

Driving Excellence

The MAHLE logo is a stylized circular emblem. It features a central white circle surrounded by a dark blue ring. This ring is partially overlapped by a light blue ring, creating a sense of depth and movement. The background of the slide consists of several concentric, semi-transparent light blue circles that create a target-like or ripple effect.

**MAHLE Investor Update Call –
Half-Year Results 2024**
September 5, 2024

MAHLE

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Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

AGENDA

- 01 KEY HIGHLIGHTS | Markus Kapaun
- 02 MARKET AND BUSINESS HIGHLIGHTS | Markus Kapaun
- 03 FINANCIAL RESULTS | Markus Kapaun, Jan-Frederek Thiele
- 04 ESG AND FINANCING | Ralph Josephs
- 05 OUTLOOK AND UPCOMING EVENTS | Markus Kapaun

KEY HIGHLIGHTS

01

KEY HIGHLIGHTS Half-year 2024



SALES EUR 6.0bn

Decrease in sales (-8.8% vs. half-year 2023) primarily attributable to volume declines, negative exchange rate and deconsolidation effects.



EBITDA MARGIN 8.1%

EBITDA margin increased by +2.1pp compared to half-year 2023 due to achieved productivity increases and adjustments in sales prices, as well as the sale of our shareholding in the joint venture BHTC.



NET DEBT*/EBITDA** 1.3x

NET DEBT and EBITDA improved, leading to a better NET DEBT/EBITDA ratio by 0.2x compared to year-end 2023.



FREE CASH FLOW EUR 189m

Improved Free Cash Flow vs. half-year 2023 (EUR +254m) mainly due to cash receipts from the sale of shareholding in the joint venture Behr-Hella Thermocontrol (BHTC) and improved working capital.



R&D RATIO 5.7%

Despite a challenging market environment, we focused our R&D activities on our electrification and thermal management business, increasing the R&D ratio by +0.6pp compared to half-year 2023.



RATING – STABILIZING OF OUR RATING OUTLOOK

MAHLE holds now two external ratings from the globally active rating agencies Moody's and Standard & Poor's (S&P).

CONSEQUENT MEASUREMENT ENSURE MAHLE'S BUSINESS PERFORMANCE

CASH FLOW

2023

- Consequent execution of profitability improvement measures
- Strict implementation of cash optimization measures to accelerate group wide cash generation
- Further price renegotiations with suppliers & customers, reduction of working capital

BUSINESS EXCELLENCE

2025

- Achieve solid profitability within group and across businesses
- Excellence projects in key functions for sustainable value generation
- Asset & portfolio clean up

NEW MAHLE

2030

- Corporate Strategy MAHLE 2030 implemented
- Focus on key business areas with TOP 3 market position
- Global footprint and customer base
- On track for sustainability targets

SHIFTING FROM DELIVER23 TO BACK ON TRACK 2025

DELIVER23



<p>Operating Result Performance</p>	<p>Cash Flow Performance</p>
	<p>Asset & Portfolio Clean Up</p>

Back On Track 2025

Ambition to reach an **EBIT Margin between 4.5% - 5.5% (at least Ba2 Rating)** by the end of 2025 by **driving functional excellence and structural changes.**

- Improving profitability by executing **functional excellence in all core functions** of our company, focusing at the **net view**:

 - Topline
 - Production
 - Purchasing
 - R&D cost optimization
- Structural elements to **achieve structural improvements** in our organization

 - Overhead functions
 - Footprint
 - Portfolio & Asset Clean-up
- Optimizing cash flow** incl. related processes

 - A/R
 - A/P
 - Capex
 - Inventory

All profitability and cash related performance programs pooled under one roof

MARKET AND BUSINESS HIGHLIGHTS 02

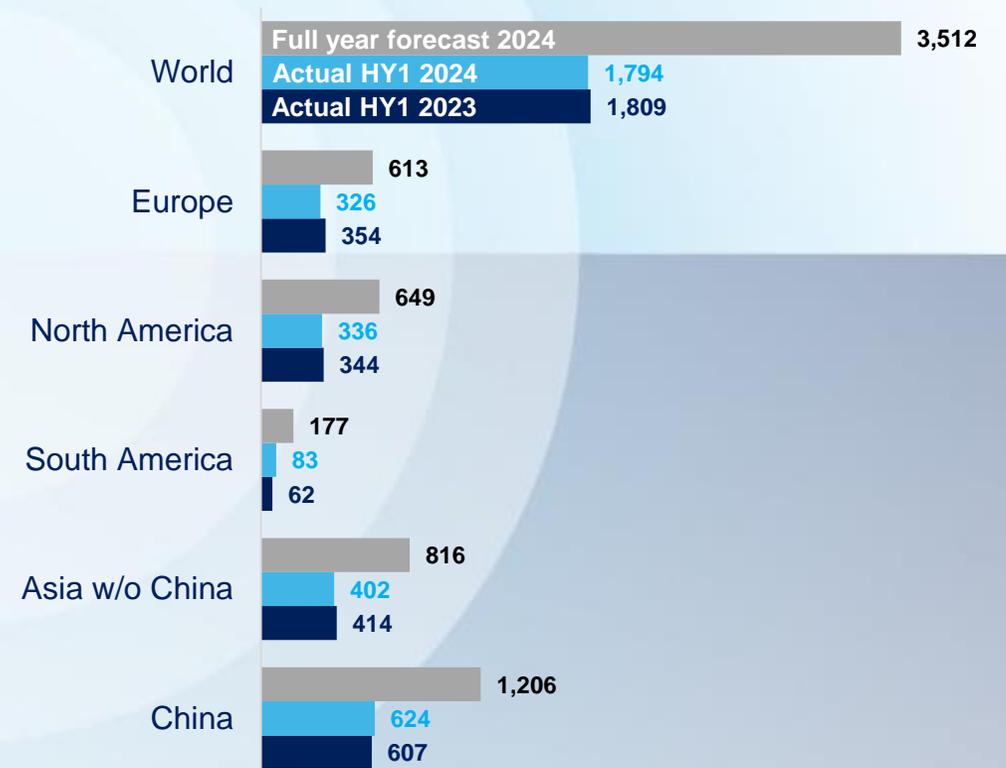


GLOBAL LV & MHD PRODUCTION HY1/2023¹ vs. HY1/2024¹

Yearly production of passenger cars and light commercial vehicles (<6t) [in mn pcs.]

