Annual Report 2025

Leadership in Filtration

MANN+HUMMEL

MANN+HUMMEL at a glance[1]

Revenue

4.2

EUR billion

EBIT

194

EUR million

EBIT margin

4.6%

EBITDA

391

EUR million

Total assets

3.9

EUR billion

Investments in R&D

130

EUR million

Locations

80+

on 6 continents

Employees

20,371

worldwide

[1] All figures are rounded. This may lead to minor discrepancies when totaling sums and when determining percentages.

Abbreviations

AA	Aftermarket
EBIT	Earnings before interest and taxes
EBITDA	Earnings before interest, taxes, depreciation, and amortization
GBTS	Global Business & Technical Solutions
GDP	Gross domestic product
IAM	Independent Aftermarket
IoT	Internet of Things
kDa	Kilodalton (unit of molecular mass)
LS&E	Life Sciences & Environment
NF	Nanofiltration
OES	Original Equipment Supplier (parts)
PFAS	Per- and polyfluoroalkyl substances
R&D	Research & Development
RO	Reverse osmosis
SQDC	Safety, quality, delivery, and cost (optimization system)
UF	Ultrafiltration

Key figures[1]

In EUR million	2025	2024
Revenue	**4,215**	**4,528**
Operating profit or loss (EBIT)	**194**	**230**
As % of revenue	4.6	5.1
Net profit before interest, taxes, depreciation, amortization (EBITDA)	**391**	**427**
As % of revenue	9.3	9.4
Net profit or loss before income tax and changes in net assets attributable to the shareholders of the parent company	**104**	**150**
As % of revenue	2.5	3.3
Consolidated net income	**22**	**-10**
As % of revenue	0.5	-0.2
Free cash flow	**289**	**133**
As % of revenue	6.9	2.9
Total assets	**3,865**	**4,155**
Investments in tangible assets	**144**	**200**
Depreciation of tangible assets	**163**	**160**
Value added per employee in EUR thousand	**103**	**108**
Average number of employees	**20,371**	**21,224**

[1] All figures are rounded. This may lead to minor discrepancies when totaling sums and when determining percentages.

Table of contents

Foreword by the Management Board **6**
Statement of the Chairman **8**

Combined management report **10**
1. Business model of the Group 11
2. Research and development 13
3. Macroeconomic and sectoral framework conditions 21
4. Business performance 25
5. Net assets, financial position, and results of operations 34
6. Risk and opportunity report 44
7. Forecast report 56

Consolidated financial statements **57**
Independent auditors' report **144**
Publishing information **147**

Foreword by the Management Board

Shaping tomorrow is defined by how we act today and by how consistently we turn ambition into execution.

At MANN+HUMMEL, our ambition is rooted in a clear belief: filtration enables progress far beyond our own organization. For more than 85 years, we have continuously evolved while adapting to new markets, technologies, and customer needs. At the same time, we have remained true to our foundation as a family-owned company with a long-term perspective.

Our purpose follows a simple yet powerful compass: separating the useful from the harmful to shape a cleaner tomorrow. Leadership in Filtration means translating this ambition into action: for cleaner air, cleaner water, cleaner mobility, and cleaner industry.

Shifting political and economic dynamics are reshaping competitive landscapes, regulatory frameworks, cost structures, and customer expectations worldwide. In such a volatile and unpredictable environment, resilience alone is no longer enough.

Shaping the future requires antifragility: the ability to deliver solutions tailored to our customers' evolving needs while continuously developing the capabilities that allow us to become stronger and grow in times of uncertainty. We are deliberately developing MANN+HUMMEL into an antifragile organization. Antifragile systems grow stronger under pressure. They do not merely endure change—they use it to evolve.

This mindset shapes how we act. We continuously advance our innovation capabilities, our processes, and our organization. We do not merely react to change but we actively shape it. Because transformation requires more than technological excellence. It begins with deep customer understanding. This has enabled us to further improve decision-making processes, accelerate development cycles, and make our operations significantly more efficient.
The combination of global scale and high-speed execution has become a defining capability of MANN+HUMMEL. It allows us to respond faster and translate innovation into measurable market impact.

Our innovation is shaped by both science and application. Filtration is rooted in material science, physics, and engineering excellence. To further strengthen this foundation, we have established



a dedicated Filtration Materials area to deepen scientific capabilities and accelerate the transfer of research into industrial solutions. Our new production facility for filtration materials in Marklkofen demonstrates how scientific expertise is transformed into scalable industrial solutions that benefit our customers worldwide.

Sustainability remains a central driver of our innovation agenda. Our CO_2-reduced air filter made from

renewable raw materials was recognized with the PARTSLIFE Environmental Award 2025 and the CLEPA Innovation Award.

We are expanding our presence in new growth segments, particularly in Life Sciences & Environment, focusing on filtration solutions for cleaner air, water, and advanced industrial applications. Markets such as data centers and cleanrooms are experiencing sustained structural growth and are essential for AI, semiconductor production, healthcare, and pharmaceutical manufacturing. In these environments, advanced filtration solutions play a critical role in addressing increasing energy consumption while ensuring the highest air purity standards. At the same time, global water scarcity is accelerating demand for advanced treatment solutions, including desalination and water reuse technologies. These developments reflect the growing relevance of our filtration solutions and the value we create for our customers.

As we build a future-ready business, we accelerate transformation and strengthen our antifragility through disciplined execution and financial strength. Our progress becomes visible in the reliability of our operations and recognitions such as the GM Supplier Quality Excellence Award and the Outstanding Shipping Performance Award received by WIX Filters.

Digitalization and AI play central role in strengthening our antifragility and our long-term competitiveness. The transition to S/4HANA and the expanded use of AI enable smarter processes, faster decisions, and greater adaptability in an increasingly dynamic environment.

Ultimately, antifragility is driven by our people. Navigating complexity requires leaders who build capabilities, empower teams, and act decisively with speed and focus. Through the deliberate development of critical talent and leadership capabilities, we continue evolving toward a skill-based organization while strengthening our long-term attractiveness as an employer.

Together, these elements form an integrated ecosystem that protects and strengthens our core business while enabling growth in new markets and segments.

We cannot predict the future, nor can we control all external forces. But we can decide how we respond. Guided by our purpose, strengthened by antifragile capabilities, and driven by disciplined execution, we are not merely reacting to change. We are shaping it.

This is how we shape tomorrow.

Ludwigsburg, Germany, May 2026

Kurk Wilks
President & CEO

Emese Weissenbacher
EVP & COO

Helena Hofer
CFO

Statement of the Chairman

Shaping tomorrow begins with the question of responsibility. And with the understanding that it cannot be delegated.

Interdependencies shape our world. Political orders are being questioned. International rules are losing their binding force. Short-term interests are displacing long-term perspectives.

Shaping tomorrow begins with the question of responsibility.

Who takes responsibility for future readiness, stability, progress, and social cohesion? When political systems reach their limits? When global power structures shift and new economic, technological centers emerge?

Family businesses must not shy away from this question. Precisely because they think long term, act across generations, and firmly root themselves in society, they bear more responsibility today than ever before.

Progress does not happen in isolation, but through the interaction of many players. I see this world as a mosaic: Only when many individual pieces come together does a picture with meaning and impact emerge. MANN+HUMMEL is part of this mosaic—a single piece and, at the same time, a bridge that connects people and technology, enabling others to act effectively.

Filtration is not an end in itself; it is a contribution to something greater. We separate the useful from the harmful so that cleaner air, cleaner water, cleaner mobility, and a cleaner industry are accessible. Our focus is on solutions that have an impact, developed together with our employees, our customers, and our partners worldwide.

This is what responsibility means to us: a consistent focus on today's and tomorrow's customer challenges—all while considering regional, cultural, and economic differences. Technology is a lever for tangible progress. Because progress only gains meaning when it serves people.

For 85 years, MANN+HUMMEL has embodied this understanding of responsibility. The company has also evolved through political upheavals, economic crises, and profound technological changes. Because it has acted entrepreneurially. Because individuals have stepped forward, assumed responsibility, and acted with courage even amid uncertainty.



Our founders laid the foundation on which we continue to build today. We are guided by curiosity, excellence, passion, and a deeply humanistic mindset. People have always been and remain at the center, then and now. And we believe people are capable of taking responsibility.

This conviction carries us through times of change. It provides direction and a clear standard for our actions.

Our values—Focus, Innovation, Leadership, Trust, Empowerment, and Results (FILTER)—serve as steady compass for everything we do. In a global organization shaped by diverse cultures, these values provide orientation, enable clarity, and strengthen our ability to execute with consistency.

Filtration will remain indispensable in the future: for buildings and pharmaceutical applications, for water, which is becoming scarcer than many raw materials, and for sustainable mobility and industry. In these areas and more we are making our contribution.
By separating the useful from the harmful.

The future is created when responsibility is taken today, guided by foresight. Even under the most uncertain of conditions. Long-term thinking does not mean standing still. Future readiness is not merely the continuation of the status quo. It requires courage to change and speed to act, an ability to decide under ambiguity, and a willingness to take risks and bring people along. With focus, executional strength, customer proximity, and a commitment to learning, we connect strategic ambition with operational agility.

We have a strong heritage, and we will continue this path with unwavering commitment to the future. What will matter most is the ability to embrace and productively reconcile opposites: continuity and change, individual and social responsibility and freedom, thoroughness and speed, stability and renewal, heritage and future.

85 years of company history are not proof of permanence for us, but a mandate for the future. Anyone who has been able to make an impact over such a long period of time should ask what contribution they want to make tomorrow for our society and for people.

If we succeed in maintaining this balance, many individual pieces of the mosaic form a powerful picture of MANN+HUMMEL. A picture that shows how we create solutions while contributing to a cleaner and more livable world.

For us, shaping tomorrow means taking responsibility together.

With an awareness of our role in the bigger picture. In every region of the world. With foresight, courage, and speed. Building trust. Especially when responsibility becomes uncomfortable.

Ludwigsburg, Germany, May 2026

Thomas Fischer
Non-Executive Chairman

Combined management report of MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg, and the Group for the 2025 financial year[1]

1 All figures are rounded. This may lead to minor discrepancies when totaling sums and when determining percentages.

1. Business model of the Group

MANN+HUMMEL is a globally active family-owned company headquartered in Ludwigsburg, Germany. For over 80 years, the company has been developing and producing filtration solutions, initially for the automotive sector and increasingly for other areas in industry and public utilities. MANN+HUMMEL International GmbH & Co. KG is the Group's parent company and is responsible for its strategic direction, with a focus on "Leadership in Filtration."

Previously, the business model was divided into two business divisions: Transportation and Life Sciences & Environment. In the year under review, however, we established a new business division: Filtration Materials. This division will reach full operational capacity in 2026.

On July 1, 2025, MANN+HUMMEL expanded its executive management team to include the role of Chief Operating Officer (COO), thereby setting the course for greater customer proximity, global operational ability, and long-term future security in an economically and geopolitically challenging environment.

In the **Transportation** division, MANN+HUMMEL offers solutions for original equipment (OE) of passenger cars (OE PC) and heavy-duty vehicles (Original Equipment Heavy Duty, OE HD), including commercial vehicles, agriculture machinery, and mining vehicles. Another business unit, Industry (Original Equipment Industrial, OE I), encompasses rail vehicles, ships, and energy technology. The Aftermarket (AA) business and its steady demand stabilize the slightly volatile OE sector. AA includes both Original Equipment Supplier (OES) and spare parts for the Independent Aftermarket (IAM).

In the **Life Sciences & Environment** (LS&E) division, MANN+HUMMEL develops and produces pioneering solutions for air and water filtration. These include filters for indoor and outdoor use, cleanrooms, and industrial applications, as well as stationary and mobile air purifiers with high-efficiency particulate air (HEPA) filters for the separation of viruses, bacteria, and other microorganisms. Some MANN+HUMMEL indoor filters have anti-allergenic and antimicrobial functionalities.

Our other filters can be found in offices, schools, and commercial and industrial buildings, as well as in potentially hazardous areas, such as offshore oil platforms. Our product portfolio also includes stationary systems for the filtration of particulate matter and nitrogen dioxide, as well as for improving outdoor air quality.

Our water filtration systems are used for water and wastewater treatment in municipal and industrial applications to efficiently use and recycle scarce freshwater resources. Other key areas of application are in the food sector, biotechnology, or other ultrapure water areas, such as microelectronics.

With the new **Filtration Materials** division, which will be fully operational from 2026, we are focusing on further developing the actual core elements of every filtration system: the filters themselves. The materials we develop in-house are our unique selling point. They strengthen our autonomy and ensure a high pace of development and innovation.

The Transportation division generates 89% of our revenue, while the LS&E division generates 11%.

Strategically, both business divisions serve the increasing demand for innovative filtration products for cleaner mobility, cleaner air, cleaner water, and cleaner industry. The Filtration Materials division will serve the Group's internal supply needs from 2026, therefore not generating any external revenue.

Digital services and intelligent, customer-centric solutions are increasingly complementing our portfolio, including the networking of product systems via the Internet of Things (IoT), data analysis in the cloud, specifically developed algorithms, and user-friendly apps. In this way, we provide our customers with valuable data and services that help them further optimize their filtration solutions and their business.

MANN+HUMMEL continuously standardizes processes and makes them available in Global Business & Technical Solutions (GBTS), reducing costs while strengthening efficiency and service culture. Through continuous standardization, business processes can be digitized, automated, and supported by artificial intelligence (AI) to increase productivity.

Strength in multinational collaboration

The employee feedback we want to earn:

"I much prefer to work in international teams. The different ways of thinking and approaching solutions not only help us overcome challenges quickly but are also very enriching for personal interaction."

How MANN+HUMMEL makes this tomorrow happen today:

MANN+HUMMEL continued to strengthen its commitment to diversity in its various divisions during the reporting year. Employees from 102 different nationalities work together productively at 91 branches in 38 countries. Cultural diversity not only leads to greater employee satisfaction but also promotes rapid problem solving.



2. Research and development

In the year under review, we developed application-oriented adaptations of existing technologies for use in other applications and markets and focused on optimizing the use of AI for research and development (R&D) purposes.

The new Filtration Materials division now bundles our expertise from a wide range of filtration areas and makes it available to the wide range of applications covered by MANN+HUMMEL filtration solutions. From passenger cars, commercial vehicles, and construction and agricultural machinery, with a strong focus on alternative drive technologies, through industrial solutions in the energy and mobility sector, to applications in real estate and household appliances and the air and water sectors of the LS&E division. R&D activities now benefit all areas where it is important to separate the useful from the harmful.

Group-wide R&D expenses amounted to EUR 130.2 million in 2025 (previous year: EUR 128.3 million).



Sustainability

Advancing next-generation sustainable filtration materials

The supplier feedback we want to earn:

"The establishment of more sustainable filter solutions has opened up a new mass market for us as a supplier of raw materials such as lignin and other more sustainable materials. We have been able to scale and have thus achieved a position as a technology leader in the field of 'green' industrial components."

How MANN+HUMMEL makes this tomorrow happen today:

MANN+HUMMEL's switch to more sustainable filtration solutions through the "Naturally Better" initiative creates new business opportunities for suppliers by giving them access to a growing market for environmentally friendly industrial materials. Additionally, it helps their environmental, social, and governance (ESG) ratings, which are becoming increasingly important for investors and other potential customers.

With an R&D network of nearly 1,100 engineers worldwide, MANN+HUMMEL is constantly working on the development of innovative and sustainable filtration solutions, bringing the vision of "Leadership in Filtration" to life in a sustainable way.

Over 100 priority patent applications were filed during the year. At the end of the year, the intellectual property (IP) rights portfolio comprised approximately 4,800 patents and patent applications as well as approximately 3,300 trademarks and trademark applications. More than half of our priority patent applications relate to applications that go beyond internal combustion engine technology technology.

We have established a research partnership with the South China University of Technology (SCUT) on filtration materials, and we will continue to expand this collaboration in the future.

In our smartFE digital platform, we combine development expertise, measurement data, simulation, and machine learning into an innovative design tool that helps all developers achieve faster results. Additionally, we launched our new learning module on filtration materials in 2025 and have already trained over 4,000 employees worldwide on our filtration materials over the course of the year.

In the year under review, MANN+HUMMEL has remained committed to the AeroSolfd innovation project, which is funded by Horizon Europe, the EU's flagship funding program for research and innovation. The project, for which MANN+HUMMEL has assumed coordination responsibility, focuses on the development of market-ready retrofit solutions that help achieve rapid and effective reductions in exhaust and braking emissions as well as minimize pollution in (semi-)enclosed environments.

We also remain involved in the EU project H2MAC (for the development of a cathode air filter system for fuel cell-powered mobile machines). The removal capacity of SO_2 is an important product feature of cathode air filters for fuel cells. In the year under review, we developed a new adsorbent material that absorbs 30% more SO_2 than other activated carbons. As part of H2MAC, we are testing and demonstrating these membrane solutions directly in real-world applications to establish them as the standard for the critical filtration requirements of the future hydrogen economy.

