of various roles. The organization consists of an internal team of data privacy specialists within the Corporate Data Privacy department and a Corporate Data Protection Officer (CDPO), both of whom are experienced in the field of data privacy. The Corporate Data Privacy department is responsible for developing internal privacy standards and offering support to the MAHLE Group on all privacy matters. The CDPO is required by law to advise and inform the MAHLE Management Board on actions to ensure compliance with data privacy. Additionally, MAHLE has established a network of (National) Data Protection Coordinators across its global entities. Each coordinator undergoes privacy-specific training and acts as the primary point of contact within the respective country, linking employees of each entity with the Corporate Data Privacy department.

In 2020, MAHLE introduced a group-wide Data Protection Management System to further demonstrate the commitment to the right of informational self-determination. This system was updated in 2024. As part of this management system, all employees across the MAHLE Group are required to complete mandatory, web-based data protection training.

In the event of a potential data breach, the Corporate Data Privacy department must be informed immediately. Each incident is assessed individually. If necessary, the responsible National Data Protection Coordinator reports the breach to the relevant supervisory authorities and, depending on the circumstances, informs the affected individuals. To monitor and improve privacy compliance, the Corporate Data Privacy department conducts audits across various MAHLE entities.

Sustainable Innovations

As a forward-thinking development partner to the automotive industry, the MAHLE Group provides customers with complete systems built on a diverse range of innovative products. For us, sustainability starts in the research and development phase. Our innovative solutions and versatile product portfolio contribute to environmental and climate protection.

At a glance

- MAHLE is expecting a significant increase in the variety of powertrains, both in passenger cars and in commercial vehicles.
- MAHLE focuses on electrification, thermal management, and components for efficient, sustainable internal combustion engines that run on renewable fuels.
- The MCT (MAHLE Contactless Transmitter) technology and the MAHLE SCT (Superior Continuous Torque) electric motor are key enablers of zero-emissions mobility.
- MAHLE has been developing hydrogen engine systems for six years and has worked on other climate-neutral fuels for over 20 years.
- MAHLE offers Battery Service Solutions for high-voltage batteries.

Sustainable mobility

Climate protection cannot succeed without a transformation of the transportation sector. However, the dynamics in the mobility sector have probably never been as intense, and the global demand for powertrain development has never been as complex as it is today. This applies not only to passenger cars but also to the commercial vehicle sector, both on- and off-road.

MAHLE is expecting a significant increase in the variety of powertrains, both in passenger cars and in commercial vehicles. In terms of newly produced passenger cars, our latest MAHLE market scenarios from the end of 2024 expect the market share of purely electrified vehicles to rise globally from over 10% in 2023 to around 50% by 2035. This is despite the continued market growth of vehicles with combustion engines in emerging countries.

This outlook leads to the following market implications for the corporate strategy MAHLE 2030+. For MAHLE, the future of mobility is electric, with 50% fully electric vehicles and 50% hybrid vehicles on the roads. New vehicles will largely be powered by electric drives, regardless of the energy source. Systems expertise is the key to a successful transformation. Automotive suppliers are striving for end-to-end system expertise with integrated solutions that can reduce complexity and cost. Automotive manufacturers are designing cross-model vehicle platforms and require strong powertrain suppliers who can handle a larger portion of the value chain. In emerging markets, the demand for combustion engine vehicles is expected to continue to grow, particularly in regions like India and South America. The gradually increasing market penetration of electric vehicles and infrastructure bottlenecks mean rapid decarbonization of the transport sector will only be possible with technological diversity. Therefore, hydrogen and alternative fuels play an important role in supporting carbon neutrality. Based on the market trends, our vision "We Shape Future Mobility," and our mission "Efficiency in Motion," MAHLE is focused on driving the climate-neutral mobility of tomorrow. We aim to further strengthen our position as one of the leading system suppliers in three strategic areas: Electrification, Thermal Management, and sustainable, efficient Internal Combustion Engines. This will contribute to the Sustainable Development Goals (SDGs) "Industry, Innovation and Infrastructure" (SDG 9), "Responsible Consumption and Production" (SDG 12) and "Climate Action" (SDG 13).