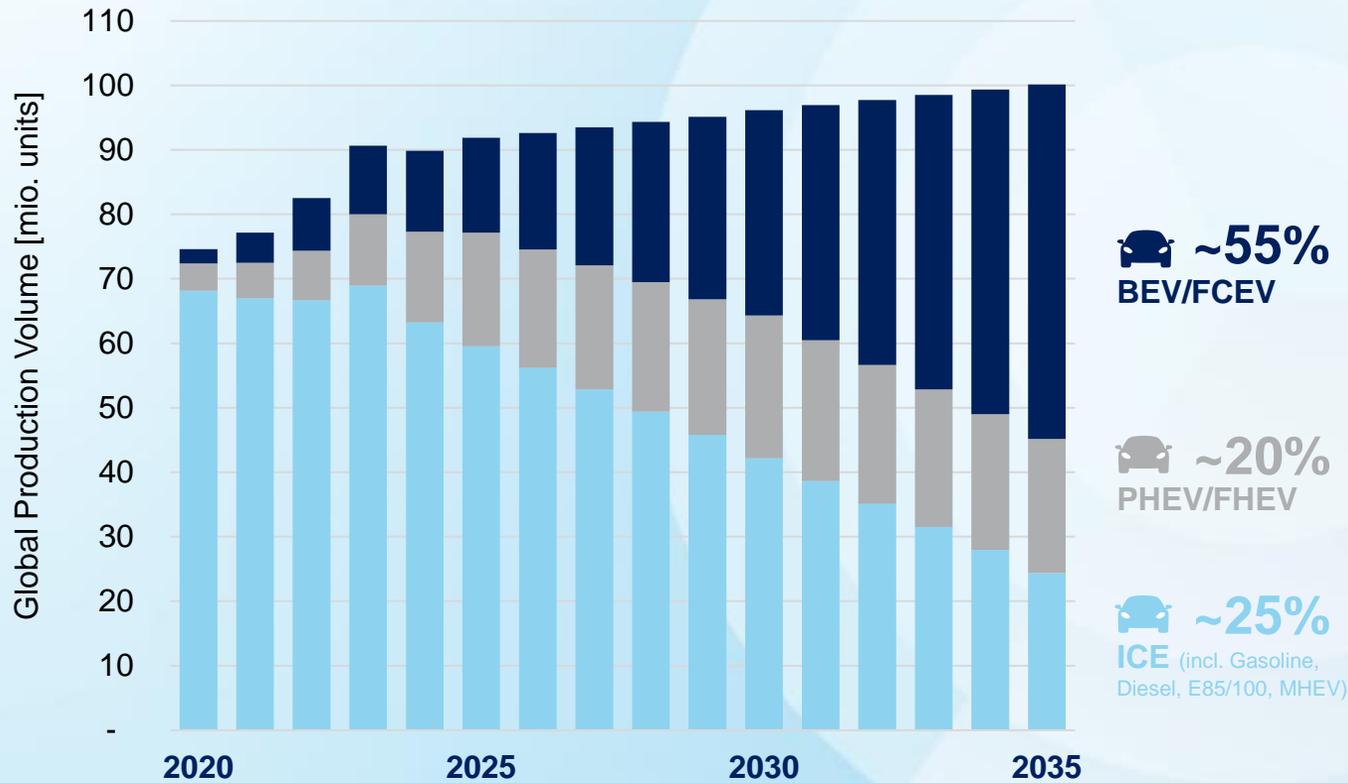


Yearly production of medium and heavy duty vehicles and buses (>6t) [in tsd pcs.]