A new addition is our R&D participation in the H2UpScale project. The aim of this EU-funded project is to develop key components for the plant balance of proton exchange membrane fuel cell systems with an output of more than 250 kW, specifically designed for heavy-duty transport applications.

Another EU-funded project is SPRINT, which focuses on the development of sustainable and cost-effective sodium-ion batteries to optimize stationary energy storage systems.

In the area of indoor air filtration, we continued our participation in the EU-funded projects LEARN (for clean air in schools) and K-HEALTHinAir (for the prevention of harmful indoor air pollution) in the year under review. Our involvement in the the EU project INQUIRE (for clean air in households and schools), which has a particular focus on potential health risks for young children, is aligned with this goal.

Since 2024, we have been a partner in the EU project CORNERSTONE, which aims to optimize wastewater treatment with new technologies and digital solutions. Within the project, MANN+HUMMEL supports the development and demonstration of innovative membrane solutions designed to enhance treatment efficiency, operational robustness, and sustainable water reuse in industrial applications.

Since March 2025, MANN+HUMMEL has been a partner of the IPAI CAMPUS, an international research center in Heilbronn, Germany, for over 5,000 people working on the development and application of AI.



Agility

Advancing vertical integration through a new division

A tomorrow-focused employee viewpoint:

"Working in our new Marklkofen filtration-materials line feels like being part of a start-up inside a global company – we can test, adapt, and launch faster than ever before."

How MANN+HUMMEL makes this tomorrow happen today:

Vertical integration of filtration-materials development and production in Marklkofen allows faster product launches, higher innovation speed, and greater self-sufficiency since 2025. Empowered teams transform agility from a value into practice.

Transportation

In the year under review, we established a complexity management team to systematically reduce product complexity. This allows us to meet local customer requirements with standardized designs, relying on identical parts more often. Using a new software solution, engineers around the world can search for 3D shapes instead of terms. When someone designs a part in Mexico, the developer in Germany can find that part via a geometric 3D search and use it instead of creating a new part, which can be expensive. This solution reduces production and logistics costs.

Another digital tool is our multi-project management system, TnT-NPI. It is the backbone for coordinating our numerous product innovations from development to launch, especially for the aftermarket. It provides clearly defined process steps, assigned responsibilities, and the flexibility to adapt to customer requirements. The system accelerates time-to-market, identifies resource bottlenecks through enhanced task transparency, and supports users in efficiently managing their open tasks.

In the field of electromobility, we have developed an e-axle module for heavy-duty electric commercial vehicles that is ready for series production. This module is a highly complex thermal and lubrication management unit with three filters, two pumps, three coolers, and several oil circuits. It is highly efficient, capable of withstanding continuous loads, and compact enough to make the best possible use of the limited installation space of an e-axle.

We have developed a unit with separate functions for the venting of high-voltage batteries that is also ready for series production. Conventional venting units use a single membrane to handle both normal and emergency operation (in the event of battery malfunction). As a result, air is constantly exchanged across the membrane, during which point moisture can constantly enter the battery, condense on the cooling elements inside the battery compartment, and potentially lead to corrosion damage and, in the worst case, short circuits, resulting in a battery fire.

In our new solution, valves prevent air exchange; it only occurs above a certain pressure differential. During normal operation, moisture ingress through the membrane is thus reduced to a minimum, and the battery's service life is extended. In the event of cell failure (i.e., thermal runaway), a "flying cap" opens, allowing hot gases to escape through a large cross-section in milliseconds. This prevents the battery from exploding, and the gases escaping from the cells are safely vented to the outside.

In the OE HD sector, we were able to expand our portfolio of service-friendly Wavelock screw-on filter systems for a major Asian manufacturer to include a system with filter diameters exceeding 110 mm. These systems are patent protected and thus ensure both long-term OE revenue and follow-up business in the aftermarket. The W11 size signals to the heavy-duty market that we can also enforce the Original Equipment Manufacturer (OEM) quality for heavy-duty diesel engines—protecting the engine—even in the aftermarket.

A true innovation is the oil management module developed for a major European manufacturer. It is not merely a filter housing but a multifunctional module that combines an oil filter, oil cooler, and water pump into a single compact unit. The innovation is the electric thermostatic valve, which is controlled by the engine control unit. It increases efficiency by shortening the warm-up phase (thereby reducing CO_2 emissions), maintains the highest possible oil temperature (to minimize viscosity loss), and proactively lowers the temperature under full load before overheating becomes a risk.

Developed specifically for the Brazilian market, we introduced a range of diesel pre-filters for biodiesel in the year under review. These four-stage filters allow longer maintenance intervals and ensure stable combustion.

For the Heavy Duty Off-Road sector, we further expanded our portfolio of self-cleaning air filters for mining applications. With the now additionally integrated compressor, the system cleans the filter media through targeted pressure surges, thereby dissolving accumulated dust. This keeps flow resistance constantly low, reduces fuel consumption, and noticeably extends service intervals. The downtimes of the machines are significantly reduced—in line with our claim, "Your success is our mission."

At AAPEX 2025, we introduced our new spin-on oil filters for high-mileage engines. With a fully synthetic filtration medium, these filters offer exceptionally high dirt-holding capacity, high resistance to combustion products, and optimal lubrication during cold starts. These filters are optimized for engines that have already accumulated high mileage. At the trade show, we also presented the latest development in cabin air filters: our High-Flow HEPA filters. This product line combines maximum filtration efficiency with minimal flow resistance. These solutions demonstrate MANN+HUMMEL's ability to translate complex customer needs into market-ready high-tech solutions.

In many areas, patent-protected technologies such as SnapFit protect our customers' products from damage caused by low-quality filters and ensure stable revenue for MANN+HUMMEL in the aftermarket, as well.

Life Sciences & Environment

Air Filtration

During the reporting year, activities in Europe focused on sustainability, energy efficiency, and the continued expansion of system-based filtration solutions. In line with European Ecodesign requirements, we optimized the portfolio by redesigning bag filters, increasing the use of recycled materials in filter media, and introducing an additional series of products with an A+ energy rating. MANN+HUMMEL continues to have the largest selection of A+ and A-rated products in the Eurovent ranking. We have strengthened our environmental transparency through life cycle assessments (LCAs) and environmental product declarations (EPDs), as well as through the broader rollout of the BREEZE energy evaluation tool, which is now accessible to more than 100 customers and distribution partners.

Product engineering yielded measurable efficiency improvements, such as redesigning the AirCube Eco 4V compact filter with reduced weight from 8 kg to 5 kg while maintaining the same technical performance. The transition toward per- and polyfluoroalkyl substance (PFAS)-free filter media and components progressed across several product families, supporting regulatory compliance and long-term sustainability goals.

System solutions gained further strategic importance via expanded offering of fan filter units (FFUs), terminal modules, and modular housing systems.

These solutions are being successfully deployed in projects involving high-tech installations in Germany and the Netherlands. Examples of the critical applications in healthcare include the ceilings of operating rooms in hospital, such as in Oman.

The increased use of virtual technology and cleanroom simulation marked significant progress in contamination control strategies. Collaboration across all MANN+HUMMEL R&D units enabled rapid early-stage validation, reduced project risk, and improved the predictability of speed-to-market systemic solution.

Other key areas in the reporting year included the development of new applications, the optimization of existing product lines, the expansion of analytical expertise, and the integration of migrated products from legacy enterprise resource planning (ERP) and product lifecycle management (PLM) systems into MANN+HUMMEL standards.

The initial installation of a new, highly sensitive GC-MS system significantly improved our capabilities for precise material and product analysis. It enables deeper insights into chemical processes, particularly for semiconductor applications, and supports robust, data-driven decision-making, including sustainability-related assessments such as product optimization and reliable predictions of remaining filter life. Another focus was on the introduction of standardized, compact filters and filter panels based on in-house-manufactured media. This step toward deeper vertical integration enhances performance density, sustainability, and cost efficiency while strengthening the competitiveness of our molecular filtration portfolio in the heating, ventilation, and air conditioning (HVAC) and semiconductor markets, particularly in light of the new ISO 10121 3 standard. In parallel, we have developed new standardized honeycomb solutions, protected through patent applications.

In the medical sector, we have developed new technological capabilities for several customer-specific development programs. We successfully transferred a proven comfort seat product to modern manufacturing technologies at our Himmelkron site. This ensures long-term supply capability while maintaining the benefits of energy-efficient passive seat climate control. In the area of direct air capture (DAC), we were able to achieve significant progress in both material and process development.

Water & Membrane Solutions

During the reporting year, R&D activities focused on the further development of membrane technologies and the adaptation of module designs to improve performance, operational reliability, and process integration. The development of new materials increased stability and expanded the range of applications, particularly in water reuse and liquid separation.

In the food and dairy sector, we have developed a new ultrafiltration (UF) membrane for protein processing applications. To address the growing market for 10 kDa membranes, we have further developed our existing product portfolio and improved process performance, particularly by increasing flow rates while maintaining high protein retention rates.

The development of reverse osmosis (RO) membranes for seawater and brackish water applications proceeded according to plan. Initial production runs confirmed technical feasibility.

Our research activities were supported by collaborations with academic institutions, such as Institute of Engineering and Computational Mechanics, University of Stuttgart (ITM), National Research Council of Italy (CNR), and the Polytechnic University of Turin, as well as strategic partners, enabling the development of advanced materials and their transfer to industrial production.

At the IFAT trade fair in May 2025, we successfully launched AquaPro, a software solution for the development of membrane systems. AquaPro simulates real-world operating conditions; evaluates water quality, recovery rates, and system configurations; and seamlessly integrates with our comprehensive RO, nanofiltration (NF), and UF membrane portfolio. Based on robust, validated calculation models, AquaPro strengthens our digital offering and solidifies our position as a technology leader in the field of water treatment solutions.

In Brazil, we launched a new case study during the reporting year that demonstrates the successful implementation of a PureULTRA UF system with higher water reuse rates. Through consistently high-quality pretreatment, the technology improves system reliability and supports more efficient and sustainable water treatment.

Filtration Materials

In the reporting year, we completed the organization of a dedicated division for the development of innovative filtration materials. Starting in 2026, this new division will focus on the development of filter media. These in-house developments are our unique selling proposition, ensuring our autonomy and accelerating innovation.

This research-oriented division will develop innovative filtration materials for the Transportation and LS&E divisions. This includes filters made of cellulose; synthetic, glass, or blended fibers; synthetic nonwovens; adsorption materials; and, in the future, membranes. The research department consists of teams in Shanghai, China; Bengaluru, India; and Ludwigsburg, Marklkofen, and Himmelkron, Germany. Each team has access to its own laboratory and prototyping facilities.

A particular focus of the research teams was on the development of materials that were introduced to our new production lines in Marklkofen in the first quarter of 2025: spunbond, meltblown, biofunctional, and lamination. In February 2025, we produced the first small series of polyester spunbond there.

The most important material innovation in moistened cellulose was the joint development with a leading filter media supplier of a new lignin-based impregnation that reduces the CO_2 footprint by 5% and crude oil consumption by 27%.

Corporate Ventures

In 2025, we remained true to our strategic direction and continued to focus on partnerships and investments in innovative start-ups whose corporate goals are associated with cleaner air, cleaner water, cleaner mobility, and cleaner energy. We have strengthened our global innovation network with a strategic investment in Numat Technologies, a market leader in metal-organic filtration materials. These materials absorb specific gases through nanopores like a sponge, separating them more efficiently and precisely than conventional methods.

We continued our participation in the CM Venture Fund in the year under review to participate in the development of disruptive technologies in Asia right from the start-up phase.

We have further expanded our commitment to emerging markets through a partnership with the Kinjani Greenhouse Accelerator in Africa. Kinjani is a platform for science-driven entrepreneurs with a particular focus on addressing sustainability challenges in the agricultural sector across Africa.

In general, MANN+HUMMEL Corporate Ventures continues to focus on building a portfolio of businesses and partnerships with the potential for high financial and strategic returns.

In addition to the traditional venture capital commitments, our Venture Client unit has now evolved into a well-structured model that acquires start-up pilot projects for real-world test phases without concluding complex investment contracts.

This accelerates our innovative strength, particularly in the areas of compliance, efficiency enhancement, and digitalization, and strengthens our technology leadership as well as our ability to accelerate the adoption of innovations across all business units.

Delivering seamless 24/7 service access for aftermarket customers

A customers voice from tomorrow:

"With the MANN+HUMMEL customer portal, I can order products anytime, track shipments, and access all the materials I need in one place. Managing warranties and returns is simple, and the personalized offers and real-time responses help me run my aftermarket business more efficiently."

How MANN+HUMMEL makes this tomorrow happen today:

MANN+HUMMEL is actively building the next generation of its customer portal. A dedicated Customer Journey team works with partners to identify everyday challenges and ensure the platform addresses real customer needs. Continuous improvements and focused digital investments are turning these insights into practical, easy-to-use solutions that strengthen efficiency and customer satisfaction.



Digitalization

Digital Transformation

The year under review was marked globally by a further acceleration of technological change and rising customer expectations. Our digital transformation is the answer to these expectations: It strengthens our resilience and agility as well as our focus on maximum customer centricity.

Our advances in manufacturing digitalization, data platform unification, AI implementation, and process automation provide a solid foundation for greater customer satisfaction, operational excellence, and data-driven decision-making.

Our Lean Enterprise and Advanced Processes (LEAP) program and the global transition to SAP S/4HANA are key drivers of this transformation. After several test cycles and concentrated efforts by various teams, we were able to complete the global go-live in the year under review without any significant disruption to business operations. In doing so, we have created a resilient foundation for the comprehensive transition to an end-to-end, process-oriented company with strong data governance and a clear customer value-added mindset.

In HR, we introduced digital qualification management and SuccessFactors-based compensation processes. The Finance team advanced its automation agenda through AI-powered reporting, and the GBTS team made great progress on the standardization and automation roadmap, including AI solutions.

A key milestone was the further expansion of the MANN+HUMMEL Digital Manufacturing Platform (DMP). By connecting more than 20 plants worldwide, we have now created a unified, real-time data environment that improves performance, quality, and energy transparency. The successful introduction of a Digital Shopfloor Management concept also establishes a global, structured approach to SQDC processes and forms the backbone for future AI-driven problem solving.

We have further expanded the use of AI by launching our first Agentic AI Material Master Data Recommendation Engine in the year under review, demonstrating that expert systems can harness operational experience and strategic guidance for scalable, automated decision support.

3. Macroeconomic and sectoral framework conditions

Global economic development in 2025

In 2025, global economic growth stabilized at a moderate level, while the economic policy environment underwent significant changes due to an intensification of protectionist tendencies and a restructuring of trade relations. According to current estimates, global GDP growth was around 3.2% based on purchasing power parities; however, the regions showed significantly different growth rates[1,2].

The global decline in inflation[3] enabled the major central banks—the Federal Reseve[4] and the European Central Bank[5]—to continue the cycle of interest rate cuts that began in 2024. This eased investment conditions, although the restrictive fiscal policies of many countries (due to the reduction of debt brake exemptions and subsidy programs) had a dampening effect.

The eurozone recorded slightly improved but still below-average growth of around 1.3%[6]. German industry in particular continued to suffer from high energy costs and the pressure of transformation, narrowly avoiding a prolonged recession with marginal growth of 0.3%. Positive momentum came primarily

from Southern European countries and the services sector, while political uncertainty in core countries dampened the propensity to invest.

The US economy once again demonstrated above-average momentum, achieving GDP growth of approximately 2%. While private consumption remained stable, announcements of new trade tariffs and a realignment of industrial policy—"America First 2.0"—toward the end of the year caused volatility in the markets but provided short-term support for domestic production.

Despite government stimulus packages, growth in China cooled to around 5%. The crisis in the real estate market was difficult to stabilize. Additionally, increasing export restrictions by the West in the high-tech sector and weak domestic demand weighed on the world's second-largest economy[7].

India remained the global leader among the major powers with growth of around 6.7%, driven by massive infrastructure investments and a growing middle class.

Africa was slightly above the global average with projected growth of 3.7%[8].

Global trade remained characterized by increasing fragmentation into trading blocs. Industrial production stabilized, with a clear focus emerging on green technologies and AI hardware. Commodity prices showed a two-pronged trend in 2025: While energy prices (oil and gas) remained moderate despite geopolitical tensions in the Middle East due to higher supply, prices for industrial metals (copper and lithium) rose again in the second half of the year as a result of global electrification efforts[9].

At the end of 2025, the global economy looks back on a year of adjustment. The interest rate turnaround prevented a feared deep recession, but rising protectionism and geopolitical rivalry between the US and China pose lasting challenges to global supply chains.