In the area of electrification, MAHLE focuses on innovations related to electric drives, components for batteries and fuel cells, and intelligent charging. These innovations aim to enable e-mobility with maximum efficiency through cutting-edge technology. MAHLE is addressing key challenges that customers are currently facing, such as cruising range, efficiency, and fast-charging capabilities. The applications can be used in a wide range of vehicles, including e-bikes, e-scooters, passenger cars, delivery vans, heavy-duty commercial vehicles, and off-road and industrial applications.

The second strategic field is Thermal Management, which focuses on the heating and cooling of both the vehicle and the cabin. The goal is to achieve energy efficiency and cabin comfort for sustainable mobility. MAHLE uses its in-depth expertise in powertrain, electronics, batteries, and passenger compartment systems to offer highly efficient and cost-optimized system architectures. These solutions cater to all drive types and vehicle classes through a modular system approach.

MAHLE will also remain a competitive market player in the internal combustion engine market with high-quality products, lean cost structures, and long-standing relationships built on customer trust. Where there is demand for internal combustion engines in international markets, we provide components for highly efficient engines that can also run on hydrogen, e-fuels, or other renewable fuels. We support the transportation sector's contribution to climate, environment, and resource protection with a technologically diverse approach to customers and markets, with the development of technologies for all forms of drivetrains. MAHLE has established a Global BioMobility Center in Jundiaí (Brazil) to support the development and global rollout of combustion engines with renewable biofuels.



Global BioMobility Center

Brazil is recognized as a pioneer in the use of biofuels. As such, MAHLE has launched the Global BioMobility Center at the MAHLE Tech Center in South America with the mission to develop solutions that enhance the use of biofuels and sustainable materials. The center aims to promote the widespread adoption of these technologies worldwide, contributing to global decarbonization efforts. The MAHLE Tech Center in Jundiaí is equipped with dedicated resources for testing sustainable fuels and also integrates digitalization with simulations to optimize the efficiency of biofuel-powered engines. This technology center connects vehicle manufacturers, biofuel developers, research institutes, and funding agencies on a global level. Together, they develop biomaterials and biofuels while optimizing the efficiency of sustainable internal combustion engines, thereby supporting the decarbonization of mobility.

In 2024, nine projects were initiated to drive the development of new technologies. These projects include supporting the application of biofuel technologies in India, Thailand, and Indonesia. The center also directly supports new public policies in Brazil that promote the integration of biofuels into the energy mix.



Sustainable innovations

Given the expanding global economy and population growth, road transport volumes are expected to increase by over 40% by 2030, compared with 2019. This highlights the importance of commercial vehicles as a key driver for carbon-neutral mobility. The sustainable commercial vehicle sector represents a significant business area for MAHLE. The group currently serves over 120 international commercial vehicle brands across on-highway and off-highway segments. For this market, MAHLE is developing components and systems for battery-electric, fuel cell, and hybrid vehicles, while also adapting internal combustion engines for the use of hydrogen and other renewable fuels. Our products are developed, tested, and ready for volume production.

Systematic approach for a fuel cell electric truck

The conversion of hydrogen into electricity in fuel cells places significant technical demands on the vehicle's drive components. At the 2024 International Commercial Vehicle Show (IAA Transportation) in Hanover, MAHLE unveiled a complete system for a fuel cell electric truck, featuring a balance of plant systems, thermal management, and a fully functional heavy-duty electric drive axle. This approach was designed to optimize the interaction and interdependencies between individual product groups.

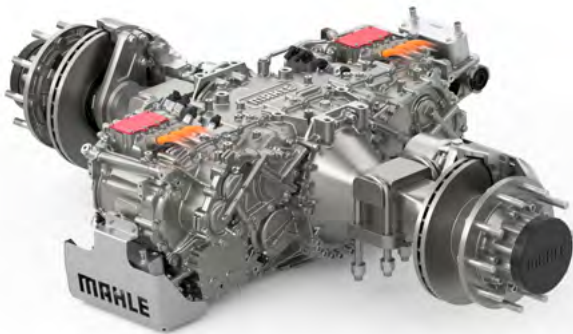


Fuel cell truck with fuel cell peripherals

Heavy-duty electric drive axle with SCT e-motors and liquid management

MAHLE has designed a heavy-duty e-axle as a technology demonstrator to highlight its system competence and the production maturity of its innovations for the electrification of heavy-duty commercial vehicles. The e-axle boasts two fully integrated Superior Continuous Torque (SCT) e-motors with liquid management systems (without external piping and tubes).