LV POWERTRAIN BASE SCENARIO – Half-year 2024



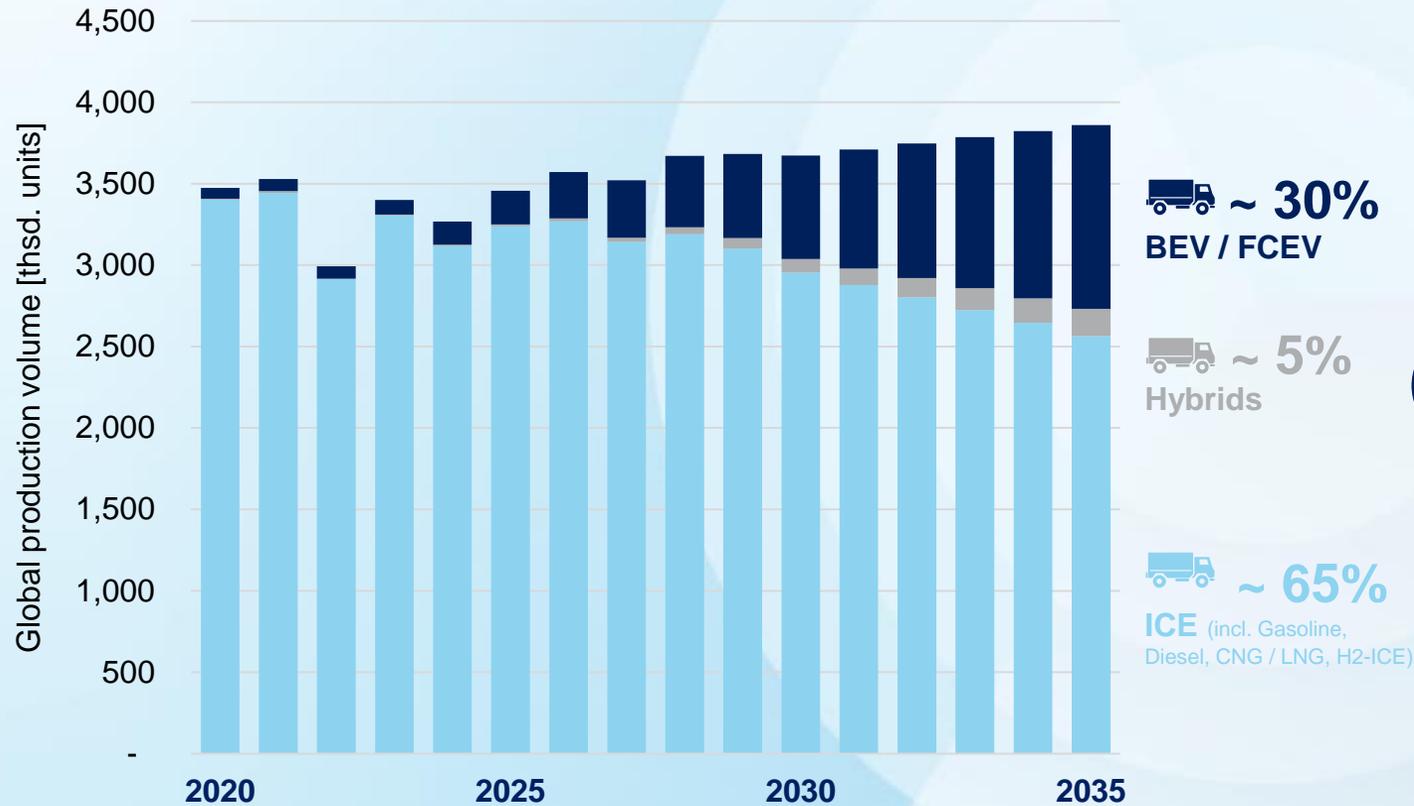
MAHLE LV Powertrain Scenario expects ICE drop until 2035

Legislation most likely leads to increasing electrification globally, particularly in EU, CN & NA.

BEV ramp-up pace recently slowed down in Europe & Biden Administration backs down on initially ambitious targets.

China sees rising PHEV/REEV share.

MHD POWERTRAIN BASE SCENARIO – Half-year 2024



MAHLE MHD Powertrain Scenario expects strong ramp-up of BEV and FCEV trucks until 2035

MD Trucks: High BEV share for urban / regional delivery & municipal trucks on short routes, FCEV are pushed in CN / JP / KOR.

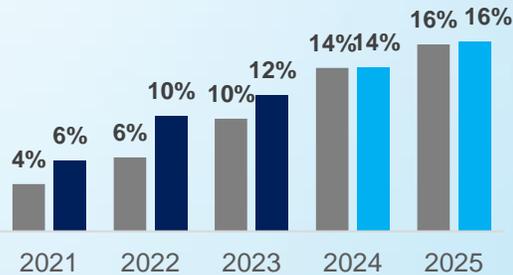
HD Trucks: CO2 legislation & TCO is main driver for increased electrification. BEV for short routes, Hydrogen for long haul.

Buses: Strong global increase of BEV city buses, FCEV future option for longer routes, e.g. Coaches.

BEV RAMP-UP SLOWS DOWN IN EUROPE, BIDEN ADMINISTRATION BACKS DOWN ON INITIALLY AMBITIOUS TARGETS & CHINA SEES RISING PHEV¹ SHARE

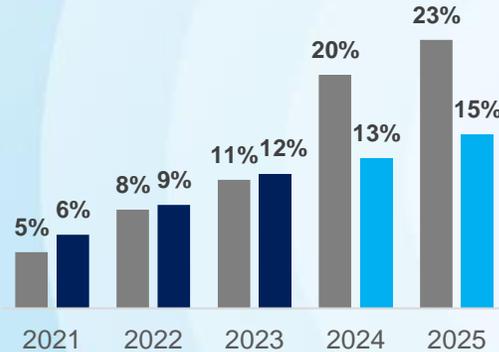


GLOBAL



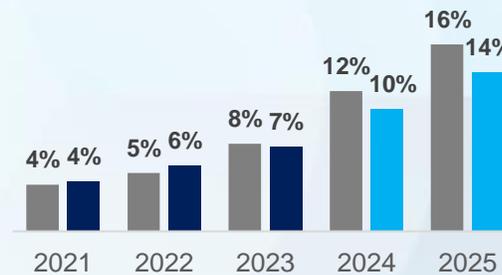
- Electrification still **in line with expectation**
- But **regional differences** visible

EUROPE



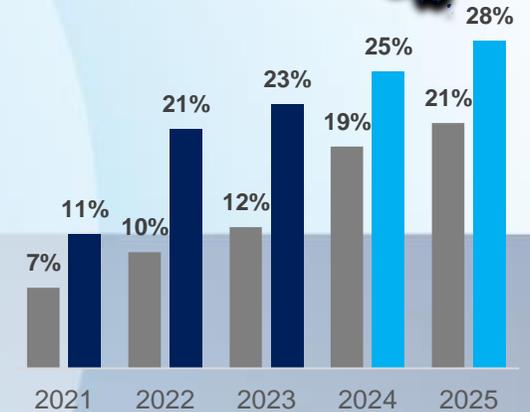
- Sudden **slow down on BEV ramp-up** anticipated early 2024, OEMs rather cut their targets
- **Forecast reduced** to CO2 legislation conformity (20% BEV EU27+UK, result in 15% for Total Europe)