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[2] IWF https://mediacenter.imf.org/news/imf---world-economic-outlook-october-2025-update/s/8c410ec9-2166-400b-ba22-46c5849b4881
[3] Statista https://de.statista.com/themen/13210/inflation-weltweit/
[4] https://de.statista.com/statistik/daten/studie/419455/umfrage/leitzins-der-zentralbank-der-usa/
[5] https://www.bundesbank.de/resource/blob/607806/fa0e277ab1a0f69bfe8701920f317ac8/472B63F073F071307366337C94F8C870/s510ttezbzins-data.pdf
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[9] Bloomberg https://professional.content.cirrus.bloomberg.com/professional2023/insights/markets/2025-commodity-look-back-blog/

Transportation

Passenger Car

In 2025, the global passenger car market once again recorded modest growth, driven by catch-up effects, stable consumer sentiment in the US, and continued high demand in China and India. Despite geopolitical uncertainties and slowing economic growth, electric mobility and digitalization remained the driving forces of the automotive market. Globally, the share of electrified vehicles—both battery and plug-in hybrid electric vehicles (BEVs/PHEVs)—stood at around 25% of new registrations, and the trend is rising[1].

In Europe—the EU, the European Free Trade Association (EFTA), and the UK—new passenger car registrations amounted to just under 13.3 million, representing growth of around 2% compared to 2024. The weak economy and ongoing supply bottlenecks for components dampened growth. Germany saw slight growth (+1%), France (-5%) and Italy (-2%) declined, while Spain (+13%) and the UK (+3%) had gains. The markets in Eastern Europe grew at an above-average rate (+7%)[2].

In the US, new registrations of light vehicles rose (+2.4%) to 16.2 million vehicles[3], supported by falling inflation rates and stable real wages. Brazil (+1.6%) and Mexico (+2%)[5] grew at a similar rate.

The world's largest single market, China, grew (+4%) to 23.9 million passenger cars. Growth was driven by strong sales of electric vehicles (EVs) (+16%), supported by extended incentive premiums. The Chinese production figures show the export pressure: At 29.9 million passenger cars, the figures rose to a record level (+10%, compared to 2024)[6].

1 https://www.isi.fraunhofer.de/de/blog/themen/batterie-update/elektroauto-verkaufszahlen-2025-china-leitmarkt-hersteller-europa-anteil.html
2 VDA Economic Barometer, Feb. 2026
3 https://www.nada.org/nada/nada-headlines/december-2025-market-beat-new-light-vehicle-sales-totaled-162-million-units
5 https://www.fitchsolutions.com/bmi/autos/latin-america-autos-slower-yet-positive-growth-region-2025-30-12-2024
6 VDA Economic Barometer, Feb. 2026

Commercial Vehicles

The year 2025 proved to be significantly more challenging for the European commercial vehicle market than the previous year. The market for light commercial vehicles (vans up to 3.5 tons) saw a 9% decline in new registrations, with the four largest markets—the UK (-11%), France (-6%), Germany (-5%), and Italy (-5%)—contributing to this downturn. Spain was an exception, posting a 12% increase[1]. The market for heavy-duty trucks (over 16 tons) also declined: New registrations fell by a total of 6% to 298,000 vehicles. Medium-duty commercial vehicles (3.5–16 tons), on the other hand, remained stable (+1%) to 73,494 units. The German market for heavy-duty commercial vehicles was 12% weaker in 2025 than in the previous year[2], reaching a level comparable to that of the pandemic year 2020.

A European countertrend is evident in the field of electromobility: Electrically chargeable vans achieved a market share of 11.2% in 2025 (up from 6.1% the previous year), and electrically chargeable trucks over 3.5 tons had a market share of 4.2% (up from 2.3% the previous year). The main drivers of this development were the Netherlands, Germany, and France, which together accounted for around two-thirds of the EU market for electric trucks[3].

The US market performed weaker than the European market. Commercial vehicles over 16 tons saw a 13% decline compared to the previous year. In Brazil, the commercial vehicle market (over 16 tons) shrank by 11%, while in China, a significant increase of 27% in heavy-duty commercial vehicles highlights the market opportunities. India, too, is showing an upward trend, with 8% growth in vehicles over 6 tons, reaching 357,740 units[4].

1 VDA-Konjunkturbarometer, Jan. 2026
2 VDA-Konjunkturbarometer, Jan. 2026
3 https://www.acea.auto/cv-registrations/new-commercial-vehicle-registrations-vans-8-8-trucks-6-2-buses-7-5-in-2025/
4 VDA-Konjunkturbarometer, Jan. 2026

Life Sciences & Environment

Air Filtration

The markets for air purification remain segmented but have continued to gain volume overall. The global market volume has also continued to grow. For 2025, the market is estimated at USD 18.3–18.5 billion[1]. Growth expectations remain robust, with analysts forecasting a compound annual growth rate (CAGR) of 6.4% through 2033[1].

In the year under review, the American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) published updated standards for commercial and residential buildings. ANSI/ASHRAE 62.1-2025 redefines the standard for ventilation and acceptable indoor air quality in commercial buildings; it refines and expands humidity control requirements, introduces new requirements for emergency ventilation controls, and offers new calculation methods[2].

China's economy remained stable in 2025, growing at a rate of 5%[3]. Investments in "megaprojects" by screen manufacturers—whose production cleanrooms often rely on air filtration solutions—slowed down as the technology advanced and reduced the need for capacity and manufacturing facilities in the sector[4]. On the other hand, trade wars led to production expansions in segments such as EVs, semiconductors, batteries and solar energy, resulting in global overcapacity. Market growth in these industries has also thus led to increased and tougher competition.

1 https://www.grandviewresearch.com/industry-analysis/air-purifier-market
2 https://blog.ansi.org/ansi/ansi-ashrae-62-1-2025-ventilation-indoor-air
3 https://www.china-briefing.com/news/chinas-economy-in-2025-gdp-5-percent-growth
4 https://en.people.cn/n3/2025/1016/c90000-20378026.html#:~:text=BOE%20now%20owns%20three%20flexible,capacities%20and%20reduce%20production%20costs.

Water & Membrane Solutions

Global investment volume in water and wastewater management continues to grow. The total market for water and wastewater treatment is estimated at around USD 372 billion in 2025 and is projected to grow to just under USD 714 billion by 2034, representing a CAGR of 7.5%[1]. The Organization for Economic Cooperation and Development (OECD) and the World Bank both estimate global investment needs at USD 6.7 trillion by 2030, a figure that could rise to as much as USD 22 trillion by 2050—far above current public financing commitments[2]. The four strategic core themes of the market—climate resilience, pollution control, sustainable water use, and equal access to water—have moved further to the fore in 2025.

A central regulatory issue in the reporting year were PFAS, the so-called "forever chemicals." In May 2025, the US Environmental Protection Agency (EPA) postponed the implementation deadlines for the national PFAS drinking water limits for perfluorooctanesulfonic and perfluorooctanoic acids (PFOS and PFOA) by two years to 2031. However, other US legal regulations limiting PFAS use remain in effect[3].

In the membrane market, the consolidation of growth momentum has continued to accelerate. The global membrane filtration market is estimated to be worth USD 19.2 billion in 2025, with a projected CAGR of 6.7% to 2035[4].

RO and high-pressure filtration accounts for approximately 32–33% of the market volume, while microfiltration (MF), UF, and low-pressure account for around 45% altogether. The specific market for water treatment membranes—RO, NF, MF, and UF—was USD 9.7 billion in 2025 and is expected to grow to over USD 20.6 billion by 2034, registering a CAGR of 8.75%[5].

The Middle East/Africa region continues to be one of the fastest-growing regions in the membrane market, driven by seawater desalination and government water infrastructure programs[6].

1 https://www.fortunebusinessinsights.com/water-and-wastewater-treatment-market-102632
2 https://www.weforum.org/stories/2025/12/trends-defining-water-innovation-2025-what-they-mean-global-water-agenda-in-2026
3 https://eelp.law.harvard.edu/tracker/pfas-in-drinking-water
4 https://www.globalgrowthinsights.com/market-reports/membrane-filtration-market-106246
5 https://www.precedenceresearch.com/water-treatment-membrane-market
6 https://www.sphericalinsights.com/reports/middle-east-and-africa-reverse-osmosis-membrane-market

4. Business performance

The Transportation and LS&E divisions both experienced slight volume losses in the reporting year. However, gross margins remained stable or improved slightly despite the lower volumes. No external revenue were generated in the Filtration Materials division during the reporting year.

Transportation

Revenue in the Transportation division amounted to EUR 3,762.1 million in 2025, a decrease of EUR 278.8 million, or 6.9%, compared to the previous year (EUR 4,041.0 million). A negative exchange rate effect of EUR 142.2 million had a significant impact. Adjusted for currency effects, the decline was EUR 136.7 million, or 3.4%. While Europe and Asia remained largely stable, revenue in the North American aftermarket declined considerably.

Original Equipment Passenger Car Business Unit

Adjusted for currency and special effects, revenue in this area declined slightly in the year under review.

Our focus is on high-margin innovations that meet growing demand due to the trend toward electromobility or new regulatory requirements.

We presented these new developments at Auto Shanghai in the reporting year at the center of the new lead market for electric mobility.

The growing cabin air filter segment is benefiting from increased health awareness and the awareness of the dangers of high air pollution, particularly in Asia. The MANN+HUMMEL cabin air filter portfolio goes far beyond simple pollen filters and includes high-performance particulate and gas filters that ensure excellent air quality in vehicle interiors. Our new cabin air filters follow the growing trend toward healthy air in vehicles. High-performance HEPA filters ensure optimal air quality, and "smart" activation conserves battery capacity, thereby increasing the range of EVs as the filters only activate when needed.

In battery-powered vehicles, thermal runaway of the battery can lead to the release of harmful gases and particles from the battery housing. To eliminate this health hazard, Chinese authorities will require a solution that minimizes the risks. We have therefore developed a smoke filter with an integrated degassing unit that already meets these regulations.

Although EVs do not require oil or fuel filters, they do use compressed air systems primarily for the air suspension of the chassis (especially in Asia). We offer filter technologies for these air suspensions, which allows us to benefit from the growing market share of BEVs.

Our strong commitment to the leading EV market in China underlines the agility and market proximity of MANN+HUMMEL in an area that, due to the global phase-out of internal combustion engines, represents the sector's greatest existential business risk.

This decentralized, regional focus on the Chinese market accelerates decisions and product cycles, which is crucial for competitiveness in the EV market. Our new smoke removal venting unit, e-axle filtration solutions, and the filtration solution for charging stations are proof of our innovative strength in the areas of high-voltage safety, thermal management, and comprehensive support of electromobility through intelligent filtration solutions.

With the New Energy Tech Center, MANN+HUMMEL is investing in the future. It is a long-term, future-oriented R&D center for new mobility technologies, securing our leading position in the field of electromobility.

MANN+HUMMEL is an established supplier to major European and US automakers. We are focused on

strengthening our position in the rapidly growing Asian markets, particularly China and South Korea.

EUROPE
The decline in passenger car production in Europe led to a slight decline in revenue in the OE business (excluding mergers and acquisitions (M&A) and currency effects), which is also partly due to declining demand for internal combustion cars. Earnings were stabilized by optimizing the product mix and stabilizing margins through cost pass-through.

For the second year in a row, GM has awarded MANN+HUMMEL Czech Republic with the "General Motors Supplier Quality Excellence Award." Additionally, the Ministry of Industry of Zenica-Doboj in Bosnia and Herzegovina recognized our subsidiary as one of the "Top 5 Exporters." The leading online platform for recruiting and careers in Bosnia and Herzegovina also honored us as "Employer of First Choice."

AMERICAS
In North America, we saw significant growth—exceeding overall market growth—due to increased delivery volumes to large customers. In South America, revenue was largely stable. MANN+HUMMEL Brazil was honored with the "General Motors Supplier Quality Excellence Award" for the third consecutive year.

ASIA
The sale of the high-performance plastic parts division in 2022 also led to lower revenue in China in the year under review. Revenue in other Asian markets also declined slightly—largely as planned.



Digitalization

Delivering market-specific filtration solutions across global regions

The employee feedback we want to earn:

"MANN+HUMMEL recognized early on that regional markets also require regional solutions. We in Brazil need special filters for biodiesel. At MANN+HUMMEL, we can get these special filters without any problems."

How MANN+HUMMEL makes this tomorrow happen today:

To address varying global conditions, MANN+HUMMEL develops tailor-made filtration solutions, such as specialized biodiesel filters for Brazil or advanced smoke removal venting units for new energy vehicles (NEVs) in China. These localized innovations ensure regulatory compliance, operational safety, and economic profitability under unique market requirements, going far beyond simple filtration.

Original Equipment Heavy Duty Business Unit

Revenue in this segment increased noticeably in the mid-single-digit percentage range. Here, too, we are driving developments forward in light of the energy transition as well as existing and planned regulatory frameworks. In addition to conventional diesel technology, we are focusing on future forms of propulsion such as hydrogen combustion engines, fuel cells, and battery-powered vehicles.

Through this diversification, we are spreading risks and securing the future viability of the OE HD business unit.

We are proactively taking into account other anticipated regulatory regulations aimed at reducing particulate matter and tire abrasion emissions, developing filtration solutions for these sources of dust and wear. This positions us as a technology leader in areas that will face stricter environmental regulations in the future.

EUROPE
Despite a weak market environment and a slow recovery in core markets such as heavy-duty trucks and construction and agricultural machinery, we were able to secure supply contracts with many existing as well as new customers, totaling an annual value of EUR 42 million in the year under review.

This was the strongest order intake in the OE HD business unit since we entered the market and led to significant revenue growth. The optimization of the product mix and margins had a positive impact on earnings.

AMERICAS
Lower demand in the heavy-duty segments led to a slight decline in revenue in North America. The weak demand was caused by the economic uncertainty stemming from the unclear customs situation. Delays in the start of major projects further limited the market potential. We were able to partially offset these challenging conditions with new product launches; as a result, order intake from leading manufacturers in the heavy-duty sector amounted to EUR 6 million. John Deere honored us with the "Innovation Award" in the year under review, and Caterpillar honored MANN+HUMMEL with the "Supplier Excellence Award."

In South America, on the other hand, we saw significant revenue growth. In Brazil, CNH Industrial recognized our achievements with the "Supplier of the Year Award."

ASIA
The OE HD market in China recovered in the year under review. Through additional sales activities, we were able to increase revenue very significantly. Order intake in China and other Asian markets amounted to EUR 24 million annually. In China alone, we received orders totaling EUR 13 million in the reporting year. This includes an initial order for self-cleaning air filters from a leading supplier of mining vehicles as well as extensive air filter orders for tractors and combine harvesters from a leading Chinese manufacturer.

CNHTC, China's largest commercial vehicle manufacturer, named us an "Excellent Supplier" for the 16th consecutive year. FAW, the second-biggest player in the commercial vehicle market, presented us with the "Best Quality Award."

Lovol, China's top agricultural machinery manufacturer, honored MANN+HUMMEL with the "Collaborative Innovation Award."

We are also seeing significant growth in India; we have started ramping up production for several important customers.



Sustainability

Expanding our footprint in South Africa

A customer's voice from tomorrow:

"Having MANN+HUMMEL as a close supplier at our plant in South Africa helps us speed up logistics and secure planning. We can react faster and build more stable schedules."

How MANN+HUMMEL makes this tomorrow happen today:

MANN+HUMMEL has opened a sustainable production facility in South Africa featuring energy-efficient machinery and a zero-waste-to-landfill program. As a strategic hub for sub-Saharan Africa, the site minimizes supply chain risks and transport costs while enhancing customer proximity through just-in-time delivery.

Original Equipment Industrial Business Unit

Revenue in the OE Industrial business unit increased significantly in the high single-digit percentage range during the year under review. We saw revenue growth in nearly all regions; in the Americas, revenue remained largely stable.

For use in electrical discharge machining (EDM) devices, we have introduced a range of filters with a mountain pleat geometry. Compared to conventional filters, these filters have a surface area that is more than 10% larger and a correspondingly higher dirt-holding capacity.

In the home appliances sector, we have been able to secure many major international customers.

EUROPE

Despite challenging market conditions and a slow recovery in our core European markets, we were able to achieve revenue growth thanks to our competitive edge. The optimization of our product mix and margins contributed to this, as did the renewal of our ranges of separators for oil mist, smoke, and vapors (ScandMist).

In the rail transport sector, we significantly expanded our business with a major customer for oil, air, and cabin air filters.

AMERICAS

In the US, we establishes production capacities for air-oil separators (AOSs) as part of our "Local for Local" initiative. This shortens delivery times, protects against logistics disruptions, cuts the environmental footprint compared to overseas transport, and minimizes exchange rate risks. Revenue remained largely stable. However, growth was impacted by lower volumes from existing customers in North America—particularly in the shipping, compressor, and engine sectors.

Political uncertainty in North and South America as well as general market stagnation also hampered new business.

ASIA
In Asia, we recorded a significant increase in revenue. In China, our portfolio of electrostatic precipitators (ESPs) in particular is growing. The growth within the Industrial Air segment underlines the trend toward highly efficient, low-maintenance air purification solutions in the metalworking industry.

In India, we are focusing on the development and production of industrial centrifuges for the industrial manufacturing and mobility markets. In this way, we leverage economies of scale, participate in the strong growth market, and strengthen our competitiveness.