The SCT electric motor has a continuous output of 480 kW and efficiency of 92%, which make it the ideal electric drive system for heavy-duty traffic in battery-electric trucks and fuel cell applications.



Top: Heavy-duty electric drive axle
Bottom: Superior continuous torque electric motor

Evaporative cooling

A key component of thermal management is the newly developed evaporative cooling system that MAHLE has designed for fuel cell trucks. This system utilizes the cooling effect of water evaporation as it is sprayed onto the coolant cooler through a grating and ensures efficient temperature regulation for the fuel cell.



Evaporate cooling system

Bionic high-performance fan

To reduce the loud fan noise of commercial vehicles, which can be disruptive under full load or during recharging at night in residential or rest areas, MAHLE has developed a bionic fan. Inspired by the feathers of an owl, one of the quietest birds in flight, the design has been shown to reduce truck fan noise by up to 4 dB(A), effectively halving the sound pressure level.



Bionic fan inspired by an owl

Cooperation with Valeo

In 2024, MAHLE and Valeo kicked off a joint project to develop an innovative magnet-free electric axle system, targeting upper segment electric vehicles with peak power ranging from 220 kW to 350 kW. Introducing the iBEE system (inner Brushless Electrical Excitation), this cutting-edge technology aims to revolutionize performance and efficiency of magnet-free electric motors. Valeo and MAHLE signed a Joint Development Agreement to combine both Valeo's expertise in electric motors, highly efficient inverters, and associated motor control laws, and the expertise of MAHLE in magnet-free rotors with its MAHLE Contactless Transmitter (MCT) technology.



iBEE System
(inner Brushless Electrical Excitation)

Hydrogen combustion

MAHLE is globally exploiting the potential of all available power-train technologies to contribute to climate protection goals. As part of our strategy, we are committed to technological diversity. Alongside e-mobility solutions, including fuel cells and related thermal management systems, renewable fuels offer short-term opportunities for achieving carbon-neutrality in heavy-duty and off-highway applications.

MAHLE has over 100 years of experience in combustion engines and uses it to make its components highly efficient, highly durable, and fit for the use of renewable fuels such as hydrogen. The MAHLE hydrogen Power Cell Unit (PCU) reduces oil consumption and guarantees robust and trouble-free operation of a hydrogen engine.



Hydrogen powercell unit



Battery diagnostic solution E-HEALTH Charge

Battery service solutions

MAHLE is also working on products for e-mobility in the service and spare parts business. The BatteryPRO product line and its five product groups of E-SAFETY, E-SCAN, E-HEALTH, E-CARE, and E-CHARGE show that MAHLE Aftermarket is ready to respond to the ever-growing importance of e-mobility. In addition to its new E-HEALTH Charge battery diagnostic solution, which provides reliable information on the state of health and performance of high-voltage batteries, MAHLE Aftermarket also unveiled its new product family member, E-CARE Fluid, in 2024. Workshops can use E-CARE Fluid to automatically drain and refill the battery cooling circuit and identify potential leaks.

Quality and product responsibility | CQ

MAHLE ensures quality through a standardized, group-wide management system that complies with the requirements of IATF 16949, a standard set by the International Automotive Task Force. This system is overseen by the Corporate Quality department, has been set in place for years, and is integral to maintaining consistent quality standards. Management system representatives at manufacturing and development sites implement MAHLE business processes to ensure compliance and integration. As a result, all development sites are certified under ISO 9001 and all production sites meet the additional requirements of the automotive industry under IATF 16949.

Furthermore, MAHLE establishes ambitious quality targets as part of our annual corporate planning process. We define these targets at the top, substantiate them at the bottom, and then consolidate them globally across the operating units. Our group-wide reporting system for relevant quality data ensures that accurate and up-to-date information on the quality performance of all units is consistently available.

When it comes to safety-relevant automotive components, malfunctions can have serious consequences. We take responsibility for the safety of our products throughout their intended life cycle by clearly defining their functional descriptions for customers.

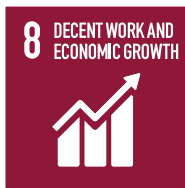
We reduce risks in series production by adopting quality assurance measures and verify compliance with our specifications by conducting audits. Identified weaknesses and errors are analyzed and addressed systematically. In the event of a product recall, MAHLE collaborates closely with customers and relevant supervisory authorities. An ad hoc reporting chain ensures that the business units' management and the MAHLE Management Board are informed. These measures are proving effective. In 2024, we reduced the number of customer complaints in the automotive division by 19% compared to the previous year.