NORTH AMERICA



- Initial scenario should have been increased with Biden BEV push
- But recent back down leads to **slight BEV decrease & fits to mandatory GHG legislation** until 2026

GREATER CHINA



- Rapid **BEV increase** in 2022, mainly driven by many low-cost EVs, but reduced growth pace in 2023ff expected
- 2023 artificial push of BEV sales due to **price war & rising BEV exports**
- Strongly **rising demand for PHEVs**, fueled by price reductions
- **Exports to EU could be limited** due to EU subsidy investigation

¹PHEVs including REEVs

SELECTED ACQUISITION HIGHLIGHTS Half-year 2024

ICE related



Piston & Pin

Lifetime Sales ~ 240 mEUR



Direct Charge Air Cooler

Lifetime Sales ~ 120 mEUR



Mechanical Compressor

Lifetime Sales ~ 110 mEUR

Agnostic



Electric Compressor

Lifetime Sales ~ 190 mEUR



HVAC Module

Lifetime Sales ~ 130 mEUR

BEV related



Thermal Mgmt. Module

Lifetime Sales ~ 1,500 mEUR



Battery Cooling Plate

Lifetime Sales ~ 300 mEUR



Liquid Mgmt. Module

Lifetime Sales ~ 110 mEUR

FINANCIAL RESULTS

03

MAHLE SALES by BUSINESS UNIT – Half-year 2024

Business Units



Engine Systems
and Components



Filtration and
Engine Peripherals



Thermal
Management



Electronics and
Mechatronics



Aftermarket

SALES

EUR 1,263m
21%

EUR 1,015m
17%

EUR 2,091m
35%

EUR 622m
10%

EUR 666m
11%

Profit Centers & Services



Motorsports and
Special
Applications



MAHLE
Powertrain



Large and Small
Engine
Components



Industrial Thermal
Management

EUR 354m
6%

MAHLE SALES by REGION¹ – Half-year 2024



¹ Based on Sales by Country of production

MAHLE GROUP SALES – Half-year 2024

Sales and YTD Sales Result (in EURm)



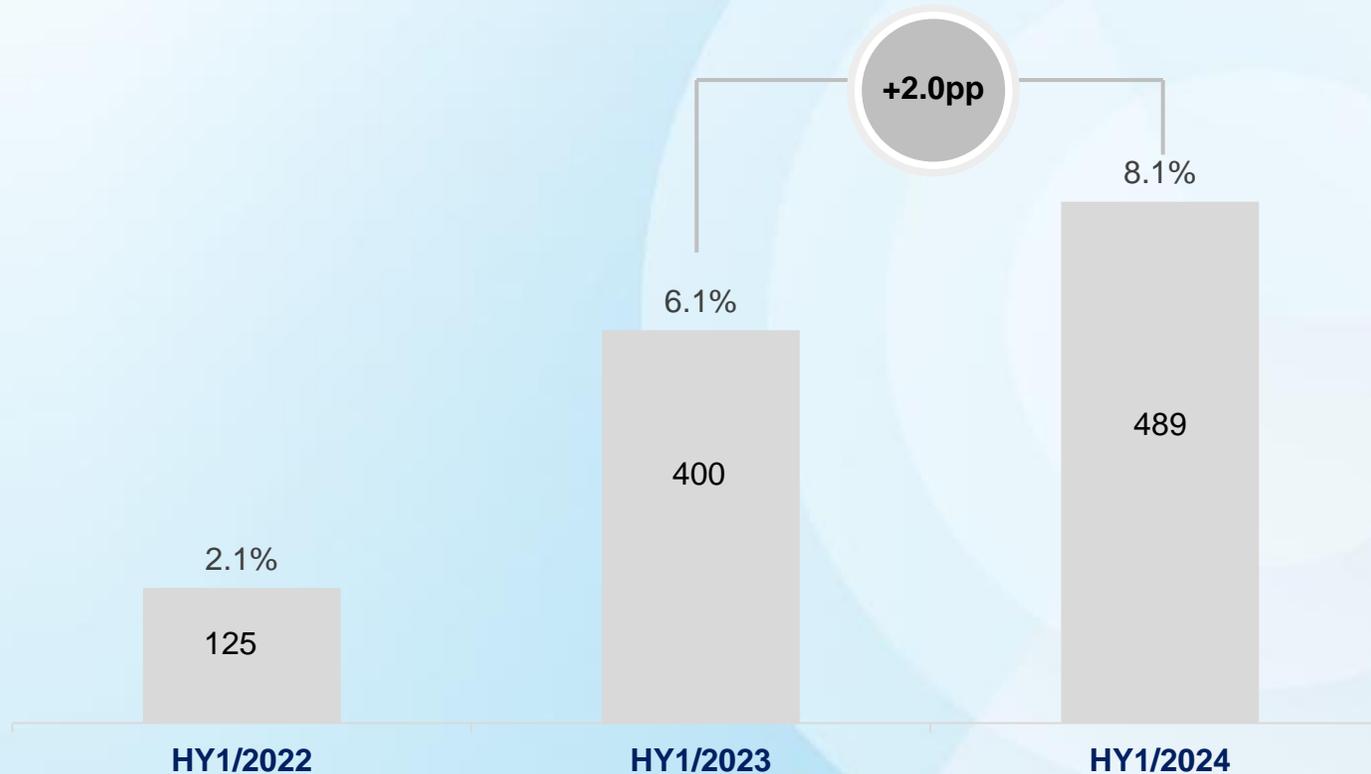
Sales in half-year 2024 were **8.8%** below half-year 2023 due to **lower sales volume** as a consequence of lower customer demand as well as **negative FX translation** and **deconsolidation effects**.