Aftermarket Business Unit

Adjusted for currency effects and the loss of a major customer in North America, our AA segment remained stable. However, performance varied across different sectors and regions. While Europe grew slightly (excluding currency effects) and the Asian region grew significantly, the negative impact of the loss of the partnership with a major customer continues to be felt in North America.

With numerous innovations and new products in the year under review, we have set a clear course for a profitable future of the AA business unit.

We aim to play a pioneering role in sustainable filtration solutions with the "Naturally Better" initiative: Bio-based impregnations and sustainable packaging strengthen the MANN-FILTER brand and meet the demand for environmentally oriented products.

Aftermarket OES Business Unit

Revenue in this segment rose slightly.

EUROPE
The OES business unit showed slight but solid growth (excluding currency effects) in the year under review. New business offsets revenue declines in low-margin product lines. We were able to increase our shipment volumes of air dryer cartridges and oil spin-on filters for two major OES customers due to quality issues at a competitor. A long-term supply contract with a leading European car manufacturer will also boost revenue in the future. Additionally, a major customer has expanded its OES business to include motorcycle oil filters, thereby also contributing to the increase in revenue.

AMERICAS
In the year under review, we were able to conclude a long-term supply contract with our largest customer for OES parts; revenue in the year under review rose significantly. In the second and third quarters, order volumes from OES customers in North America increased due to the expectation of tariff hikes and the resulting precautionary cost-hedging measures. However, this growth was later offset in the year by the reduction of the resulting inventory.

We also saw an increase in revenue in South America.

ASIA
In China and other Asian markets, OES revenue remained stable. In the year under review, we were able to secure three major OES orders with internationally active manufacturers in China, thereby ensuring positive business development in the future, as well.

In South Korea, there were slight declines in revenue due to reduced shipment volumes of spin-on filters to a major customer.

Independent Aftermarket Business Unit

Revenue in the IAM business unit declined slightly in the low single-digit percentage range.

EUROPE
In Europe, our revenue grew at a stable single-digit rate in the year under review, outperforming the European market trend and confirming the demand for premium brands.

We opened a new distribution center in Italy, enabling us to optimize logistics in Southern Europe. Faster delivery times and lower logistics costs support the operating margin in the European aftermarket segment and, at the same time, have led to the lowest backlog of orders for our customers in many years.

At the 10th CLEPA Innovation Awards ceremony in Brussels, we were awarded the CLEPA Innovation Award 2025 for our "Naturally Better" initiative, which focuses on the new plant-based MANN-FILTER cellulose filters. Partslife also honored this initiative with the "PARTSLIFE Environmental Award" in the Circular Economy category. We donated the prize

money of EUR 3,000 to the German Forest Protection Association.

During Groupauto O2O Days, the Turkey team received the "Supplier of the Year" award, recognizing the strong collaboration, team spirit, and shared commitment that have led to outstanding results for customers and partners.

We achieve high levels of customer loyalty through motorsport sponsorship. In the year under review, the MANN-FILTER Mamba celebrated 10 successful years in international motorsports, and MANN-FILTER won the "Best Brand" reader survey conducted by MOTORSPORT aktuell in the Filter category for the eighth consecutive time.

The magazine WERKSTATT aktuell awarded MANN-FILTER the "WERKSTATT aktuell Award" for the second consecutive year, with 44.1% of the votes, as the best brand in the Filter category.

The German Design Council awarded MANN-FILTER the "German Brand Award" for its new packaging design in the category "Excellence in Brand Strategy and Creation/Brand Efficiency of the Year."

AMERICAS

Sales fluctuations in the course of the reporting year reflected the ongoing uncertainty in North America, and fears of higher tariffs led to temporary stockpiling. We were able to optimize our logistics performance compared to previous years, but these measures were not sufficient to fully compensate for the volume loss from a major customer that had already taken effect in previous years. This was compounded by order restraint in the fourth quarter due to inventory levels that had been filled by tariff-avoidance purchases in the preceding quarters. The result was a double-digit decline in revenue in North America.

However, we have taken measures to drive renewed growth. For example, we have introduced a new Purolator product line. Moreover, our efforts to improve delivery logistics are also being recognized: The Aftermarket Auto Parts Alliance honored MANN+HUMMEL with the "Supplier Award for Outstanding Shipping Performance" for WIX Filters.

In Latin America, our growth continued, particularly in Brazil, where we saw double-digit growth rates. The expansion of our portfolio for Asian vehicles made a strong contribution to this. In Brazil, MANN-FILTER received the "Sindirepa Award 2025" in silver for its excellent products and services, and BR Autoparts awarded first place to MANN-FILTER in the Business Development category at the Everest Awards 2025.

ASIA

In China, partnerships with major online distributors drove rapid and massive double-digit growth.

A strategic partnership with a major workshop chain in Indonesia, a successful tender by a major mining company, and the launch of over 130 products for the off-highway and industrial segments supported slight growth despite difficult economic conditions in other Asian markets.

AFRICA

We opened a new production plant in South Africa. It serves as a strategic hub for the sub-Saharan market, reduces transportation costs, and minimizes vulnerabilities in global supply chains.

Faster innovation enabled by AI-driven processes

The customer feedback we aim to earn for the future:

"Thanks to AI-supported product development at MANN+HUMMEL, we can see the possibilities of different filter solutions much faster. In addition to the technical feasibility, we can also take the respective pricing into account immediately in our planning. This is an important contribution to shortening our time-to-market."

How MANN+HUMMEL makes this tomorrow happen today:

MANN+HUMMEL is shaping the future of filtration by reimagining product development. Powered by AI, we translate our deep expertise into smarter, more sustainable solutions, accelerating decisions and leading the next era of AI-driven innovation.



Life Sciences & Environment

In the reporting year, revenue declined by 4.3% on a currency-adjusted basis to EUR 452.8 million; market conditions were particularly challenging in Asia, while we recorded growth in the Americas. However, the standardization of payment terms and successful negotiations regarding shorter payment times with smaller customers led to better liquidity. Furthermore, during the reporting year, the LS&E division joined the unified, standardized, and controlled process for reconciling the balance sheets of Group companies using the SAP system.

The streamlining of purchasing processes has reduced our indirect costs, and the consistent implementation of receivables management minimizes the risk of payment defaults (debtor risk) in the Water & Membrane Solutions (WMS) business unit. This unit also received EUR 9.5 million in subsidies as well as an additional loan of EUR 8 million from the Italian government.

Air Filtration

Revenue declined slightly in the single-digit percentage range during the year under review. While revenue in Europe remained stable and business in the Americas increased, revenue in Asia declined noticeably due to subdued demand from some major customers.

We prioritize investments and resources in areas with the highest growth potential. To this end, we also participate in publicly funded projects to use our expertise to achieve socially desired transformation goals.

During the reporting year, we streamlined our production facilities to sharpen our focus, improve product quality and increase manufacturing efficiency. This organizational fitness enables us to deliver even greater value across industries. In healthcare, for example, our EPA, HEPA, and ultra-low particulate air (ULPA) filtration solutions meet the highest quality standards, while in data centers, we partner with distributors to maximize operational efficiency. From food and beverage manufacturing to microelectronics and life sciences, our advanced solutions ensure best-in-class air quality at the lowest total cost of ownership.

Innovation sharpens this focus further. Products such as the Airpocket Eco Shortlength A+ and the Ultra Synthetic Nano Bag Filter set new benchmarks in energy efficiency. And with our new PFAS-free product range, developed in close collaboration with suppliers, we are ushering in the next chapter of sustainable filtration.

EUROPE

In Europe, revenue declined slightly, but it is precisely there that we can make a big difference: Buildings account for 40% of the EU's total energy consumption and 36% of CO_2 emissions[1]; HVAC systems account for 16% of this. Thus, our air filtration solutions help improve the ecological footprint.

The European HVAC market exemplifies our commitment to customer centricity: We have continued to improve across all areas with a streamlined portfolio, clear brand messaging, and integrated campaigns spanning marketing, sales, and customer service. The launch of our own dedicated air filtration webshop is a direct result of this focus, and it has led to increased customer loyalty and more efficient processes.

In the year under review, the Federal Association of Marketing Clubs in Germany presented MANN+HUMMEL and the advertising agency WOB with the Solver BOB Award in the "Cross-Media Communication" category for the "Knowing What Counts" campaign. Additionally, the campaign also won the German Award for Online Communication (DPOK) and the Silver Annual Multimedia Award in the "Digital & Cross-Media Campaign" campaign.

AMERICAS

In the US, we have continued to expand our market presence and strengthened our partner ecosystem. As a result, revenue grew slightly in the year under review. Additional partners expanded our network in this strategically important region, improving market coverage and customer proximity. At the same time, filtration solutions that meet the most stringent ASHRAE and ISO standards strengthen our offering in highly regulated and demanding applications and support sustainable growth.

Our data center business grew by 30% during the fiscal year, and we expect further growth in this area. In these critical environments, filtration goes far beyond compliance; it directly impacts energy consumption, uptime, equipment lifespan, and total cost of ownership. Our global R&D and production facilities enable rapid innovation, and our distributor-centric approach ensures partners receive training, solutions, and service rather than having to navigate complicated coordination processes. The results speak for themselves: Extended filter life, lower energy consumption, and reduced maintenance costs prove that smart filtration drives measurable returns.

ASIA

We intensified the integration of U-Air, our Chinese Air Filtration division. The U-Air portfolio complements our Asian offering, providing synergies for global growth and expanding our commitment to clean air across the region.

However, revenue in Asia declined significantly. This is primarily due to declining shipment volumes to major customers as well as aggressive price competition. The general uncertainty due to the customs conflicts also played a decisive role here. We consider these challenging conditions to be a temporary phenomenon as the business potential in China, India, and other Asian markets remains promising, and we will continue to capitalize on these opportunities in the future. For example, we are targeting new markets such as data centers through a new partnership.

[1] https://commission.europa.eu/news-and-media/news/focus-energy-efficiency-buildings-2020-02-17_en

Water & Membrane Solutions

Revenue in this segment fell by a single-digit percentage in the reporting year. While the Americas region achieved double-digit growth, this development was offset by revenue declines in Europe and Asia. Against this backdrop, we have identified several strategic pivots to support future growth, including a stronger focus on water spiral membranes, process spiral membranes, and UF solutions.

In Europe, we initiated measures to improve our product portfolio in order to increase price competitiveness and support a recovery of revenue. At the same time, we implemented structural improvements to strengthen profitability, including the restructuring of our membrane bioreactor (MBR) business. To accelerate market penetration in strategic growth regions—particularly in low- and middle-income countries—we also established partnerships with strong local players in markets such as India and North Africa to enable greater customer proximity and more tailored product development.

In the year under review, we launched the AquaPro design software. It features an intuitive user interface that allows the design of RO, NF, and UF membrane systems. Users can simulate real-world scenarios; optimize system performance; and access our RO, NF, and UF membrane portfolio, making this software a powerful tool for quick feasibility checks and detailed system design. AquaPro is therefore an ideal complement to our hardware solutions; it strengthens customer loyalty and increases revenue by making our products the first choice.

During the reporting year, we published two new case studies on wastewater reuse in textile production (using UF and RO membrane solutions) and presented a new UF membrane to improve protein separation in milk processing ("Boosting Dairy Ultrafiltration with New 10 kDa Membrane").

Filtration Materials

We created the new Filtration Materials division to control and develop the core of filtration—the filter material—ourselves. This reduces our dependence on suppliers and secures our technological expertise in the core area of filtration. With this step and the division becoming fully operational from 2026 onwards, we are consistently focusing on our own materials as a unique selling point to strengthen our autonomy. In this area, we are working with AI and simulations, enabling us to drastically shorten the development times of filtration materials. This secures our technological lead and enables us to bring products to market much faster.

5. Net assets, financial position, and results of operations

Profit situation of the MANN+HUMMEL Group

From the perspective of the MANN+HUMMEL Group's management, the fiscal year was satisfactory, even considering the challenging economic environment. Revenue fell by 6.9%, or EUR 312.6 million, to EUR 4,214.9 million (previous year: EUR 4,527.5 million) in the past financial year. Revenue performance was significantly impacted by negative currency effects. Adjusted for these negative currency effects amounting to EUR 154.9 million, the decline in revenues was 3.5%, which was below our forecast for the past year. Despite the challenging market environment and the ongoing realignment, the MANN+HUMMEL Group achieved solid results.

Revenue in the Transportation segment in 2025 amounted to EUR 3,762.1 million, a decrease of EUR 278.8 million, or 6.9%, compared to the previous year (EUR 4,041.0 million). The aforementioned negative exchange rate effect, amounting to EUR 142.2 million, had a significant impact. Adjusted for currency fluctuations, this resulted in a decline of EUR 136.7 million, or 3.4%, which is primarily attributable to lower revenue in the AA business unit. IAM in particular recorded a decline in revenue. A key driver of this was the loss of a major customer in North America in 2024. The resulting revenue shortfall could not be fully offset by new business, while the remaining business in this business unit remained largely stable.

Revenue in the OE business unit also declined slightly. The Passenger Car (OE PC) segment as a whole saw an overall decline, though this was primarily due to a further drop in revenue from the sale of plastic parts. MANN+HUMMEL had already divested this business in 2022. Revenue in the Heavy Duty and Industrial (OE HD&I) segments developed positively.

The LS&E division recorded a decline in revenue of EUR 33.7 million to a total of EUR 452.8 million (previous year: EUR 486.5 million). Adjusted for currency effects, the decrease in revenue amounted to only EUR 21.0 million, or 4.4%. The Air Filtration business unit declined by 4.0% on a currency-adjusted basis, corresponding to a decrease of EUR 15.9 million. The WMS business unit also declined slightly, with a revenue decrease of 6.6%, or EUR 5.2 million, resulting in revenue of EUR 73.3 million. Market conditions remain challenging in the LS&E division, with revenue so far falling short of expectations. At the same time, we are implementing targeted measures to further strengthen our market position and gradually return the division to a sustainable growth path.

Even though revenue was 6.9% lower than in the previous year, the Group was able to increase its gross margin from 27.8% in 2024 to 28.4% in the 2025 financial year. This increase of 0.6% reflects both an improvement in operating profitability and a shift in the composition of revenue structures toward higher-margin product areas. As a result, the cost of sales was reduced from 72.2% to 71.6% of revenue. While gross profit fell by EUR 60.6 million to EUR 1,197.7 million (previous year: EUR 1,258.3 million) due to lower volumes, the decline of just 4.8% meant that gross profit was more stable than revenue, underscoring the success of the operational countermeasures.

EBIT was lower than in the previous year. However, as in the previous year, it should be noted that earnings were significantly impacted by one-off effects, including those resulting from restructuring measures in Spain and Germany. During the reporting

year, measures were implemented to optimize our global footprint. These measures are intended to streamline our production and site structure and strengthen the foundation for sustainable earnings growth.

EBIT amounted to EUR 193.6 million (previous year: EUR 230.0 million), and the operating margin (EBIT as a percentage of revenue) was 4.6% (previous year: 5.1%). As previously mentioned, this includes expenses for restructuring measures in the amount of EUR 51.1 million (previous year: EUR 14.8 million). As in previous financial years, earnings were also impacted by effects from hyperinflation accounting, although the impact has significantly diminished. As in the previous financial year, the effect—which was determined in accordance with IAS 29 (Financial Reporting in Hyperinflationary Economies)—was positive in the amount of EUR 1.1 million (previous year: EUR 6.4 million). In countries with very high inflation rates, a transition to inflation-adjusted values took place, leading to additional currency-related effects. In the case of MANN+HUMMEL, this involved the revaluation of assets in the Turkish and Argentine economies. Although the margin increase projected in the previous year was not achieved, the operating margin of 4.6% (previous year: 5.1%) remains within the forecast range of the mid-single-digit percentage range.

In total, expenses resulting from the aforementioned special effects amounted to EUR 50.0 million in 2025 (previous year: EUR 33.8 million). Adjusted for these effects, operating profit amounted to EUR 243.6 million (previous year: EUR 263.8 million). The adjusted operating EBIT margin thus remained at the previous year's level of 5.8%. The fact that the margin could be maintained at the previous year's level despite declining revenue in the Transportation and LS&E divisions is attributable to significantly improved operational efficiency. This result demonstrates the continued success of our extensive cost-saving measures as well as our consistent restructuring and realignment to changing market conditions. In light of the complex challenges of the dual transformation, the task now is to maintain this high level of operational resilience and to strategically leverage existing growth.

Uncovering process inefficiencies through data insights

An employee voice from tomorrow:

"Process mining shows us hidden waiting times or unnecessary steps in our processes that cost us time. By avoiding these bottlenecks through process mining, our daily work will become more efficient; we can concentrate on important tasks and not waste time on complicated detours and corrections."

