

MAHLE 2025 BUSINESS YEAR AT A GLANCE

in € million		2025	2024	Change
Sales	Group	11,257	11,681	-3.6%
	Europe	5,135	5,430	-5.4%
	North America	3,002	3,089	-2.8%
	South America	816	822	-0.6%
	China	1,013	1,095	-7.5%
	India	455	400	+13.8%
	East Asia	836	845	-1.0%
	Result	EBITDA	779	964
EBIT		228	423	-46.1%
EBIT in % of sales		2.0	3.6	
Result from business activities		123	238	-48.5%
Consolidated net income		20	22	-11.2%
Dividend of the MAHLE GmbH¹⁾		8.0	8.0	
R&D and tangible fixed assets	Research and development expenses	607	630	-3.7%
	Research and development expenses in % of sales	5.4	5.4	
	Property, plant, and equipment	2,582	2,784	-7.3%
	Capital expenditure on tangible fixed assets	379	425	-10.9%
Equity and balance sheet total	Equity	1,640	1,548	+5.9%
	Equity ratio in %	21.9	20.1	
	Balance sheet total	7,482	7,689	-2.7%
Net debt	Financial liabilities to banks and on capital market	1,956	2,011	-2.7%
	Thereof with a remaining period of up to 1 year	288	193	+49.1%
	Thereof with a remaining period of more than 5 years	875	612	+42.8%
	Cash in hand, bank balances, and checks	931	849	+9.6%
	Cash flow	Cash flows from operating activities	483	502
	Cash flows from investing activities	-348	-108	< -100%
Employees	Group	64,242	67,708	-5.1%
	Germany	9,247	9,721	-4.9%
	Europe (incl. Germany)	28,087	30,014	-6.4%
	North America	12,619	13,627	-7.4%
	South America	8,579	8,673	-1.1%
	China	6,394	6,829	-6.4%
	India	4,622	4,420	+4.6%
	East Asia	3,941	4,145	-4.9%

¹⁾ Proposal for the specified financial year