Adjusted for these effects, sales declined **organically by 4.2%** in comparison to half-year 2023.

¹ Exchange rate translation effects due to translation into the Group currency

MAHLE EBITDA – Half-year 2024

EBITDA Result (in % & in EURm)

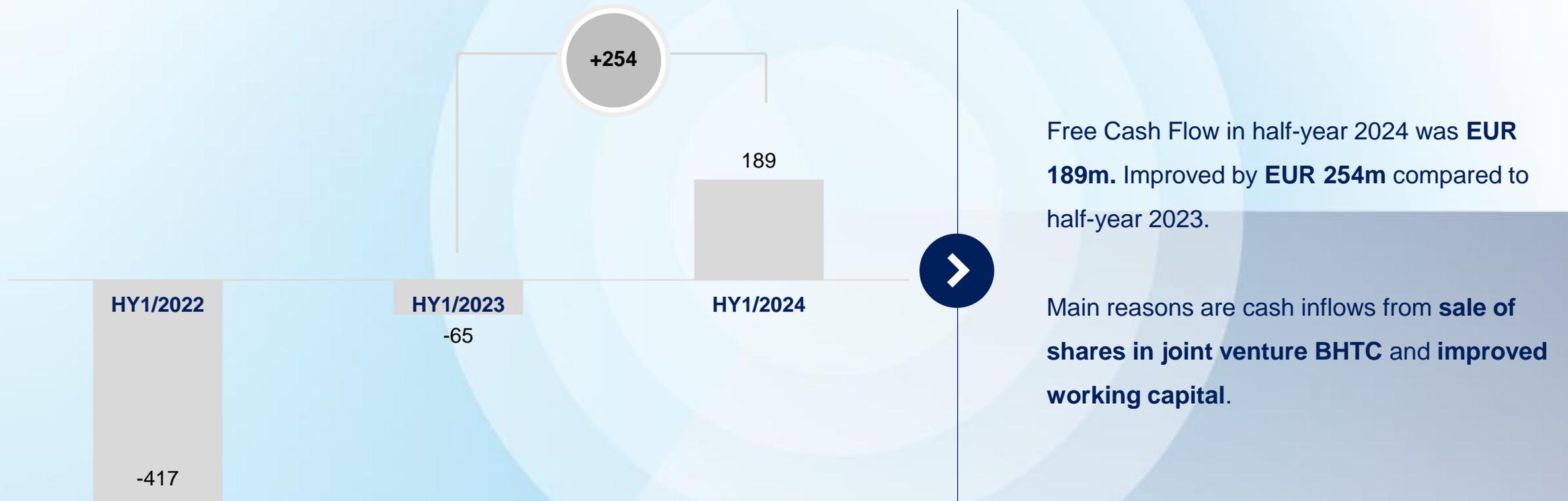


Despite lower sales, EBITDA **increased** both in absolute and relative terms compared to half-year 2023.

Achieved **productivity increases, sales price adjustments** and the sale of our shareholding in the joint venture **BHTC** offset **volume declines** and increased costs caused by **labor cost inflation**.