How MANN+HUMMEL makes this tomorrow happen today:

Our process mining extracts data from our event logs to visualize business processes and all their real-world deviations. By creating a digital twin of operations, we can identify inefficiencies in real time and uncover hidden optimization potential. As a result, we can increase the overall value of the company through these automated measures.



For the 2025 financial year, the MANN+HUMMEL Group anticipated revenue growth at a level virtually unchanged from 2024. With a currency-adjusted decline in revenue of 3.5%, revenue performance fell short of our expectations compared to the previous year. One reason for this is that, in addition to the challenging market environment, major projects in Asia in the LS&E division were postponed by customers due to the current macroeconomic environment. MANN+HUMMEL remains committed to its strategy and goals in this area. In addition to the performance in the LS&E division, the Transportation division also fell short of expectations. An overall challenging market environment and the resulting lower volumes—particularly in the American market—meant that we were unable to achieve our targets for the year. Although revenue development did not meet the original expectations, Transportation and LS&E recorded encouragingly stable operating profitability. With an adjusted EBIT margin of 5.8%, we exceeded our forecast of a mid-single-digit margin. This demonstrates that our focus on our operating margin, strict cost management, and achieved efficiency improvements are having a lasting impact.

In addition to EBIT, ROCE—defined as the return on the capital used to generate the reported EBIT—serves as a key performance indicator (KPI) for the Group. In the reporting year, ROCE declined to 10.3% (previous year: 11.7%). As in the previous year, ROCE was also influenced by the one-time effects already described above in the 2025 reporting year. On an adjusted basis, the figure remained at 12.7%, which was also achieved in the 2024 reporting year. ROCE is thus in line with the forecast issued for 2025, which projected a range between 12% and 13%. This development underscores the stable ROCE despite a volatile market environment.

The order backlog amounts to approximately EUR 1,724 million (previous year: EUR 2,003 million), which is EUR 279.1 million, or 13.9%, lower than in the previous year. A forecast for future business development cannot be derived from this as this is purely a snapshot as of the reporting date.

R&D costs amounted to EUR 130.2 million in the reporting year (previous year: EUR 128.3 million). As a percentage of revenue, they increased slightly to 3.1% in 2025 (previous year: 2.8%). This means that the MANN+HUMMEL Group's R&D expenses remain at a level virtually unchanged from previous years. MANN+HUMMEL continues to invest in new technologies and the associated strategic focus within its existing business areas—particularly in our LS&E division, wherein the development of sustainable filtration solutions is a key focus of R&D activities.

Sales and distribution expenses decreased by EUR 27.6 million to EUR 547.4 million in the reporting year (previous year: EUR 575.0 million). The 4.8% decrease is primarily attributable to lower logistics and freight costs. However, other selling expenses, including marketing and miscellaneous expenses, were also lower than in the previous year. Despite a reduction in absolute costs, the share of selling expenses as a percentage of revenue increased from 12.7% in the previous year to 13.0% in the 2025 fiscal year.

General administrative expenses decreased by EUR 13.7 million, or 4.9%, from EUR 279.7 million to EUR 266.0 million. Relative to revenue, this represents a minimal increase from 6.2% to 6.3%. This relative increase is primarily attributable to adjustments in the internal allocation logic between functional areas.

Other operating income increased in the reporting period compared to the previous year to EUR 120.4 million (previous year: EUR 98.8 million). This is attributable to, among other things, proceeds from the sale of the high-performance plastic parts business in 2022 in the amount of EUR 28.0 million (previous year: EUR 12.2 million).

Other operating expenses increased significantly compared to the previous year, rising by EUR 36.8 million to EUR 180.9 million. A major reason for the sharp increase in the reporting year was expenses relating to restructuring measures amounting to EUR 51.1 million (previous year: EUR 14.8 million). Expenses from foreign currency translation also increased to EUR 67.8 million (previous year: EUR 56.2 million).

The financial result for the reporting year was negative compared to the previous year, worsening by EUR 9.8 million to a net expense of EUR 89.8 million (previous year: EUR 80.0 million). This includes interest expenses and income, which amounted to a net expense of EUR 52.6 million, representing an improvement of EUR 1.1 million compared to the previous year. In addition to the effects of hyperinflation in Turkey and Argentina already

described in Other operating income and Other operating expenses, the financial result was also negatively impacted by EUR 4.8 million. However, this amount was EUR 9.9 million lower in 2025 than in the previous year. Furthermore, our securities portfolio performed well in reporting year, generating an income of EUR 18.8 million. The financial result also includes effects from interest on pensions and factoring.

Total tax expense as of December 31, 2025, increased from EUR 83.1 million in the previous year to EUR 99.8 million. Tax expense in the reporting year is thus significantly higher than in the previous year. This is partly attributable to, among other things, the fact that some loss-making companies were unable to capitalize tax loss carryforwards, resulting in no corresponding reduction in tax expense. Furthermore, companies in countries with comparatively high tax rates achieved positive results, which also contributed to the increase in tax expense.

Financial position of the MANN+HUMMEL Group

Including the net assets attributable to the shareholders of the parent company, MANN+HUMMEL's equity ratio remained virtually unchanged at 20.0% in the 2025 fiscal year (previous year: 20.1%). In absolute terms, economic equity (i.e., the sum of equity and the net assets attributable to the shareholders of the parent company) decreased to EUR 771.6 million (previous year: EUR 836.5 million) primarily due to currency effects.

To ensure sufficient liquidity, the MANN+HUMMEL Group has short-term credit lines of EUR 897.0 million (previous year: EUR 906.3 million) available from credit institutions. As of the balance sheet date, EUR 294.9 million (previous year: EUR 505.1 million) of these credit lines were utilized and thus recognized as liabilities to credit institutions. A large portion of the credit lines—amounting to EUR 602.1 million (previous year: EUR 401.2 million)—remained undrawn. The existing committed syndicated loan of EUR 800 million has a term until the end of July 2029. This syndicated loan includes a sustainability component that links the interest rate adjustment to an ESG score. The interest margin is adjusted depending on MANN+HUMMEL's rating by EcoVadis.

In 2025, the Group repaid its maturing obligations from promissory note loans and bilateral loans. At the same time, new bilateral loans were secured and existing credit lines utilized. Overall, financial liabilities to banks decreased by EUR 117.5 million to EUR 1,108.3 million.

Additionally, lease liabilities totaling EUR 52.9 million (previous year: EUR 53.2 million) were paid.

The MANN+HUMMEL Group continues to operate conservatively with financial instruments that have long maturities and essentially fixed interest rates. The loans obtained are predominantly denominated in euros.

The maturities of these financing arrangements primarily spread over the next six years. Our registered bonds (NSV) and certain tranches of our green promissory notes have maturities extending through 2035. The associated interest rates are predominantly fixed.

The MANN+HUMMEL Group's balance sheet shows the maturity structure of its liabilities to credit institutions broken down into long- and short-term liabilities. In 2025, short-term financial liabilities decreased significantly by EUR 342.8 million to EUR 618.8 million (previous year: EUR 961.6 million) primarily due to the scheduled repayment of maturing loans. Conversely, long-term financial liabilities increased from EUR 780.0 million to EUR 900.7 million. This increase is primarily due to the issuance of a new promissory note loan to secure the long-term financing structure.

Off-balance-sheet liabilities and contingent liabilities decreased by EUR 20.6 million compared to the previous year to EUR 44.6 million. This is due to the reduction in order commitments. These consist primarily of investments in the German and Czech subsidiaries for the expansion of buildings and production facilities as well as for maintenance expenses at US locations. Additionally, off-balance-sheet rental and lease obligations have increased slightly.

The majority of obligations arising from leasing transactions are recognized in the balance sheet in accordance with IFRS 16 (Leases). The individual items of contingent liabilities and other financial obligations are presented in the notes to the consolidated financial statements under items 34 and 35.

Cash flow from operating activities increased significantly by EUR 108.5 million compared to the previous year, rising from EUR 279.2 million to EUR 387.7 million. At EUR 103.8 million, earnings before tax in the reporting year were significantly lower than in the previous year (EUR 150.0 million). The operating result for the fiscal year was impacted by non-cash expenses and income. These included, among other things, impairments on receivables in the amount of EUR 3.7 million (previous year: EUR 7.4 million) and impairments on inventories in the amount of EUR 2.7 million (previous year: EUR 32.6 million). The financial result, which was EUR 9.8 million lower in 2025 than in the previous financial year, is added to net income in connection with the calculation of free cash flow and reported with the actual payment amounts as part of the cash flow from financing activities. The increases and decreases in short-term provisions have changed significantly compared to the previous year. This is due to, among other things, a higher allocation to restructuring provisions and a lower release of

provisions for anticipated losses from pending transactions.

Significant shifts occurred within working capital and other assets and liabilities. In addition to a EUR 64.4 million decrease in inventories, trade receivables were also reduced by EUR 8.1 million. This is primarily attributable to a significant optimization of inventory management as well as improved production and procurement planning in the North American market. Other assets increased by EUR 8.3 million. Trade payables and other liabilities decreased by EUR 13.7 million (previous year: EUR 82.0 million). The above effects had a positive impact on operating cash flow, improving it by EUR 68.3 million.

With a cash outflow of EUR 98.5 million, cash flow from investing activities was EUR 47.7 million lower than the previous year's figure of EUR 146.2 million. MANN+HUMMEL remains committed to the strategic transformation of its existing business and the development of new business areas but is proceeding with somewhat greater caution due to current economic uncertainties. Against this backdrop, payments for investments in property, plant, and equipment were adjusted to EUR 109.9 million (previous year: EUR 147.1 million), which is below the previous year's level. Payments for long-term assets amounting to EUR 5.6 million (previous year: EUR 3.4 million) represent investments in venture capital for smaller and more agile start-up companies. These investments serve to develop new business areas and product lines in the field of filtration.

Free cash flow is calculated by combining cash flow from both operating activities and investing activities. In the reporting year, this amounted to EUR 289.2 million, which was EUR 156.2 million higher than in the previous year. This significantly exceeded the projected free cash flow of approximately EUR 160.0 million for the fiscal year.

Cash flow from financing activities resulted in an outflow of EUR 257.1 million during the reporting period, which was EUR 131.6 million higher than in the previous year. This includes EUR 27.0 million (previous year: EUR 13.0 million) from dividend payments to shareholders, of which EUR 11.7 million in the 2025 fiscal year relates to dividend distributions to minority shareholders of Chinese subsidiaries (previous year: EUR 2.1 million). As part of the Group's financing activities, EUR 435.8 million (previous year: EUR 225.7 million) was raised from credit institutions in the past fiscal year. This included, among other things, the issuance of a new promissory note loan in the amount of EUR 308.6 million. Additionally, loans totaling EUR 96.3 million (previous year: EUR 65.0 million) were raised in Germany. Existing loans and outstanding credit lines were repaid to the credit institutions in accordance with their contracts during the reporting period. In total, these repayments amounted to EUR 540.0 million in 2025 fiscal year (previous year: EUR 214.2 million). In addition to payments on lease liabilities totaling EUR 52.9 million (previous year: EUR 53.2 million), MANN+HUMMEL had to allocate EUR 60.8 million in interest payments during the reporting year. The decrease of EUR 7.9 million compared to the previous year resulted from, among other things, lower utilization of existing credit lines.

Overall, the Group's cash and cash equivalents increased by EUR 32.1 million to EUR 199.2 million in 2025 (previous year: EUR 176.5 million).

Since MANN+HUMMEL has both stable, sufficient liquidity as well as a sufficient number of credit lines, no liquidity bottlenecks occurred in the reporting year. As a result, MANN+HUMMEL is always able to fully meet its financial obligations when they become due.

There are no early repayment obligations. Such obligations would only arise in the event of a breach of applicable contractual provisions, such as a change in ownership structure, impending insolvency, or failure to make interest and principal payments, so that no risk arises for MANN+HUMMEL as a result.

From our perspective, the Group's liquidity is secured by the existing credit agreements.

For additional information, please refer to the disclosures in the notes.

Net asset position of the MANN+HUMMEL Group

Total assets decreased by 7.0% compared to the previous year, amounting to EUR 3,865.3 million (previous year: EUR 4,155.4 million). However, it should be noted that the total balance sheet decreased by EUR 105.2 million due to exchange rate fluctuations (previous year: increase of EUR 24.9 million).

Intangible assets decreased by EUR 67.6 million from EUR 715.5 million in the previous year to EUR 647.9 million in the reporting year. This is primarily due to scheduled amortization. Intangible assets include capitalized goodwill, which amounted to EUR 591.5 million (previous year: EUR 620.9 million), with the changes resulting solely from currency translation.

Additionally, EUR 3.0 million (previous year: EUR 2.3 million) was invested in intangible assets such as licenses, software, and rights, as well as development costs. Intangible assets were amortized as planned in the amount of EUR 34.2 million (previous year: EUR 36.8 million). Furthermore, exchange rate fluctuations amounting to EUR 36.3 million (previous year: EUR 24.3 million) led to a decrease in this balance sheet item.

Property, plant, and equipment decreased by EUR 76.4 million to EUR 1,014.8 million. This includes the aforementioned investment volume in property, plant, and equipment of EUR 143.6 million (previous year: EUR 199.8 million).

Investments in the reporting year amounted to EUR 146.6 million (previous year: EUR 202.1 million) —a decrease of EUR 55.5 million, or 27.5%, compared to the previous year. Relative to revenue, the Group thus invested 3.5% (previous year: 4.5%) in property, plant, and equipment and intangible assets. Additionally, the investments and investment ratio include EUR 33.7 million (previous year: EUR 52.7 million) in additions resulting from the conclusion of new lease agreements.

During the reporting period, MANN+HUMMEL made significant investments primarily at its German locations as well as in the US. Among other things, MANN+HUMMEL GmbH successfully completed investments at its Marklkofen, Germany, site in a spunbond nonwoven plant—a project initiated in previous years—thus expanding the company's own nonwovens production capacity. Furthermore, MANN+HUMMEL has strategically strengthened its Ludwigsburg headquarters through comprehensive investments in modernization. We have also further expanded our production capacities in the US. No significant new lease agreements were concluded during the reporting year.

Sufficient liquidity was available during the reporting year for our investments in new customer projects. As in previous years, we financed these investments through operating cash flow.

Net working capital is a key metric at MANN+HUMMEL and is calculated as the difference between short- and long-term trade receivables and inventories on the one hand and short- and long-term trade payables on the other. Overall, working capital was reduced by EUR 138.0 million, or 16.8%, to EUR 685.7 million compared to the previous year. Working capital represents 16.3% of revenue (previous year: 18.2%). Inventories included in working capital thus decreased to EUR 557.7 million (previous year: EUR 661.2 million). The decline is primarily attributable to measures to optimize inventory levels as well as improved production and procurement planning. In addition to inventory, trade receivables decreased to EUR 777.2 million (previous year: EUR 851.2 million). At the same time, trade payables decreased by EUR 39.5 million to EUR 649.2 million (previous year: EUR 688.7 million). The reduction in trade receivables resulted from, among other things, the temporarily reduced business volume at the North American subsidiaries. Trade payables also decreased, which was also partly due to the significant reduction in inventory in this region.

The MANN+HUMMEL Group's liquid assets amounted to EUR 199.2 million in 2025 (previous year: EUR 176.5 million), exceeding the previous year's figure by EUR 22.7 million. Ongoing investments, payments to shareholders, and loan repayments were financed from operating cash flow. Additionally, the MANN+HUMMEL Group has short-term financial assets totaling EUR 366.4 million (EUR 370.1 million), which can also be converted into liquid assets quickly and thus serve as reserve liquidity for the Group.

As of January 1, 2016, MANN+HUMMEL International GmbH & Co. KG became the ultimate parent company of the MANN+HUMMEL Group. Under German commercial law, this are non-excludable termination rights under German commercial law for the shareholders who do not meet the requirements for reporting as equity in accordance with International Financial Reporting Standards (IFRS). Accordingly, as in the previous year, this item will be reported in debt capital under net assets attributable to the shareholders of the parent company.

The equity reported in the balance sheet for the reporting year includes the shares of other shareholders of MANN+HUMMEL International GmbH & Co. KG. These shareholders hold a 16.67% direct—but non-voting—stake in MANN+HUMMEL Holding GmbH. This also includes the non-controlling interests in Changchun MANN+HUMMEL Faway Filter Co., Ltd., Changchun, China; Oy M-Filter Ab, Haapavesi, Finland; and Suzhou U-Air Environmental Technology Co., Ltd., Shaxi, China. In total, these minority interests amounted to EUR 130.5 million (previous year: EUR 157.9 million).

Short- and long-term financial liabilities decreased by EUR 222.1 million compared to the previous year, amounting to EUR 1,519.5 million (previous year: EUR 1,741.6 million). Due to scheduled repayments of short-term credit lines, liabilities to banks decreased by EUR 117.5 million to EUR 1,108.3 million. At the same time, liabilities from lease agreements decreased by EUR 31.1 million as part of the application of IFRS 16 (Leases), which is attributable to the scheduled payment of existing lease liabilities without a corresponding increase in new lease obligations.