In 2024, we improved the PPM (Parts Per Million) rate of defective parts by 38% compared to the previous year. Our customers once again recognized the quality of our products and services as we received more than 60 awards in the 2024 business year.

Sustainable Finance

The finance sector is rapidly evolving, increasingly incorporating sustainability aspects into investment decisions. Finance is crucial for ambitious sustainability targets like the Paris Agreement, the transition to a circular economy, and the transformation of the transportation sector. At the same time, new regulations, such as the EU taxonomy delegated acts, create additional reporting requirements. MAHLE aims to become a proactive participant in the evolving market segment of sustainable finance.

Our activities contribute to the Sustainable Development Goal (SDG) "Decent Work and Economic Growth" (SDG 8).



At a glance

- MAHLE has signed a new syndicated credit facility with a sustainability-linked component.
- MAHLE is adapting its financial reporting processes to ensure compliance with future European Taxonomy regulations.

One of the recent priorities of the MAHLE sustainability strategy is Sustainable Finance. MAHLE has been actively contributing to the development of standards and rules in this area.

MAHLE plans to invest in projects that create a positive environmental impact and support the goals of the Paris Agreement and the UN SDGs. MAHLE also seeks to diversify its investor base and strengthen relationships with existing investors.

The ambition of MAHLE is to use financial instruments that:

- finance or refinance projects that comply with the MAHLE core businesses and sustainability strategy,
- and contribute to the achievement of specific sustainability goals.

In 2024, MAHLE signed a new syndicated credit facility with its core banks. This facility incorporated a sustainability-linked component tied to ambitious sustainability indicators. Carbon reduction, which is a key focus of our sustainability strategy, was a central criterion in defining these indicators.

Additionally, with the EU Taxonomy regulation approaching, MAHLE will be required to report on the share of sales, and capital and operational expenditure linked to sustainable economic activities. Based on current regulations, mandatory reporting will start with the 2025 Annual Report figures and consequently be published in 2026. MAHLE is currently focused on classifying products and other economic activities in accordance with the EU Taxonomy framework to ensure that the eligibility and alignment of identified sustainable activities are clearly defined. At the same time, efforts are focused on establishing audit proof data collection processes. MAHLE is also actively developing the necessary documentation to meet regulatory requirements and comply with technical screening criteria. This preparatory work will provide the foundation for the EU Taxonomy reporting in the upcoming years.

The MAHLE FOUNDATION

Our company founders, Hermann and Dr. Ernst MAHLE, connected their commercial success with social responsibility at an early stage. In 1964, they established the MAHLE FOUNDATION.

This non-profit foundation holds 99.9% of the shares in the MAHLE Group but, as a matter of principle, has no voting rights. The foundation uses the annual dividend from the group's net income for the year to support social projects. This arrangement guarantees the group's independence and ensures that most of the profit generated can be reinvested in the company.



In line with the objectives stated in the Articles of Association, the foundation is particularly involved in health and nursing care, agriculture and food, education and upbringing, and art and culture. It provides start-up financing and supports a number of long-term projects. One of its core projects has always been the sponsorship of the Filderklinik (Filder hospital) in Filderstadt-Bonlanden near Stuttgart/Germany.

The MAHLE FOUNDATION also supports around 150 projects and initiatives throughout the world every year. The initiatives are described in detail in the MAHLE FOUNDATION's Annual Report.



<https://www.mahle-stiftung.de/en/downloads/>

PwC Auditor's Report

Independent Practitioner's Report on a Limited Assurance Engagement on Sustainability Information

To MAHLE GmbH, Stuttgart

We have performed a limited assurance engagement on the 2024 Sustainability Report of MAHLE GmbH, Stuttgart (hereinafter "the Company"), for the period from 1 January to 31 December 2024 (hereinafter the "Report").

Responsibilities of the Executive Directors

The executive directors of the Company are responsible for the preparation of the Report in accordance with the principles stated in the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter the "GRI-Criteria").

This responsibility of Company's executive directors includes the selection and application of appropriate methods of sustainability reporting as well as making assumptions and estimates related to individual sustainability disclosures, which are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal controls as they have considered necessary to enable the preparation of a Report that is free from material misstatement whether due to fraud or error.