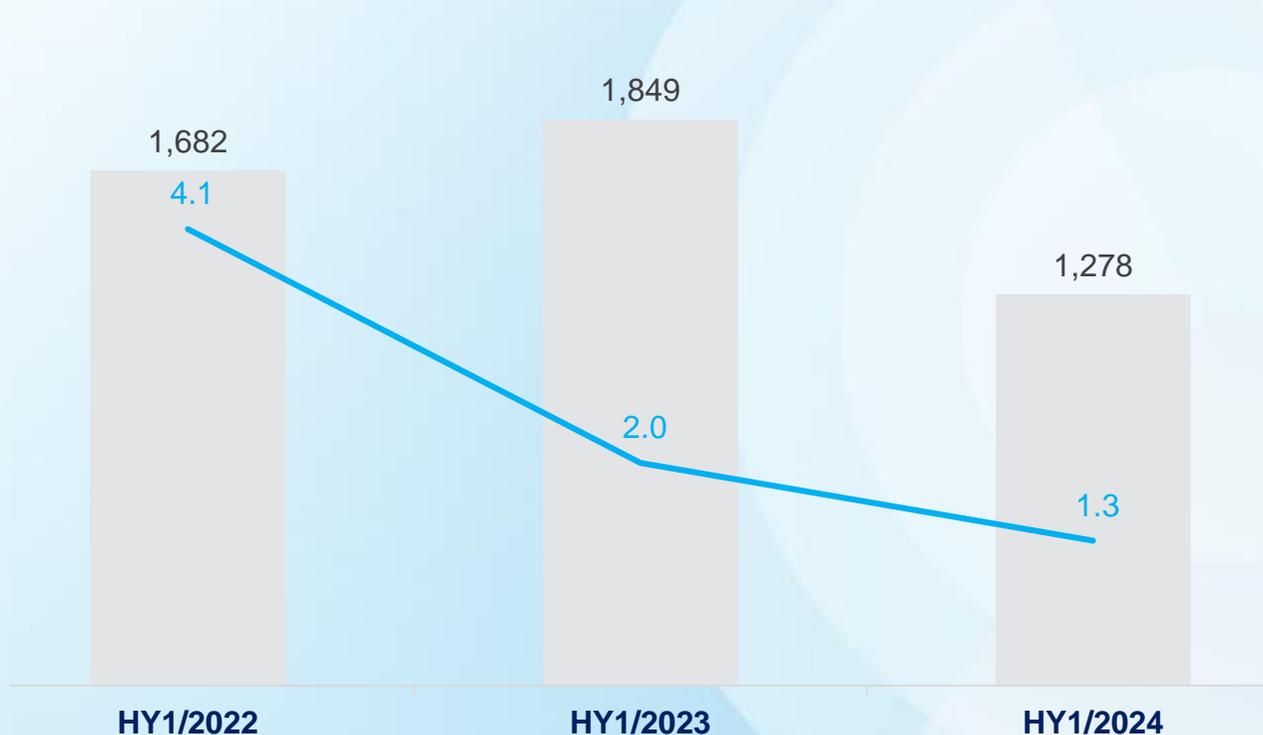
MAHLE FREE CASH FLOW¹ – Half-year 2024

Free Cash Flow Result (in EURm)



MAHLE NET DEBT & LEVERAGE RATIO – Half-year 2024

Net Debt¹ and Leverage Ratio (in EURm)



Net debt improved to **EUR 1,278m** compared to half-year 2023. Improvement mainly driven by higher **cash flow generation**, higher **working capital financing** and **cash inflow from sale of BHTC**.

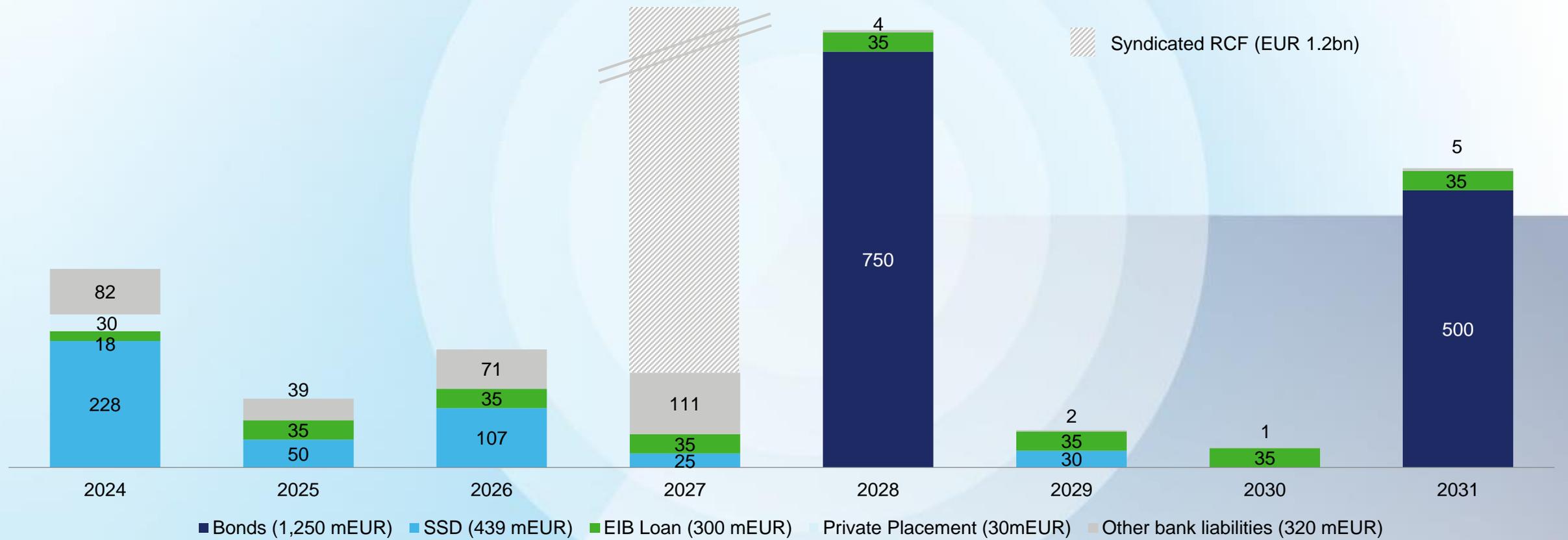
FINANCING AND ESG

04

MATURITY PROFILE

Maturities until 2031 (June 30, 2024)

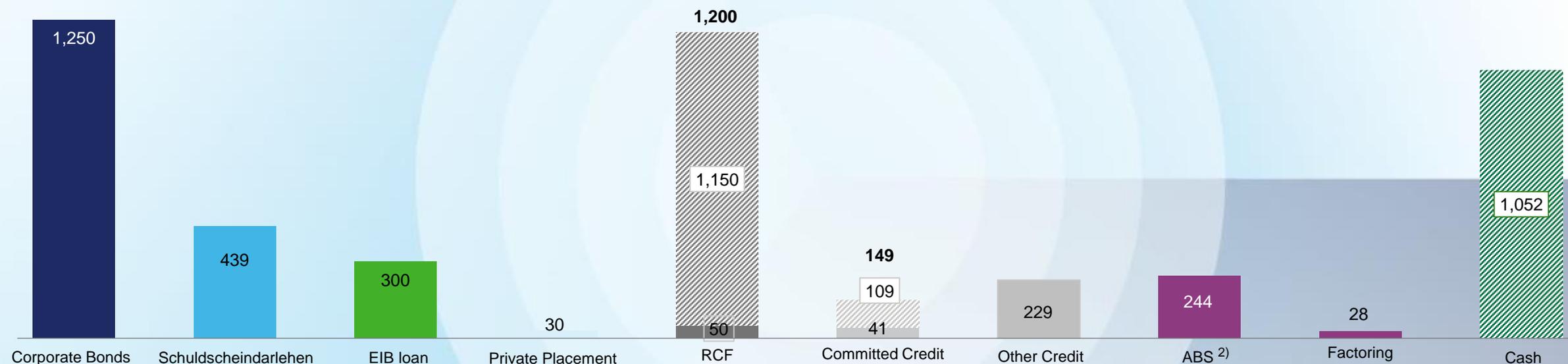
In EURm



BROAD VARIETY OF DEBT FUNDING SOURCES¹⁾

Funding status (June 30, 2024)