Despite a stabilizing monetary policy in 2025, the persistently high interest rates in the capital markets led to a delayed increase in the average interest rate relevant for valuation purposes. This resulted in a noticeable increase in the discount rate used to calculate pension provisions. This increased from 3.37% in 2024 to 4.02% in the reporting year and was the primary reason for the reduction in the provision amount. Overall, pension obligations thus decreased by EUR 26.5 million, from EUR 344.8 million to EUR 318.3 million in the reporting year.

Other short- and long-term provisions increased by EUR 15.6 million to EUR 179.2 million. This resulted from opposing changes in the various provision items. While provisions from operating activities decreased by EUR 10.2 million, provisions from personnel expenses increased by EUR 29.2 million partly due to restructuring measures initiated at European locations.

Other liabilities (both short- and long-term) increased by EUR 10.8 million from EUR 208.8 million to EUR 219.6 million in the reporting year. Short-term liabilities rose by EUR 2.1 million, with tax liabilities increasing by EUR 1.3 million. Long-term liabilities also rose by a total of EUR 8.8 million. This increase was primarily due to contractual obligations in North America.

Group balance sheet structure

Overall, the MANN+HUMMEL Group has a balanced balance sheet structure. Existing short-term obligations can be met with existing liquid assets and available credit lines. The Group's total equity ratio (i.e., sum of equity and net assets attributable to the shareholders of the parent company) is 20.0% (previous year: 20.1%). In addition to sustainable growth and further improvement of the operating margin, our focus in the coming fiscal years will continue to be on improving working capital, optimizing cash flows, enhancing return on capital, and simultaneously strengthening the equity ratio.

Overall statement on business performance

The management of the MANN+HUMMEL Group considers the Group's performance to be satisfactory given the continuing challenging economic conditions. The Group's transformation has continued to be consistently driven forward to ensure a successful future. To safeguard our competitiveness, we continued to expand the structures in our LS&E division and further optimized processes and structures in the Transportation division. While revenue growth in 2025 fell short of expectations in both divisions, we were able to maintain the adjusted operating EBIT margin at the previous year's level through sustained improvement in the operating margin, the realization of efficiency gains, and strict

cost management. Targeted measures to reduce working capital resulted in a significant increase in operating free cash flow, which far exceeded our forecasts. The adjusted ROCE of 12.7% was in line with our expectations.

Development and position of MANN+HUMMEL International GmbH & Co. KG

All subsequent figures refer to the individual financial statements of MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg, in accordance with the accounting standards of German commercial law (HGB).

MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg, is the parent company of the MANN+HUMMEL Group. The company has its registered office in Ludwigsburg, Germany. In 2025, MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg, employed an average of 144 people (previous year: 140). These employees are primarily engaged in the Group's administrative departments of Legal, Treasury, Reporting, Finance, Human Resources, and Communications.

The company's main income stems from its role as the parent company of the MANN+HUMMEL Group. Services are billed to the domestic subsidiaries under a business, service, and management agreement, plus an appropriate profit margin. Furthermore, a profit transfer agreement exists with MANN+HUMMEL East European Holding GmbH, Ludwigsburg.

In the 2025 fiscal year, MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg, generated revenue of EUR 52.3 million (previous year: EUR 53.8 million), primarily resulting from the charging of intra-group services.

Through profit transfer agreements with its subsidiaries, the company generated profits of EUR 115.9 million (previous year: EUR 70.3 million). Other operating expenses totaling EUR -31.2 million (previous year: EUR -32.6 million) primarily include costs for services from affiliated companies, business and legal consulting fees, as well as IT expenses.

Personnel expenses increased slightly by EUR -0.9 million compared to the previous year to EUR -20.4 million (previous year: EUR -19.4 million). This is primarily attributable to lower performance-based compensation compared to the previous year.

EBIT amounted to EUR 118.1 million in the fiscal year (previous year: EUR 72.4 million). The year-over-year change is primarily attributable to the profit transfer from MANN+HUMMEL European Holding GmbH, Ludwigsburg.

Net interest income amounted to EUR 9.7 million (previous year: EUR 8.1 million) and includes both the increase in the discount rate for pensions and interest income from loans to affiliated companies.

Taking into account income taxes of EUR -2.5 million (previous year: EUR -2.5 million), MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg, recorded a net profit of EUR 125.2 million for the 2025 fiscal year (previous year: EUR 77.8 million).

Of this amount, a profit of EUR 115.9 million was allocated to special reserves (previous year: EUR 70.3 million).

Total assets amounted to EUR 756.7 million (previous year: EUR 653.8 million). This is attributable to the increase in special reserves to EUR 450.0 million (previous year: EUR 346.9 million) and results from the profit transfer from MANN+HUMMEL East European Holding GmbH, Ludwigsburg, and MANN+HUMMEL East European GmbH & Co. KG, Ludwigsburg.

Receivables from affiliated companies increased by EUR 101.4 million to EUR 483.7 million (previous year: EUR 382.3 million). A significant component of this is in-house bank balances at MANN+HUMMEL Holding GmbH, Ludwigsburg, and receivables from profit transfers by MANN+HUMMEL East European Holding GmbH, Ludwigsburg.

Other assets amount to EUR 6.5 million (previous year: EUR 5.0 million) and consist primarily of input tax refunds.

Equity amounts to EUR 716.1 million (previous year: EUR 613.1 million).

Provisions amount to EUR 14.4 million (previous year: EUR 19.8 million). Provisions for pensions and similar obligations amount to EUR 10.4 million (previous year: EUR 10.2 million). The increase in the pension provision of EUR 0.2 million is primarily due to the standard allocation to the provision. Other provisions amount to EUR 3.7 million (previous year: EUR 4.9 million) and mainly include provisions for performance-related bonuses, vacation, and flexible time, as well as provisions for subsequent invoices.

Liabilities to affiliated companies amount to EUR 18.9 million (previous year: EUR 12.2 million) and primarily include VAT liabilities as well as intra-group allocations for services and costs.

The company was able to meet its financial obligations at all times. Financing was primarily provided through intra-group bank transfers. Loans and credit lines with external banks exist only at the level of MANN+HUMMEL Holding GmbH, Ludwigsburg, which is also responsible for the refinancing of MANN+HUMMEL GmbH, Ludwigsburg. In-house bank interest rates are calculated daily based on the six-month Euribor. MANN+HUMMEL Holding GmbH, Ludwigsburg, also charges a margin.

Furthermore, guarantees exist in favor of MANN+HUMMEL Filtration GmbH, Ludwigsburg; MANN+HUMMEL East European Holding GmbH, Ludwigsburg; MANN+HUMMEL Beteiligungs- und Verwaltungsgesellschaft mbH, Ludwigsburg; MANN+HUMMEL Molecular GmbH, Himmelkron; MANN+HUMMEL Water & Fluid Solutions GmbH, Wiesbaden; and MANN+HUMMEL Life Sciences & Environment Germany GmbH, Sprockhövel, to ensure their solvency. Given the current financial situation and payment history of the companies in question, the likelihood of these obligations being called upon is considered low.

The company uses administrative buildings, office equipment, and vehicles under rental and lease agreements to utilize these assets without long-term capital commitment. As of December 31, 2025, these agreements result in corresponding future payment obligations within one year of EUR 1.3 million (previous year: EUR 1.3 million), totaling EUR 13.1 million (previous year: EUR 12.7 million) over the term of the agreements.

In summary, revenue decreased by 2.7% in the 2025 fiscal year. The revenue increase expected in the previous year was not achieved. This was primarily due to lower charges passed on to MANN+HUMMEL GmbH, Ludwigsburg, resulting from lower internal costs. EBIT significantly exceeded the forecast. This resulted from a higher profit transfer from MANN+HUMMEL European Holding GmbH, Ludwigsburg.

For the 2026 fiscal year, we currently anticipate that MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg, the parent company of the MANN+HUMMEL Group, will experience revenue and EBIT growth of between 12% and 16% compared to the previous year.

As the company's risk management is conducted within the framework of the Group-wide risk management system, please refer to the Group's Risk and opportunity report for information on the key risks and opportunities.

6. Risk and opportunity report

Risk and opportunity management within the group

The MANN+HUMMEL Group is subject to a wide range of risks and opportunities in its global business activities. The Group-wide risk and opportunity management system aims to identify significant risks and opportunities early on, present them transparently, and manage them through appropriate measures. Risk and opportunity management is an integral part of corporate governance and supports the Management Board in ensuring the Group's value-oriented and transformative development as well as its long-term competitiveness. The system's design is based on the size of the company, its international focus, and the risk structure of the MANN+HUMMEL Group. It is also continuously refined. Compared to the previous year, there were no fundamental changes in the assessment and reporting methodology; however, governance and organization were further developed in the 2025 fiscal year (see the "Risk Management" section for more).

Overall responsibility for risk and opportunity management lies with the management of the MANN+HUMMEL Group. They define the principles, monitor the system's effectiveness, and are regularly informed about the risk situation. Operational responsibility for identifying, assessing, and managing risks and opportunities is decentralized and lies with the divisions and their supporting functions. The central coordination of risk and opportunity management takes place at the Group level and ensures standardized methods, processes, systems, and reporting formats. Significant risks and opportunities are assessed within the framework of regularly recurring management reviews as well as part of the planning and forecasting processes. If necessary, short-term escalations are made to the management board or—if required—to the shareholders' meeting.

Risks and opportunities are identified as part of a structured, regularly conducted process that generally takes into account both internal and external influencing factors.

Internal factors include, in particular, strategic decisions, operational processes, investment projects, and the Group's financial situation. External factors include, among other things, market and competitive developments, regulatory frameworks, technological changes, and macroeconomic and political developments. The assessment is generally conducted from a Group perspective and with a short- to medium-term time horizon.

The identified risks and opportunities are assessed using standardized evaluation criteria. The key criterion is the potential financial impact on the MANN+HUMMEL Group's assets, financial position, and earnings. To improve comparability and management, individual risks and opportunities are grouped thematically and assigned to defined risk and opportunity categories. Interactions between individual risks as well as between risks and opportunities are taken into account. While risks are quantitatively assessed within the framework of our risk management system, potential opportunities undergo a systematic qualitative assessment. Since a quantitative evaluation of opportunities is not currently used for internal management, we refrain from quantifying the impact of opportunities in accordance with the provisions of DRS 20 regulations. Risks and opportunities are not offset against each other.

The risks of the MANN+HUMMEL Group are classified into the following main categories:

- Strategic risks
- Operational risks
- Financial risks
- Regulatory and compliance risks
- IT, cyber, and data risks

For identified significant risks, appropriate measures are defined to limit their probability of occurrence or potential impact. These measures include organizational, operational, technical, and financial control instruments. The implementation and effectiveness of these measures are regularly reviewed. Significant changes in the risk situation are reported promptly and incorporated into ongoing corporate management.

The identification and evaluation of potential opportunities is part of the internal monthly reporting to the management board. As part of regular management reviews, potential positive deviations from the corporate plan are analyzed and evaluated in terms of their maturity. Targeted measures are initiated to realize these opportunities, and their progress is monitored as part of ongoing corporate management.

Risk and opportunity management is closely linked to the internal control system (ICS) as well as the planning, budgeting, and reporting processes of the MANN+HUMMEL Group. This integration ensures that risks and opportunities are appropriately considered in key business decisions and that transparency regarding the risk situation is guaranteed. According to management, the Group-wide risk and opportunity management system is suitable for identifying and managing the key risks and opportunities of the MANN+HUMMEL Group at an early stage.

Risk management

Risk management at the MANN+HUMMEL Group is an integral part of corporate governance. It serves to systematically identify, assess, and manage significant risks and opportunities in order to sustainably secure strategic objectives and strengthen the trust of customers, investors, and regulators. Our risk management system is based on the recognized frameworks COSO Enterprise Risk Management (COSO ERM) and ISO 31000:2018.

In the 2025 fiscal year, MANN+HUMMEL significantly further developed its governance structure to address increased market uncertainty. Risk management was integrated into the newly created Risk & Resilience organization, which reports directly to the Chief Executive Officer (CEO).

The Risk & Resilience organization brings together expertise from five interconnected core functions:

- Group Risk Management: Central identification and management of strategic, operational, and financial risks
- Information Security: Focus on cyber resilience and the protection of digital assets
- Data Protection: Ensuring compliance with global standards
- Business Continuity Management (BCM): Safeguarding critical processes against unforeseen disruptions
- Crisis Management: Central coordination and escalation in exceptional situations

To ensure an objective and consistent risk landscape, MANN+HUMMEL follows a structured, digitally supported validation process. In the decentralized identification phase, risk managers in the business units annually assess their specific situations with regard to probability of occurrence, potential impact, and mitigation progress. This is followed by quality assurance by risk coordinators at the organizational unit level, who ensure the methodological correctness and plausibility of the planned countermeasures. Finally, the Group Risk Management team centrally aggregates and approves the results. Here, the entire portfolio is analyzed for cluster risks and interdependencies before being presented to the Executive Board after validation by the Risk Committee.

Risks are quantified consistently based on the potential impact and its probability of occurrence. The impact is defined as the potential effect on EBIT over a one-year period.

To focus management resources, the risks are categorized into five classes:

Risk class	Financial Impact (EBIT), taking into account the probability of occurrence	Management relevancy
Existential risk	possible costs of over EUR 40 million	Immediate intervention by Executive Management
Significant risk	possible costs of EUR 25–40 million	High strategic relevance; close monitoring
High risk	with recognizable effect on business activities (possible costs of EUR 15–25 million)	Escalation to operational management required
Moderate risk	possible costs of EUR 5–15 million	Management within the framework of standard processes
Low risk	possible costs of up to EUR 5 million	Decentralized management within the specialist departments

Risks with a potential loss exceeding EUR 5 million are included in the central Group reporting. Risks deemed particularly high priority receive special attention from management due to their high expected value or gross loss potential.

Management and the Supervisory Board are comprehensively informed about the current risk situation annually and quarterly. Significant new risks exceeding EUR 25 million are also subject to an immediate ad hoc reporting requirement.



Accelerating expansion via focused business acquisitions

A bank's voice from tomorrow:

"When MANN+HUMMEL acquired M-Filter and U-Air back then, we knew that they had recognized the signs of the times. While M-Filter strengthened the core business in Northern Europe, the acquisition of U-Air offers enormous opportunities in the expanding Asian markets."

How MANN+HUMMEL makes this tomorrow happen today:

The acquisition of M-Filter has enhanced our presence in core industries throughout Northern Europe, serving both OEM and aftermarket customers with energy-saving filtration solutions. With U-Air, we are advancing innovation in core product technologies such as FFUs and molecular filtration to meet the highest air filtration requirements in critical environments.

Strategic and economic risks and opportunities

The war in Ukraine, ongoing conflicts and instability in the Middle East, and tensions in the Indo-Pacific region—particularly around Taiwan—could continue to disrupt energy and commodity flows, lead to sanctions and counter-sanctions, and result in blockades of key trade routes. Additional uncertainties arise from geopolitical developments in Eastern Europe, the Western Balkans, parts of Africa as well as the strategic rivalry between the US, China, and the EU. Increasing trade barriers, subsidy regimes, export controls, and localization requirements influence our customers' investment decisions and can fundamentally alter procurement, production, and logistics structures.

At the same time, China's economic development remains a key factor for global value chains. A sustained slowdown in growth, real estate and financial market tensions, or further decoupling from Western markets could significantly impact demand, supply chains, and technology partnerships. Additionally, there are macroeconomic risks such as high levels of public debt in many economies, a potential reassessment of interest rates, exchange rate volatility, and the risk of renewed financial market turbulence. Even though inflation rates have normalized in many regions, sudden price and interest rate movements remain a relevant risk factor for investments and financing costs.

The materialization of these cumulative risks would significantly impair business performance and is therefore classified as a significant risk to the achievement of our corporate objectives.

To mitigate the impact, MANN+HUMMEL continuously monitors geopolitical and macroeconomic developments and incorporates them into scenario analyses as well as planning and forecasting processes. Furthermore, supply chains are being made more resilient—where economically feasible—through the diversification of sources, regional production structures, and alternative logistics concepts.

In the transportation sector, technological change and new mobility concepts are opening up extensive potential. While the traditional combustion engine continues to lose significance, filtration remains essential for battery and fuel cell systems. We are making targeted investments in innovative filtration solutions for alternative drive systems, thereby tapping into new markets. Furthermore, demand for cleaner air in vehicle interiors is growing. High-performance filters for vehicle cabin air are increasingly becoming standard and opening up additional growth opportunities. In the emissions control segment (e.g., for commercial vehicles and off-highway applications such as construction or agricultural machinery), demand is also rising due to stricter emissions standards. The high-margin aftermarket business also offers an opportunity to expand market positions in the long term and address additional customer groups.