Audit Firm's Independence and Quality Management

We have complied with the German professional provisions regarding independence as well as other ethical requirements.

Our audit firm applies the national legal requirements and professional standards – in particular the Professional Code for German Public Auditors and German Chartered Auditors ("Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer": "BS WP/vBP")

as well as the Standard on Quality Management 1 published by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW): Requirements to quality management for audit firms (IDW Qualitätsmanagementstandard 1: Anforderungen an das Qualitätsmanagement in der Wirtschaftsprüferpraxis – IDW QMS 1 (09.2022)), which requires the audit firm to design, implement and operate a system of quality management that complies with the applicable legal requirements and professional standards.

Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the Report based on the assurance engagement we have performed.

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the IAASB. This Standard requires that we plan and perform the assurance engagement to allow us to conclude with limited assurance that nothing has come to our attention that causes us to believe that the disclosures in the Company's Report for the period from 1 January to 31 December 2024 have not been prepared, in all material aspects, in accordance with the GRI-Criteria.

In a limited assurance engagement the assurance procedures are less in extent than for a reasonable assurance engagement and therefore a substantially lower level of assurance is obtained. The assurance procedures selected depend on the practitioner's judgment.

Within the scope of our assurance engagement, we performed amongst others the following assurance procedures and further activities:

- Obtaining an understanding of the structure of the sustainability organization and of the stakeholder engagement
- Assessment of the process for conducting the materiality analysis in accordance with the GRI criteria
- Inquiries of personnel involved in the preparation of the Report regarding the preparation process, the internal control system relating to this process and selected disclosures in the Report
- Identification of the likely risks of material misstatement of the Report under consideration of the GRI-Criteria
- Inspection of processes for collecting, controlling, analyzing and aggregating selected data at specific sites of the Company on a sample basis, incl.
 - Virtual site visits in Juarez (Mexico), Ramos Arizpe (Mexico), Macheng (China), Murfreesboro (USA), Ostrava (Czech Republic), Balassagyarmat (Hungary), Ayutthaya (Thailand), Itajubá (Brazil), Schorndorf (Germany), Kawagoe-Shi (Japan)
- Analytical evaluation of selected disclosures in the Report
- Evaluation of the presentation of the selected disclosures regarding sustainability performance
- Reconciliation of selected disclosures with the corresponding data in the consolidated financial statements and the group management report
- Evaluation of the presentation of the Report
- Evaluation of CO₂ compensation certificates exclusively with regard to their existence, but not with regard to their impact

Assurance Conclusion

Based on the assurance procedures performed and assurance evidence obtained, nothing has come to our attention that causes us to believe that the disclosures in the Company's Report for the

period from 1 January to 31 December 2024 have not been prepared, in all material aspects, in accordance with the GRI-Criteria.

Intended Use of the Assurance Report

We issue this report on the basis of the engagement agreed with the Company. The assurance engagement has been performed for purposes of the Company and the report is solely intended to inform the Company as to the results of the assurance engagement. The report is not intended to provide third parties with support in making (financial) decisions. Our responsibility lies solely toward the Company. We do not assume any responsibility towards third parties.

Frankfurt am Main, 19th March 2025

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Nicolette Behncke

ppa. Michelle Sommer

Wirtschaftsprüfer
[German public auditor]

SDG Index

UN Sustainable Development Goals relevant to the MAHLE Group

SDG	Goals	2024 Status	Page
	<ul style="list-style-type: none"> ■ Certify production plants in accordance with ISO 45001 ■ Further reduce the accident rate, goal for 2024: 2.8 lost time accidents/million working hours 	<ul style="list-style-type: none"> ■ ISO 45001: 114 certified production locations, seven certified Tech Centers ■ Accident rate 2024: 2.1 lost time accidents/million working hours 	40–42
	<ul style="list-style-type: none"> ■ Targets for proportion of woman were set: By 2025, 25% in the Supervisory Board By 2027, 29% in the Management Board By 2030, 13% on the first executive level ■ Equal pay guarantee 	<ul style="list-style-type: none"> ■ 30% representation of woman in Supervisory Board ■ 25% in the Management Board ■ 8.9% on first executive level and 10.9% on second executive level were reached in 2024 ■ Global Diversity & Inclusion commitment 	38–39
			