In EURm



Headroom under Committed Credit Lines: EUR 1.3bn

Available liquidity: EUR 2.3bn

Cash: EUR 1.1bn

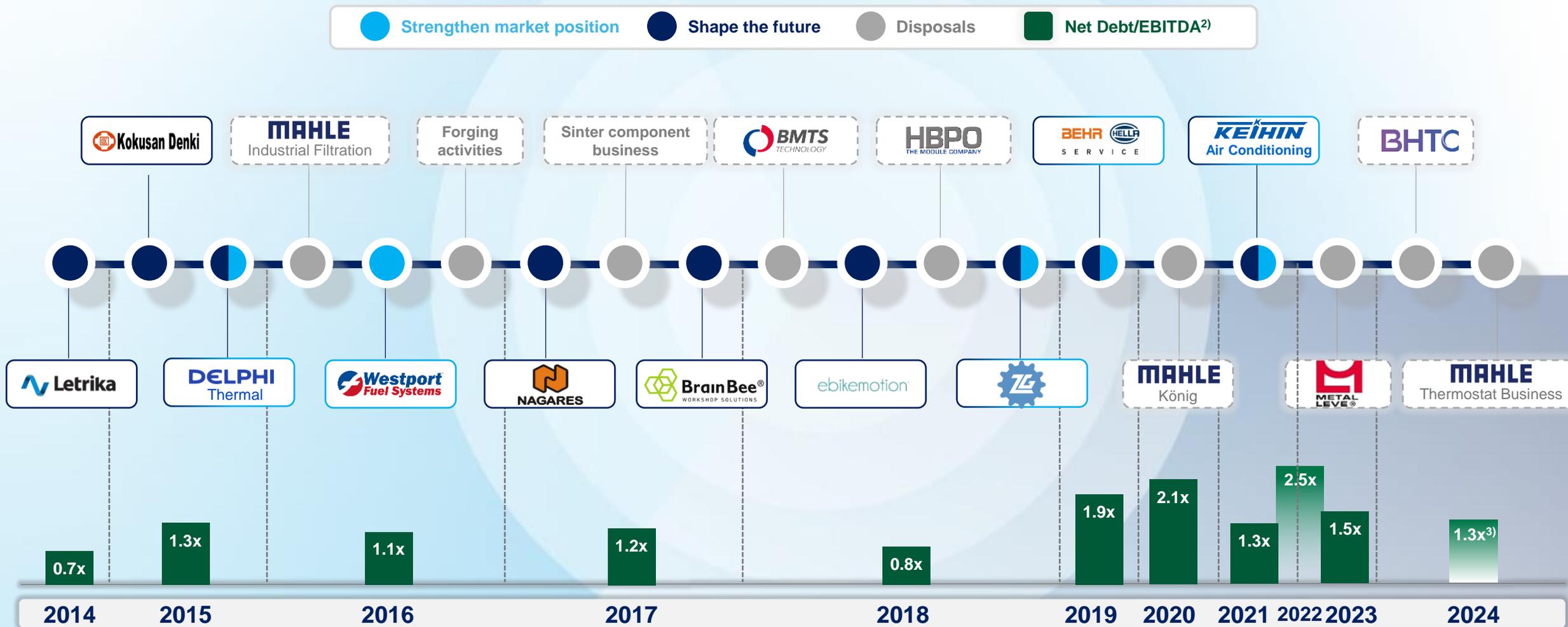
Utilization of committed Credit Lines: EUR 91m → 6.71%

Total debt funding sources (excl. ABS/Factoring programs): EUR 3.60bn

1) Besides the visualized sources MAHLE further uses from time to time, project-based funding with (mostly) supranational institutions;
 2) Receivables value (after deduction of discounts).