The LS&E division presents extensive market and technology opportunities. The rising demand for sustainable and environmentally friendly filtration solutions—particularly in air and water filtration, industrial air purification, and specialty applications—offers significant growth potential. Regional production structures allow us to reduce dependencies in global supply chains, making us more resilient to geopolitical risks and trade restrictions. Shorter transport routes lower logistics costs and enable faster responses to customer needs. Strategic partnerships with globally active manufacturers and suppliers enable MANN+HUMMEL to participate in new developments at an early stage and position itself as an innovation leader in filtration.

The realization of these opportunities is supported by targeted R&D investments, technological advancements in the Transportation and LS&E divisions, as well as strategic partnerships and a regional focus on value creation.

Financial risks and opportunities

Exchange rate fluctuations and interest rate changes are among the core financial risks for our Group.

These currency risks are continuously and regularly monitored, assessed, and hedged using derivative financial instruments, taking into account a risk limit. The primary objective is to reduce volatility in cash flows and net interest income. In particular, highly probable forecast transactions are hedged. For this reason, we also assess the existing currency risk for the MANN+HUMMEL Group as moderate. We generally use these derivative financial instruments to hedge risky underlying transactions arising from the Group's operating business. Management is based on a strict separation of functions between trading, settlement, and control. To quantify the risks, we use a value at risk (VaR) calculation to simulate the effects of market price changes on the Group's earnings.

Interest rate risk is also continuously monitored and minimized by maintaining the highest possible proportion of financial liabilities with long-term fixed interest rates. Our long-term financing strategy largely offset the effects of interest rate developments in the past fiscal year. Nevertheless, current interest rate trends will naturally impact future financing. We therefore anticipate higher interest expenses going forward.

The Group Treasury & Risk Management department of the MANN+HUMMEL Group is responsible for mitigating financing and liquidity risks. In addition to hedging currency and interest rate risks, we regularly review the default risks of our financial partners and implement risk-mitigating measures. The default risks associated with the use of financial instruments (i.e., counterparty risks) are minimized by selecting partners with investment-grade ratings and consistently diversifying volumes.

Reserve liquidity refers to sufficient financial resources that are held in reserve for unforeseen critical situations and are not required for day-to-day operations. We monitor our receivables, payables, and inventories continuously and regularly so that we can initiate necessary risk-mitigation measures at short notice.

Part of our reserve liquidity is invested in a multi-segment master fund with four sub-funds and one overlay. This ensures that the defined return and risk parameters can be adhered to at all times. The investment guidelines stipulate that the sub-funds must be equipped with a risk-limitation system. Accordingly, one fund has a fixed minimum return of -5%, and another fund has risk control without a fixed minimum return. The other two funds are absolute return funds that, through a corresponding risk overlay, are not permitted to fall below a performance of -10%.

Tied-up current assets are continuously monitored and adjusted as needed to reflect revenue performance. We address balance sheet risks—such as the valuation of our fixed assets, the assessment and recording of provisions-relevant events in the individual business units, and the accrual and recognition of revenues—through regular and close coordination between the responsible central departments and the individual business units as well as through a forecasting process closely aligned with the business units and management. Meaningful KPIs complement this process, ensuring that relevant issues are identified early and accurately reflected.

From our perspective, the management of financial risks is efficient, and we therefore assess the existing risks as moderate, taking into account their likelihood of occurrence.

Active management of liquidity, financing, and hedging instruments can improve the predictability of cash flows and limit volatility resulting from exchange rate and interest rate fluctuations. Furthermore, optimized payment terms and efficient working capital management can strengthen the financing base.

MANN+HUMMEL centrally manages financing and liquidity positions through Group Treasury & Risk Management, utilizes defined risk limits for hedging, and employs structured working capital monitoring (e.g., receivables, payables, inventories).

Ensuring long-term stability with prudent capital allocation

A bank's voice from tomorrow:

"MANN+HUMMEL's permanently stable liquidity and the company's capital discipline have ensured a high level of planning security. Moreover, investment decisions have always been future proof in terms of regulatory risks."

How MANN+HUMMEL makes this tomorrow happen today:

MANN+HUMMEL's strategy of strengthening financial resilience through capital discipline is viewed by banks and rating agencies as a clear sign of stability and foresight. This reputation stems from a holistic risk perspective that recognizes economic resilience and sustainable investment as inextricably linked.



Operational risks and opportunities

Market environment

Economic developments in relevant markets and the transformation of the automotive sector might lead to declining sales volumes and increased cost pressure. As a Tier 1 supplier, we feel the cost pressure particularly strongly in our series production. Our historically strong and still high dependence on the automotive industry also entails structural risks.

Furthermore, there is a risk of production downtime at automotive manufacturers due to the failure of individual automotive suppliers (such as insufficient capacity)—also in connection with geopolitical conflicts and shifts as well as the associated negative impacts on their production, purchasing, and logistics processes—or due to start-up difficulties with new technologies (including overcapacity), which could negatively effect MANN+HUMMEL's revenue.

To be able to react quickly to an economic slowdown in relevant markets, we have defined possible scenarios in advance. Based on these scenarios, we derive measures to align our cost structure as closely as possible with potential declines in sales volumes. Moreover, we continuously monitor our markets and competitive behavior to identify such developments early on and counteract them with appropriate, market-specific measures where necessary. Compliant behavior and adherence to all regulations are

supported by internal audit and management processes (including audits of potential third-party rights). Against this backdrop, measures have been strengthened in, for example, the IP Rights Implementation process.

Despite our efficient management processes, we assess the risks arising from the market environment as high in light of the structural transformation of the automotive industry. This assessment underscores the necessity of our proactive measures to diversify and tap into new business areas.

We are proactively responding to the potential end of the internal combustion engine by transferring our core competencies to new business areas and drive technologies, thereby diversifying our product portfolio. At the same time, we are tapping into new markets.

In conjunction with growing societal awareness of sustainability, our product development focus is on cleaner mobility, cleaner air, cleaner water, and cleaner industry. In the Transportation division, we therefore continue to work on filtration solutions for fuel cells and EVs. Furthermore, our filtration and separation solutions in the LS&E division round out our product portfolio and underscore our commitment to the environment. Our core competency in filtration, backed by over 80 years of experience, is a significant advantage in developing innovative products in new business areas.

A prime example is the LS&E division, where broad diversification fosters increasing independence from the automotive sector and opens up new opportunities for our company in technology transfer and innovation.

Recruiting and retaining skilled professionals is an integral part of our corporate philosophy. Through initiatives such as our talent management program and the application of our leadership principles, we maintain close relationships with our employees and can provide individualized support.

We capitalize on these opportunities through R&D investments; portfolio diversification; the development of new markets; and programs for attracting, developing, and retaining skilled professionals.

Purchasing

The volatility of raw material and commodity prices represents a key risk to our earnings. For 2026, we expect a largely stable—albeit volatile—price level. A weakening of the global economy is offset by uncertainties arising from trade policy interventions and altered transport flows. Despite global crises, supply to our sites was secured during the reporting period; nevertheless, geopolitical conflicts and increasing protectionism continue to pose risks of supply bottlenecks.

We address these risks through global commodity group management, a strategically diversified supplier base, and long-term contract structures. Our proactive supplier risk management includes the continuous monitoring of our partners' financial stability as well as regular 360-degree assessments by international teams to enable us to take early countermeasures in the event of potential disruptions.

Compliance with new EU regulations is an integral part of our procurement strategy. During the reporting period, we implemented processes to comply with the Carbon Border Adjustment Mechanism (CBAM) and the EU Deforestation Regulation (EUDR). To comply with the Supply Chain Due Diligence Act (LkSG) and global sustainability goals, we utilize a system-supported corporate social responsibility (CSR) rating conducted by external partners. Compliance with minimum requirements in the areas of the environment, human rights, and ethics is a mandatory prerequisite for commissioning this service. Misconduct in the supply chain is proactively minimized through audits and contractual obligations.

To reduce cyber risks in the supply chain, measures to implement the NIS-2 Directive were completed in 2025. Suppliers are assessed for their information security, and identified security gaps must be closed to ensure the continuity of supply relationships.

From our perspective, risk management for existing procurement risks is very efficient, and we therefore assess the existing risks as moderate, taking into account their likelihood of occurrence.

A strategically diversified, more resilient supplier base as well as regionally optimized procurement and transport structures can reduce cost and supply risks. The early implementation of sustainability and

compliance requirements (e.g., CBAM, EUDR, and LkSG) can also enhance supplier quality and strengthen positioning with customers who increasingly expect transparency in the supply chain.

Opportunities are realized through commodity group management, continuous supplier development, digital transparency in goods flows, and the integration of compliance and sustainability criteria into procurement decisions.

Loss of important customers

MANN+HUMMEL maintains long-term customer relationships both as a Tier 1 supplier and in the aftermarket. The potential default by a major customer could negatively impact revenue and earnings, especially given high dependencies on individual customers (i.e., cluster risks).

To mitigate these cluster risks, we pursue a consistent diversification strategy across various filter markets and innovative product segments. Our active credit risk management includes continuous monitoring of customer creditworthiness and dynamic adjustment of credit limits. To provide substantial protection against payment defaults, we have implemented global trade credit insurance that covers the majority of our receivables. Exceptions apply only to customers with excellent credit ratings (e.g., certain OEMs).

While our market position and financial strength provide us with a solid foundation, the default of a major strategic customer would nevertheless negatively impact earnings due to existing dependencies.

Despite highly efficient risk management and extensive coverage through trade credit insurance, we assess the risk associated with the default of key customers—particularly given current market dynamics—as high.

Opportunities arise from strengthening customer relationships through continuous monitoring and adjustment of credit limits, which fosters the trust of our business partners and serves as an early warning system. Through diversification and innovation with a broad product portfolio, we reduce our dependence on individual customers. Improved risk management through expanded trade credit insurance provides additional protection. Optimizing internal processes through more efficient use of resources can lead to cost savings. Finally, effective credit management enhances our competitiveness and strengthens our appeal to business partners.

These opportunities are realized through ongoing credit monitoring, structured credit limit processes, continuous portfolio diversification, and standardized receivables management processes.

Quality, occupational health and safety, and the environment

Quality defects and warranty and product liability claims as well as violations of occupational health and safety (OHS) and environmental regulations can lead to product recalls, production interruptions, reputational damage, or financial losses.

We ensure our quality standards through a Group-wide management system compliant with IATF 16949 and ISO 9001 standards. Thanks to the close integration of development and production, technical risks are minimized as early as the planning phase. The effectiveness of the processes is monitored through monthly reviews of KPIs as well as through internal and external audits. We establish provisions in our balance sheet for remaining warranty and product liability risks in the form of reserves and maintain adequate insurance coverage.

In the LS&E division, MANN+HUMMEL has established binding global standards aligned with ISO 45001 and ISO 14001. A key focus is on LS&E compliance to ensure adherence to the varying legal regulations governing global OHS and environmental protection.

To detect risks early, we regularly conduct multi-stage compliance audits at our production sites. These audits serve to identify regulatory risks—such as those arising from stricter climate protection or energy efficiency requirements—at an early stage and to initiate necessary investments (e.g., fire protection or machine safety). Despite established control mechanisms, operational incidents (e.g., workplace accidents or environmental pollution) and legal violations cannot be completely ruled out. Such events can negatively impact our financial position and earnings due to business interruptions or sanctions.

Damage to production or storage facilities caused by fire, natural disasters, or political unrest—as well as corresponding disruptions in the supply chain—can result in significant recovery costs and business interruptions. These risks have potential impacts on our financial position, earnings, and assets, particularly due to ongoing fixed costs, delivery delays, or potential penalties.

To ensure economic stability, MANN+HUMMEL pursues a comprehensive prevention strategy in the areas of fire protection as well as OHS and environmental protection. In close cooperation with external risk engineering experts from the insurance market, our sites are regularly audited and subjected to a detailed risk analysis. The assessment is based on international standards, including NFPA, ISO, and ICC.

In these independent risk evaluations, MANN+HUMMEL consistently achieves top ratings. This confirms the Group's above-average resilience to unforeseen events. Due to this high level of market acceptance, we are able to transfer the identified risks to the insurance market under a global insurance program at economically attractive terms.

From our perspective, the risk management for existing quality, OHS, and environmental risks is efficient, and we therefore assess the existing risks as moderate, taking into account their likelihood of occurrence.

Consistently implemented quality, OHS, and environmental management strengthens customer satisfaction and can reduce complaint and scrap rates. Certified management systems (e.g., IATF 16949, ISO 9001, ISO 45001, and ISO 14001) support market access, increase attractiveness as a partner in global supply chains, and promote insurability at attractive rates through improved risk grading.

Opportunities are realized through continuous audits, KPI-based management, proactive investments in safety and environmental standards, and collaboration with risk engineering experts to continuously improve site resilience.

Sustainability

Financial and operational risks can arise from regulatory requirements, transformation costs, and data requirements in the supply chain. This includes, in particular, reporting obligations, verification and documentation requirements, and potential cost burdens from CO_2 levies and emission taxes.

In the 2025 fiscal year, MANN+HUMMEL further intensified its sustainability strategy to secure its long-term competitiveness in the filtration sector. A core component is the Carbon Zero Strategy, which aims for CO_2-neutral production by 2035. In the reporting year, approximately 30% of electricity demand was covered by renewable sources; this is supplemented by the use of guarantees of origin. To precisely manage emissions, we use a GHG-certified software solution for calculating the corporate and product carbon footprint (CCF/PCF). Certification according to the Catena-X standard is also planned for 2026 to increase interoperability in the automotive supply chain.

The company is consistently preparing for increasing regulatory requirements. As a Wave 2 company, MANN+HUMMEL is subject to the Corporate Sustainability Reporting Directive (CSRD), with its first reporting obligation set for the 2027 fiscal year.

Additionally, we continuously monitor the impact of other regulations such as the EUDR, the Packaging and Packaging Waste Regulation (PPWR), and national laws such as LkSG. Within the framework of CBAM, the relevant trade flows have been identified; the financial and administrative impacts are currently considered limited. In North America, we are also addressing Extended Producer Responsibility (EPR) obligations, particularly with regard to PFAS substances.

Compliance with human rights along the supply chain is systematically monitored. During the reporting period, no substantial violations of the LkSG, the UK Modern Slavery Act, or comparable international standards were identified.

Challenges remain regarding the availability of reliable primary data from the supply chain.

To mitigate risks, we are expanding data processes, IT systems, and governance for emissions and supply chain transparency. Regulatory developments are continuously monitored, and necessary adjustments

are implemented in projects (e.g., CBAM, EUDR, PPWR, and LkSG).

From our perspective, risk management for sustainability risks is very efficient, and we therefore assess the existing risks as low, taking into account their likelihood of occurrence.

In the long term, we see the resource-efficient transformation as an opportunity to further expand our market position through sustainable product solutions. Our Carbon Zero strategy, an increasing share of renewable energies, and the expansion of transparent emissions data such as CCF/PCF—these measures serve to increase our attractiveness to customers and partners and support new business opportunities in the field of sustainable filtration technologies.

These opportunities will be realized through the further development of the sustainability strategy, investments in energy-efficient processes and renewable energies, as well as the development of sustainable product solutions and the creation of interoperable data standards (e.g., Catena-X).

Fraud and violations of the Code of Conduct

Fraud, corruption, or violations of legal requirements and internal guidelines can lead to financial losses, sanctions, and reputational damage.

To ensure compliance with laws and regulations, MANN+HUMMEL maintains a Group-wide Compliance Management System (CMS) and ICS. These structures are designed to prevent, identify, and respond to potential misconduct (e.g., fraud or corruption). The system is continuously monitored and adapted to new regulatory requirements and changing risk profiles.

During the reporting period, no serious violations of legal requirements or internal guidelines were identified that would have had a material impact on the Group's assets, financial position, or earnings. Isolated minor violations were identified, investigated, and sanctioned with appropriate measures as part of the framework of established compliance processes. These violations were not materially relevant for reporting purposes.

An effective compliance and control system strengthens trust and reputation among customers, investors, and regulators. Clear processes and controls enable the prevention or early mitigation of potential damages and costs resulting from misconduct.

From our perspective, risk management for risks related to fraud and Code of Conduct violations is highly effective; we therefore assess the existing risks as low, taking into account their likelihood of occurrence.

Opportunities are realized through the continuous development of the CMS and ICS, as well as training and awareness-raising initiatives and the consistent handling of reports and findings.

Taxes and customs

As a globally active entity, MANN+HUMMEL is subject to a multitude of complex national tax laws as well as increasing uncertainties in trade and customs law. Risks arise in particular from tax audits, transfer pricing issues, the introduction or increase of import duties and protectionist measures, as well as rising CO_2 levies and emissions taxes.

To ensure compliance, the subsidiaries engage local tax experts and utilize a Group-wide internal tax control system, including Tax CMS. A particular focus is placed on compliance with international transfer pricing regulations. To this end, Group-wide guidelines are regularly updated and standardized documentation is prepared to meet the increasing formal requirements of tax authorities and minimize risks arising from tax audits.

The introduction or increase of import tariffs and protectionist trade measures pose a risk to global supply chains and cost structures. We anticipate a volatile trade policy environment in 2026, which may present both risks due to cost increases and opportunities through the adjustment of procurement strategies. MANN+HUMMEL addresses these challenges by flexibly adapting its production sites and diversifying its supplier base.