	<ul style="list-style-type: none"> ■ Identify locations with water risks 	<ul style="list-style-type: none"> ■ CDP water rating A– ■ 24 locations with water risks identified 	14, 28
	<ul style="list-style-type: none"> ■ Operate PV systems ■ Increase energy efficiency by 2% every year 	<ul style="list-style-type: none"> ■ Reduction of Scope 1 & 2 emissions by 47% compared to 2019 ■ Share of renewable energy is 16% ■ Energy consumption as measured against sales: 259 MWh/€ million sales 	18–23
	<ul style="list-style-type: none"> ■ Ensure high-quality working conditions 	<ul style="list-style-type: none"> ■ Communication with employee representation bodies ■ MAHLE Business Code ■ MAHLE Policy Statement on Social Responsibility 	30–39, 46
	<ul style="list-style-type: none"> ■ Contribute to sustainable mobility 	<ul style="list-style-type: none"> ■ Affirmed strategic focus on Electrification, Thermal Management, and highly efficient Internal Combustion Engines 	52–57
	<ul style="list-style-type: none"> ■ Assess environmental impacts of products ■ Increase the share of recycled content 	<ul style="list-style-type: none"> ■ ISO 14001: 123 certified production locations, nine certified Tech Centers ■ 3.1% recycling content of resins ■ Over 135,000 tons of waste were sent to mechanical material recycling ■ Waste as measured against sales: 17 tons/€ million sales ■ ESG Quick Check tool ■ Global Bio Mobility Center 	18–19, 24, 26–27, 43, 45
	<ul style="list-style-type: none"> ■ Become CO₂-neutral by 2040 (Scope 1 & 2) ■ Reduce Scope 1 and 2 emissions by 49% by 2030 ■ Reduce Scope 3 emissions Cat. 01 and Cat. 11 by 28% by 2030 	<ul style="list-style-type: none"> ■ CDP Climate rating A ■ Scope 1 and 2 emissions as measured against sales: 64 t CO₂e/€ million sales 	14, 20

GRI Content Index

All major, relevant sustainability topics are organized by means of an integrated management approach for the purpose of identifying and avoiding risks. The components of the approach, including policies, goals, responsibilities, resources and feedback

mechanisms, are regularly internally reviewed to ensure their effectiveness. Modifications and optimizations are made in line with current requirements. If there is an additional approach for a specific topic, this is explicitly stated in the applicable chapter.

GRI Standard	Disclosure	Page	Omissions/explanations
GRI 2: General information 2021	2-1: Organizational details	6–11	
	2-2: Entities included in the organization's sustainability reporting	6–11 AR 24	See Annual Report 2024.
	2-3: Reporting period, frequency and contact point	71	The MAHLE Sustainability Report is published annually.
	2-4: Restatements of information	n/a	No restatements were necessary.
	2-5: External assurance	60–61	The Sustainability Report 2024 has been externally assured by PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft. A limited assurance engagement in accordance with the International Standard on Assurance Engagements (SAE) 3000 (Revised) was performed.
	2-6: Activities, value chain, and other business relationships	06–11, 43–45	
	2-7: Employees	10–11, 30–31, 35	
	2-8: Workers who are not employees	34–36	
	2-9: Governance structure and composition	6–9, 47–51	a. The MAHLE Group. b. Sustainability Management. c. See Annual Report 2024.
	2-10: Nomination and selection of the highest governance body	AR 24	See Annual Report 2024.
	2-11: Chair of the highest governance body	12	
	2-12: Role of the highest governance body in overseeing in the management of impacts	12	c. At least annual review.

GRI Standard	Disclosure	Page	Omissions/explanations
	2-13: Delegation of responsibility for managing impacts	12	
	2-14: Role of the highest governance body in sustainability reporting	12	
	2-15: Conflicts of interest	AR 24	See Annual Report 2024.
	2-16: Communication of critical concerns	12, 47–51	
	2-17: Collective knowledge of the highest governance body	12	
	2-18: Evaluation of the performance of the highest governance body	AR 24	See Annual Report 2024.
	2-19: Remuneration policies	n/a	Not disclosed for confidentiality reasons.
	2-20: Process to determine remuneration	n/a	Not disclosed for confidentiality reasons.
	2-21: Annual total compensation ratio	n/a	Not disclosed for confidentiality reasons.
	2-22: Statement on sustainable development strategy	4–5	
	2-23: Policy commitments	4–5, 14–17, 43, 50	
	2-24: Embedding policy commitments	4–5, 14–17, 43, 50	
	2-25: Processes to remediate negative impacts	12–15, 48–53	
	2-26: Mechanisms for seeking advice and raising concerns	12–15, 48–53	
	2-27: Compliance with laws and regulations	47–51	No more details disclosed for confidentiality reasons.
	2-28: Membership associations	4–5, 14–15, 43	
	2-29: Approach to stakeholder engagement	12–17	
	2-30: Collective bargaining agreements	35	
	3-1: Process to determine material topics	13	
	3-2: List of material topics	13	