CONTINUOUS ACTIVE PORTFOLIO MANAGEMENT

Acquisition¹⁾ and disposals history

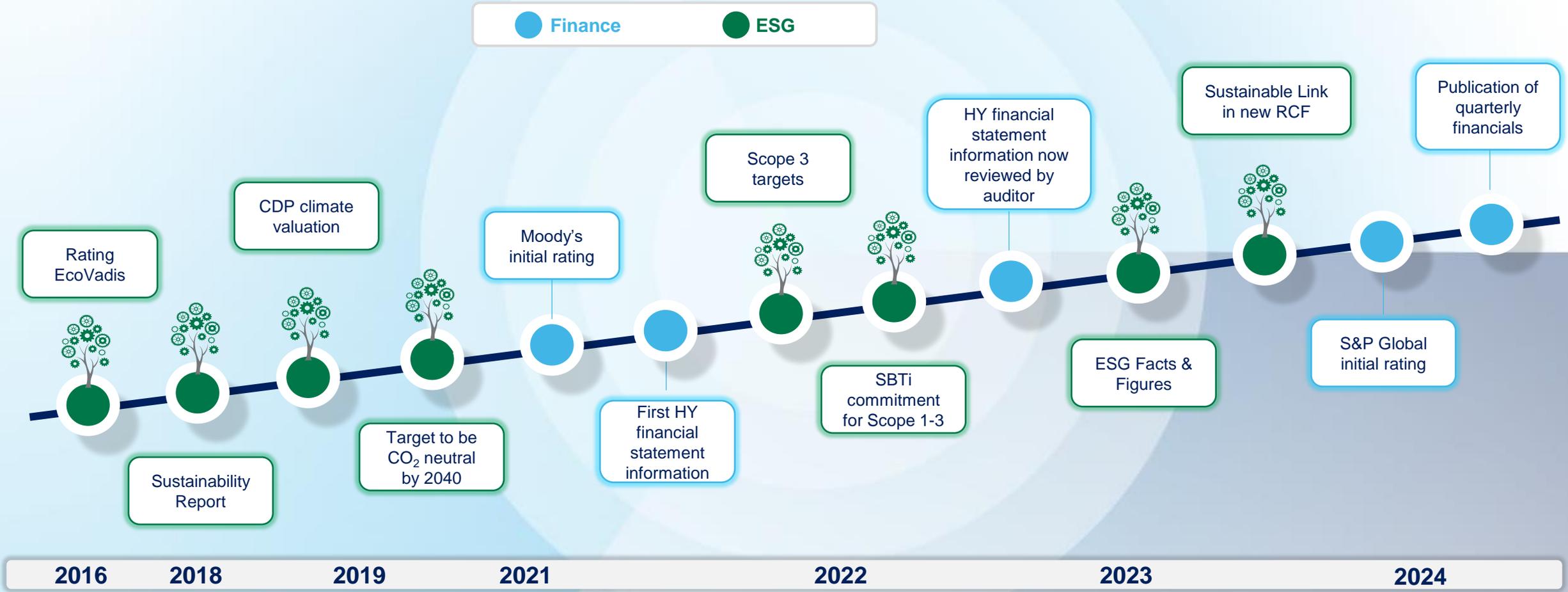


1) Only major acquisitions displayed

2) Displayed Leverage as of respective year-end

3) MAHLE HY1/2024

ENHANCING TRANSPARENCY IN FINANCING & ESG ACTIVITIES



MAHLE PUBLISHES SUSTAINABILITY REPORT AND ESG FACTS & FIGURES

Sustainability Report and ESG Facts & Figures are available yearly



2023 Sustainability Report incl. SDGs

MAHLE ESG Facts & Figures

MAHLE'S ESG PERFORMANCE IS RATED BY EcoVadis, CDP & SBTi

ecovadis

MAHLE is ranked amongst best 20% and improved its rating to 61¹



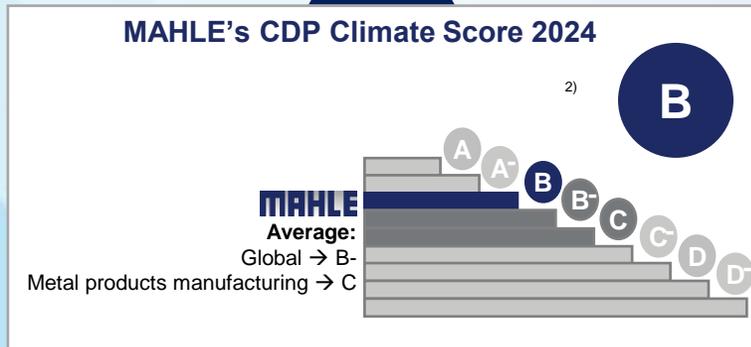
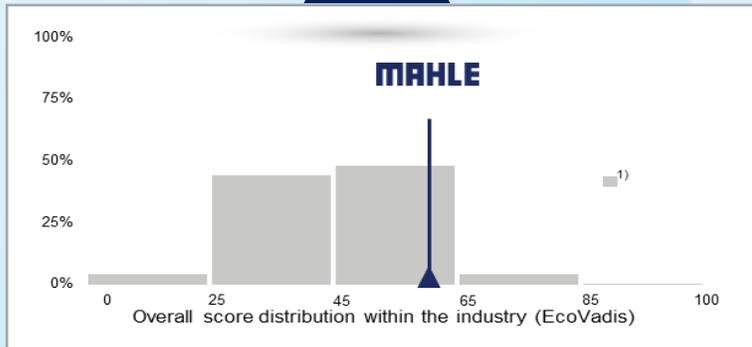
CDP
DISCLOSURE INSIGHT ACTION

MAHLE received a grade of B in the area of climate & water protection ("Climate Change")



SCIENCE BASED TARGETS

CO₂ emission reduction path until 2030 for Scope 1 to 3 validated by SBTi



- MAHLE climate targets validated by SBTi**
- 1 Reduce CO₂e emissions (Scope 1 and 2) by 49% by 2030*
 - 2 Reduce CO₂e emissions (Scope 3 Cat. 1) by 28% by 2030*
 - 3 Reduce CO₂e emissions (Scope 3 Cat. 11) by 28% by 2030*

SUSTAINABILITY IS ONE OF OUR STRATEGIC GOALS



OUTLOOK AND UPCOMING EVENTS

05

FINANCIAL OUTLOOK



~ **EUR 12.0bn**
SALES



7.5 – 8.5%
EBITDA MARGIN



~ **1.2x**
NET DEBT/EBITDA



~ **EUR 400m**
FREE CASH FLOW

FINANCIAL CALENDAR & UPCOMING IR EVENTS

UPCOMING INVESTOR RELATION EVENTS 2024/2025

December 02, 2024

Investor Update Call – Quarterly Reporting Q3/2024, via Meetyoo

April 16, 2025

Investor Update Call – Annual Results 2024, via Meetyoo

May 2025

Investor Update Call – Quarterly Reporting Q1/2025, via Meetyoo

September 09, 2025

Investor Update Call – half-year Results 2025, via Meetyoo

MAHLE Homepage Investor Relation

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Q & A

THANKS FOR YOUR ATTENTION