



## MAHLE SPONSORS INNOVATIVE START-UPS

**This commitment results in added value for both parties—the “young guns” and MAHLE: The start-up companies benefit from the capital and know-how we offer, while the selection of suitable new companies allows MAHLE to become intensively involved with new trends and technologies.**

Of course, it is first and foremost the work of our development engineers that enables MAHLE to continuously offer innovations to its customers throughout the world. Sometimes, however, it makes more sense to rely on external expertise and buy-in new technologies or products rather than developing them in-house from the scratch – depending on the time to market, costs, and unique selling points. Therefore, an important part of our strategic development is to observe the market and detect future trends that enhance the development within our core fields of expertise.

The MAHLE Corporate Strategy – Venture Capital (CPS) department focuses on these tasks. CPS explores areas in which there is an internal need for innovative technologies at MAHLE as well as attractive cutting-edge fields that tie in well with MAHLE’s core competences.

At the same time, MAHLE scouts the market for new topics and interesting developments, particularly in the future automotive technology sector. This term describes both, completely new business models and further development of existing technologies in the automotive sector.

We come into contact with start-ups at relevant fairs and conventions. Needless to say, start-up companies can approach MAHLE directly, provided that they are not still in their infancy but can stand on their own two feet.

These companies often have a highly interesting range of products and services but lack the capital, know-how, and international con-

tacts required to successfully introduce new developments to the market. MAHLE can provide all of this: financial resources, strategic and operational expertise, and a worldwide network in the areas of research and development, production, and sales. In return, we look to gain a company share or to acquire the entire company, after a previous intensive auditing. The prerequisites are that the products or services must stand out from the competition, be forward-looking, and promise sustainable profitability. The success of this approach is demonstrated in the examples of Amovis, a manufacturer of intelligent ORC heat recovery systems (Organic Rankine Cycle) and O-Flexx, a start-up that redefines thermal management using innovative semiconductor technologies. Thus, batteries in electric vehicles can be cooled or the vehicle interior heated more efficiently. Both companies are now part of the MAHLE Group.

MAHLE also promotes an internal start-up culture through the newly established Incubator program which allows employees of the Group to develop new business models in an agile environment. In addition to this initiative, MAHLE is coming into contact with even more creative people through the innovative start-up program ACTIVATR in which it is a partner.

In addition, MAHLE participates in the Emerald Cleantech Funds III, which has already invested in more than 50 companies and represents other major corporations as an expert for venture capital. Furthermore, MAHLE is moving closer to the heart of the start-up movement with a stake in AutoTech Ventures, an investment fund in the famous Silicon Valley.

MAHLE Corporate Venture Capital’s activities also involve the conduction of studies on innovative technology fields such as 3D printing, smart hard- & software, digitization or industry 4.0 and to seek partners for products developed at MAHLE.