Topic-specific standards

GRI Standard	Disclosure	Page	Omissions/explanations
Procurement Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 43–46	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	n/a	a., b., c. Not applicable: In the automotive industry, we comply with global standards, which means we must use global supply markets to ensure constant product quality and supply.
Anticorruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 47–51	
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption	n/a	a. Confidentiality constraints: numbers of operations assessed for corruption are not published for reasons of confidentiality.
	205-2 Communication and training about anticorruption policies and procedures	13, 47–51	Only absolute figures are given. a., b., d. and e. Further explanation: training modules are mandatory for members of the Management Board, members of the MAHLE Management Committee and for executives and employees in risk-exposed areas. c. We inform all our suppliers about the binding MAHLE Supplier Code of Conduct. The Supplier Code of Conduct and the MAHLE Business Code are also published online and are available for all business partners and the public.
Anticompetitive Behavior			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 48–51	
GRI 206: Anticompetitive Behavior	206-1 Legal actions for anticompetitive behavior, antitrust, and monopoly practices	n/a	a., b. Confidentiality constraints: numbers of such legal actions are not published for reasons of confidentiality. AR 2024.
Materials			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 24–25	
GRI 301: Materials 2016	301-2 Recycled input materials used	24	
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 22–23	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	22	a. From table: 'other' sources includes propane, LPG, diesel, gasoline, and district heat/steam. c. ii./iii. Information unavailable: proportion of heating vs. cooling. d. Not applicable to our business. f. We adhere to the GHG Protocol. g. DEFRA 2021, IPCC 2006, IEA 2022.
	302-3 Energy intensity	22	b. The denominator is sales. d. Within the organization.
	302-4 Reduction of energy consumption	22	c. Base year is 2019. d. Calculation methods as per GHG Protocol.

GRI Standard	Disclosure	Page	Omissions/explanations
Water and Effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 28–29	
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	n/a	a. Information unavailable: our locations are responsible for their compliance with local prescribed and legal requirements. We do not have a global minimum standard set for the quality of effluent discharge.
	303-3 Water withdrawal	28	a. iii. Not applicable. We do not source sea-water. c. Information unavailable: we do not yet aggregate data by freshwater/other water. d. Geothermal water is not included.
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 19–22	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	19–20	b. All types of greenhouse gases included. c. Not applicable to our industry. e. Emission factors are site-specific and CO ₂ e equivalents are based on the DEFRA 2021 and IEA 2022. GWP rates correspond to IPCC Fifth Assessment Report. f. Operational control.
	305-2 Energy indirect (Scope 2) GHG emissions	19–20	e. Emission factors are site-specific and CO ₂ e equivalents are based on the DEFRA 2021 and IEA 2022. GWP rates correspond to IPCC Fifth Assessment Report.
	305-3 Other indirect (Scope 3) GHG emissions	20–21	
	305-4 GHG emissions intensity	20	b. The denominator is sales. c. Scope 1 and Scope 2 included. d. All types of greenhouse gases included, given as CO ₂ equivalents.
	305-6 Emissions of ozone-depleting substances (ODS)	n/a	Information unavailable: we do not yet aggregate information on air pollutants, such as NO _x (nitrogen oxides), SO _x (sulfur oxides), or ODS (ozone-depleting substances), across the group.
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	n/a	

GRI Standard	Disclosure	Page	Omissions/explanations
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 26–27	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	n/a	a. i., ii. Information unavailable: we are in the process of improving our waste management approach.
	306-2 Management of significant waste-related impacts	26	b. Our plants adhere to local waste regulations and manage waste in accordance with general ISO 14001 requirements.
		26–27	c. Waste data is managed in our central HSE database.
	306-3 Waste generated		
Supplier Environmental Assessment			
GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	13, 43–44	Our processes require an environmental assessment of all new suppliers and a comprehensive database is under development.
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 43–44	
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 30–39	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	31–35	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	39	We are in the process of creating a group-wide database to collect further information on some of these benefits. a. i.–iii. Information unavailable: some locations offer sick leave and accident insurance, but this is decided on a local level. a. iv. See 401-3. a. v. Information unavailable: we offer supplementary benefits at many locations, such as a company-funded pension scheme in Germany. a. vi. There is no employee stock ownership plan at MAHLE.
	401-3 Parental leave	n/a	a. Information unavailable: in alignment with legal requirements. b.–e. Information unavailable: we are in the process of creating a group-wide database. Information is currently available for Germany only.
Labor-Management Relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 30–39	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	n/a	Information unavailable

GRI Standard	Disclosure	Page	Omissions/explanations
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 40–42	
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	40	
	403-2 Hazard identification, risk assessment and incident investigation	40–42	<p>b. Further explanation: the processes for workers to report hazards is location-specific and according to the management system. Workers can report any violations via the Integrity Platform, which ensures confidentiality and anonymity.</p> <p>c. Information unavailable: an answer on a global level cannot be given, but the regions and individual locations may have such policies.</p>
	403-4 Worker participation, consultation and communication on occupational health and safety	40–42	<p>a. Further explanation: locations have implemented local processes for worker participation and consultation.</p> <p>b. Information unavailable: we do have safety committees (see chapter 'Working at MAHLE') but more detailed descriptions are not available due to disparities between locations.</p>
	403-5 Worker training on occupational health and safety	40–41	
	403-6 Promotion of worker health	40–41	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40–41	In the event that our business partners are directly or indirectly affected by the impact of an incident, we tell them at the earliest opportunity.
	403-9 Work-related injuries	40–42	<p>a. i., ii. Confidentiality constraints: numbers and rates of fatalities and high-consequence injuries are not published for reasons of confidentiality.</p> <p>a. iv. Information unavailable: types of injury are not yet documented in a standardized form. We are working on a centralized method of data acquisition.</p> <p>b. i.-v. Information unavailable: data not yet recorded.</p> <p>c. i.-ii. Confidentiality constraints: work-related hazards are not published for reasons of confidentiality.</p> <p>e. Rates have been calculated based on 1,000,000 hours worked.</p> <p>f. Information unavailable: data not yet recorded.</p>

GRI Standard	Disclosure	Page	Omissions/explanations
Training and Education			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 36	
GRI 404: Training and Education	404-1 Average hours of training per year per employee	36	Information not available.
	404-2 Programs for upgrading employee skills and transition assistance programs	36	b. We offer our employees numerous transition assistance programs, such as for going into retirement.
	404-3 Percentage of employees receiving regular performance and career development reviews	36	a. Information unavailable: our system does not yet allow for a breakdown of total employees who received a performance and career review by gender or employee category. It is only possible to do so by location. In the future, performance reviews will be mapped on a different system that will allow a more detailed breakdown of evaluation criteria.
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 30, 36–39	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	36–39	
Non-discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 36–39	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	n/a	a. Confidentiality constraints: numbers of reported incidents are not published for reasons of confidentiality. b. Confidentiality constraints: details of reported incidents are not published for reasons of confidentiality. i.–iv. In accordance with the provisions of the MAHLE Group Compliance Organization Guideline, all incidents of discrimination are assessed and corrective actions are taken from appropriate bodies.
Freedom of Association and Collective Bargaining			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 35	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	35	Information unavailable: no breakdown by operations, suppliers and countries is available.
Child Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 44, 46	
GRI 408: Child labor	408-1 Operations and suppliers at significant risk for incidents of child labor	44	Risk assessment data shows no significant risk.

GRI Standard	Disclosure	Page	Omissions/explanations
Forced or Compulsory Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 44–45	
GRI 409: Forced or compulsory labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	44–45	Risk assessment data shows no significant risk.
Supplier Social Assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 43–45	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	43–45	Our processes require a social assessment of all new suppliers. More detailed information unavailable as a comprehensive database is under development.
	414-2 Negative social impacts in the supply chain and actions taken	n/a	Information unavailable.
Customer Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	13	
	416-1 Assessment of the health and safety impacts of product and service categories	n/a	Information unavailable.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		
Mobility			
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 52–57	

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