Increasing CO_2 levies and emissions taxes are integrated into our strategic planning and the evaluation of business processes. This not only ensures compliance with regulatory requirements but also

supports our objective of proactively managing economic and environmental risks.

From our perspective, risk management for tax risks as well as customs, embargo, and sanctions risks is very efficient; we therefore assess the existing risks as low, taking into account their likelihood of occurrence.

Flexibly adapting production and procurement structures can create opportunities for optimizing supply chains and cost structures. Furthermore, stable and documented transfer pricing and tax compliance management system (CMS) can increase planning certainty and reduce the risk of subsequent claims or penalties.

Opportunities are realized through the further development of tax and customs documentation, the utilization of discretionary options within the framework of legal requirements, and the continuous adaptation of global supply chains and production structures.

IT, cyber, and data risks

Information technology

Due to the globally rising threat posed by ransomware and attacks on supply chains, we assess the risk of data loss and business interruptions caused by cybercrime as a significant risk. In addition to targeted cyberattacks, risks arise from technical failures, human error, and organizational shortcomings, all of which can lead to business interruptions or data loss.

To minimize these risks, MANN+HUMMEL operates an integrated security operations model, including global 24/7 Security Operations Center (SOC). During the reporting year, the preventive security posture was further strengthened through external attack surface management and the implementation of conditional access mechanisms for access control. To financially safeguard against potential losses from IT security incidents, our risk management team works closely with the insurance market.

Our global business processes are based on a redundant and scalable IT infrastructure (cloud and on-premises). A major milestone in the 2025 fiscal year was the successful transformation of our central ERP system to SAP S/4HANA. The project went live on schedule in October 2025 and was successfully completed in December following the completion of the hypercare phase. By standardizing end-to-end processes within our Business Process Management Organization (BPMO), we were able to reduced redundancies and increase process stability.

Digitalization is a central pillar of our strategy. We strategically leverage modern technologies and AI applications in a targeted manner to increase efficiency and optimize business processes (e.g., in the regionally differentiated calculation and pricing of our products). These data-driven solutions strengthen our competitiveness and improve decision-making.

We capitalize on these opportunities through the expansion of standardized process landscapes (BPMO), further developing data-driven applications (including AI) and the continuously optimizing our IT architecture.

By 2025, we have prepared the relevant Group companies for the requirements of the EU NIS2 Directive. This includes, in particular, the implementation of risk management measures in the supply chain. Through external security assessments of our suppliers and their documentation in our governance, risk, and compliance (GRC) systems, we were able to significantly increase security in the upstream value chain in pilot projects.

The effectiveness of our IT security strategy is evaluated annually by external experts as part of a risk grading process based on standards such as NIS2, NIST, and ISO 27001.

Business continuity

Operational disruptions or crisis situations can impair the continuity of critical business processes. Significant risks to process continuity persist, particularly in the area of information technology.

MANN+HUMMEL's BCM aims to identify potential threats at an early stage and ensure the continuation of critical business processes even under crisis conditions. In the 2025 fiscal year, a global Business Continuity Management System (BCMS) was established for this purpose, and the position of a

Corporate Business Continuity Manager was appointed to lead it. Following a successful pilot at the Marklkofen and Ludwigsburg sites, a global rollout is now underway. Through the close integration of BCM with information security and crisis management, we are continuously working to minimize remaining risks and strengthen the Group's resilience.

From our perspective, risk management for risks arising from BCM is highly efficient, and we therefore assess the existing risks as low, taking into account their likelihood of occurrence.

The implementation of the BCMS supports compliance with regulatory requirements such as TISAX and NIS2. This strong compliance not only reduces the risk of business disruptions but also strengthens the trust of our business partners and provides a strategic competitive advantage in the supply chain.

Opportunities are realized through the global rollout of the BCMS, the regular conduct of tests and exercises, and the integration of resilience requirements into processes and supply chain relationships.

Overall statement on the risk and opportunity situation

The overall risk structure of the MANN+HUMMEL Group has remained largely stable compared to the previous year, although the global economic and geopolitical environment continues to be characterized by high volatility. Key influencing factors remain ongoing geopolitical tensions (particularly in Eastern Europe, the Middle East, and the Asia-Pacific region), which continue to put pressure on global supply chains.

At the same time, the automotive sector is undergoing accelerated technological transformation toward alternative drive systems, accompanied by a significant increase in regulatory requirements regarding ESG compliance. These developments require us to continuously adapt our processes and tie up corresponding resources.

In addition to the risks described, there are also significant opportunities arising from technological developments, the transformation of the mobility and environmental markets, the growing demand for sustainable filtration solutions, and potential gains in efficiency and digitalization. Risks and opportunities are assessed and quantified separately; they are not offset against one another.

We are convinced that the risk management and monitoring systems we have implemented are suitable for identifying risks at an early stage and limiting them to a level that is manageable for the Group through appropriate countermeasures.

As of the preparation of this report, there are no identifiable risks that—either individually or collectively—could jeopardize the continued existence of the MANN+HUMMEL Group. The company's risk-bearing capacity is ensured by a solid equity base and secure liquidity.

Particular attention will be paid to the following in risk management in the coming fiscal year:

- Cybersecurity and information security, particularly in light of ongoing digitalization projects and an increasingly precarious threat landscape
- The resilience of supply chains to geopolitical disruptions and protectionist interventions
- Ensuring regulatory compliance, particularly with regard to the data requirements of the CSRD and LkSG

As a globally active company, we address these risks through, on the one hand, diversification—that is, through a broad product portfolio—and, on the other, the continuous improvement of our products and processes. We create opportunities by continuously enhancing our competitiveness: We are constantly refining our products, expanding our development expertise, and driving the establishment and expansion of new markets. Future-oriented technologies and media as well as vertical integration, digital and intelligent business models, and diverse service solutions also open up new opportunities for us.

Between the balance sheet date (December 31, 2025) and the date of preparation of the Combined management report, no other events of material significance not already mentioned have occurred that would lead to a different assessment of the risk and opportunity landscape.

7. Forecast report

The MANN+HUMMEL Group anticipates a slight increase in revenue in the mid-single-digit percentage range for the 2026 fiscal year. We expect the LS&E division to grow at a significantly higher rate, albeit from a lower base, than the Transportation division. Consequently, the LS&E share of the Group's total revenue is expected to increase slightly. At the same time, we currently anticipate that MANN+HUMMEL will achieve an EBIT margin in the mid-single-digit range, representing a slight increase compared to the 2025 fiscal year. Our current expectation for ROCE is between 14% and 15%. Furthermore, we expect free cash flow for 2026 to be approximately EUR 180 million. This forecast takes into account not only the operating result but also further improvements in working capital and continued high levels of investment.

Forecasts for the development of the global economy and the automotive markets continue to be shaped by geopolitical uncertainties. In particular, the military conflict between Iran, the US, and Israel—which escalated since late February 2026—has significantly heightened geopolitical tensions in the Middle East. A further escalation or a prolonged continuation of the conflict could impact global economic conditions through rising energy prices, potential disruptions to international transport routes, and increased volatility in commodity markets. At the time of this report's preparation, it is not yet possible to reliably assess the potential impact on industrial production, demand in specific regions, and procurement and logistics structures. Our forecast is therefore based on currently available information and remains subject to further geopolitical developments.

Despite these uncertainties and risks, our primary objective is to further increase the company's efficiency through appropriate measures and thereby sustainably improve our margin quality. For this reason, we continuously review and reassess our location strategy and product portfolio. We will implement necessary measures as quickly as possible if required.

Ludwigsburg, Germany, March 27, 2026

MANN+HUMMEL International Verwaltungs GmbH, Wiener Neudorf, Austria

Represented by the Management Board

Kurk Wilks
President & CEO

Emese Weissenbacher
EVP & COO

Helena Hofer
CFO

MANN+HUMMEL consolidated financial statements in accordance with IFRS[1]

[1] All figures are rounded. This may lead to minor discrepancies when totaling sums and when determining percentages.

Consolidated profit and loss statement January 1 to December 31, 2025

In EUR million	Notes	2025	2024
Revenue	(10)	4,214.9	4,527.5
Cost of sales	(11)	3,017.2	3,269.2
Gross margin on sales		**1,197.7**	**1,258.3**
Research and development costs	(11)	130.2	128.3
Selling expenses	(11)	547.4	575.0
General administrative expenses	(11)	266.0	279.7
Other operating income	(12)	120.4	98.8
Other operating expenses	(13)	180.9	144.1
Operating profit or loss (EBIT)		**193.6**	**230.0**
Share in the result from associates	(14)	-0.7	4.3
Financial expenses	(14)	163.3	157.2
Financial income	(14)	74.2	72.9
Net financial result		**-89.8**	**-80.0**
Net profit or loss before income tax and changes in net assets attributable to the shareholders of the parent company		**103.8**	**150.0**
Income taxes	(15)	99.8	83.1
Net profit or loss after income tax and changes in net assets attributable to the shareholders of the parent company		**4.0**	**66.9**
Changes in net assets attributable to the shareholders of the parent company		**-17.7**	**76.7**
Consolidated net income		21.7	-9.8
Result attributable to non-controlling interests		-12.2	-3.2
Result attributable to the shareholders of the parent company		33.8	-6.6

Consolidated statement of comprehensive income January 1 to December 31, 2025

In EUR million	Notes	2025	2024
Consolidated net income		**21.7**	**-9.8**
thereof attributable to non-controlling interests		-12.2	-3.2
Items that may be reclassified to profit/loss			
Exchange rate differences from the conversion of foreign business operations			
Exchange rate differences occurring during the financial year	(26)	-73.0	8.3
Income taxes attributable to these components	(26)	13.9	0.0
Borrowing instruments			
Changes in fair value of financial assets classified as FVOCI	(26)	-7.9	-7.1
Reclassifications to profit and loss	(26)	7.5	7.9
Income taxes attributable to these components	(26)	0.2	-0.2
Cash flow hedge (currency hedging)			
Gains/losses recorded during the financial year	(26)	0.2	-5.9
Income taxes attributable to these components	(26)	0.1	-0.9
Items that will not be reclassified to profit/loss in futures periods			
Revaluation of defined benefit obligations and similar commitments	(26)	22.2	6.3
Income taxes attributable to these components	(26)	-7.4	-1.1
Equity instruments			
Changes in fair value of financial assets classified as FVOCI	(26)	0.0	3.3
Income taxes attributable to these components	(26)	0.0	-1.5
Other income		**-44.2**	**9.2**
Total consolidated comprehensive income		**-22.7**	**-0.6**
thereof attributable to non-controlling interests		-22.7	-0.6
thereof attributable to the shareholders of the parent company		0.0	0.0

Consolidated balance sheet as of December 31, 2025

In EUR million	Notes	12/31/2025	12/31/2024
Assets			
Non-current assets			
Intangible assets	(17)	647.9	715.5
Tangible assets	(19)	1,014.8	1,091.2
Investments in associates	(20)	8.5	8.3
Trade receivables	(24)	0.0	1.5
Other financial assets	(21)	43.8	40.8
Other assets	(22)	11.5	13.1
Deferred tax assets	(15)	135.3	107.3
		1,861.8	**1,977.6**
Current assets			
Inventories	(23)	557.7	661.2
Trade receivables	(24)	777.2	849.7
Other financial assets	(25)	366.4	370.1
Income tax receivables		13.7	27.9
Other assets	(22)	89.3	92.4
Cash and cash equivalents		199.2	176.5
		2,003.5	**2,177.8**
		3,865.3	**4,155.4**

In EUR million	Notes	12/31/2025	12/31/2024
Shareholders equity and Liabilities			
Equity			
Interests attributable to the shareholders of the parent company	(26)	0.0	0.0
Non-controlling interests	(26)	130.5	157.9
		130.5	**157.9**
Non-current liabilities			
Net assets attributable to the shareholders of the parent company	(26)	641.1	678.7
Financial liabilities	(28)	900.7	780.0
Provisions for pensions	(32)	318.3	344.8
Other provisions	(31)	47.3	45.3
Trade payables	(29)	0.4	0.4
Other liabilities	(30)	15.7	6.9
Income tax liabilities		7.1	15.5
Deferred tax liabilities	(15)	68.8	41.3
		1,999.4	**1,913.0**
Current liabilities			
Financial liabilities	(28)	618.8	961.6
Trade payables	(29)	648.8	688.3
Other liabilities	(30)	203.9	201.9
Other provisions	(31)	131.9	118.2
Income tax liabilities		132.0	114.5
		1,735.4	**2,084.5**
		3,865.3	**4,155.4**

Consolidated cash flow statement January 1 to December 31, 2025

In EUR million	Notes	2025	2024
1. Cash flow from operating activities			
Consolidated net income		21.7	-9.8
Changes in net assets attributable to the shareholders of the parent company		-17.7	76.7
Income taxes		99.8	83.1
Net profit or loss before income tax and changes in net assets attributable to the shareholders of the parent company		103.8	150.0
Paid (–)/refunded (+) taxes on income		-70.3	-69.7
Depreciation/allowance (+) of fixed assets		197.5	196.6
Increase (+)/reduction (–) in non-current provisions		-11.9	4.2
Other expenditure (+)/income (–) not affecting payments		4.0	-0.4
Financial result		89.8	80.0
Increase (+)/reduction (–) in current provisions		24.5	-6.6
Profit (–)/loss (+) from disposal of assets		0.0	2.0
Increase (–)/reduction (+) in inventories, trade debtors, and other assets		64.2	5.1
Increase (+)/reduction (–) in trade creditors and other liabilities		-13.7	-82.0
Cash flow from operating activities	(33)	**387.7**	**279.2**
2. Cash flow from investment activities			
Receipts (+) from the disposal of tangible assets		3.3	5.5
Payments (–) for investment in tangible assets		-109.9	-147.1
Receipts (+) from the disposal of intangible assets		0.0	0.0
Payments (–) for investment in intangible assets		-2.8	-2.3
Receipts (+) from the disposal of non-current financial assets		8.4	0.0
Payments (–) for investment in non-current financial assets		-5.6	-3.4
Payments (–) for the acquisition of consolidated companies, less cash and cash equivalents acquired		0.0	-4.1

Receipts (+) from loans granted		0.0	0.5
Payments (–) for loans granted		-0.6	-2.8
Interest received (+)		8.7	7.5
Cash flow from investment activities	(33)	**-98.5**	**-146.2**
Free cash flow		**289.2**	**133.0**
3. Cash flow from financing activities			
Receipts (+) from equity increases		0.0	0.0
Payments (–) to company shareholders		-27.0	-13.0
Payments (–) to minority shareholders		-8.2	-2.1
Receipts (+) from acceptance of (financial) credits and derivative financial instruments	(33)	435.8	225.7
Repayment (–) of (financial) credits and derivative financial instruments	(33)	-540.0	-214.2
Payments (–) for the acquisition of non-controlling interests		-4.0	0.0
Payments (–) from the repayment of lease liabilities	(33)	-52.9	-53.2
Interest paid	(33)	-60.8	-68.7
Cash flow from financing activities	(33)	**-257.1**	**-125.5**
4. Cash funds at end of period			
Payment-effective change to cash funds (subtotal 1–3)		32.1	7.5
Changes in cash funds from exchange rate movements, valuation differences, and changes in Group structure		-9.4	-5.5
Cash funds at beginning of period		176.5	174.4
Cash funds at end of period		**199.2**	**176.5**
5. Composition of cash funds			
Cash and cash equivalents	(33)	199.2	176.5

Consolidated changes in equity January 1 to December 31, 2025

	Parent company						Non-controlling interests	Total equity
	Revenue reserves	Total other shareholders' equity				Total equity of the partners of MANN+HUMMEL International GmbH & Co. KG		Total
		Equity and borrowing instruments	Fair value measurement of cash flow hedges and costs of hedging	Actuarial gains and losses	Difference from foreign currency translation			
As of 12/31/2023	**98.9**	**13.8**	**5.5**	**-8.8**	**-109.4**	**0.0**	**159.1**	**159.1**
Other comprehensive income		2.0	-5.7	4.4	5.9	6.6	2.6	2.6
Consolidated net income	-6.6					-6.6	-3.2	-3.2
Total consolidated comprehensive income						**0.0**	**-0.6**	**-0.6**
Paid dividends							-2.2	-2.2
Changes to the consolidated group							0.0	0.0
Other							1.6	1.6
As of 12/31/2024	**92.3**	**15.8**	**-0.2**	**-4.4**	**-103.5**	**0.0**	**157.9**	**157.9**
Other comprehensive income		-0.2	0.2	12.5	-46.6	-34.1	-10.1	-10.1
Consolidated net income	34.1					34.1	-12.2	-12.2
Total consolidated comprehensive income						**0.0**	**-22.2**	**-22.2**
Paid dividends							-3.9	-3.9
Changes to the consolidated group							-2.1	-2.1
Other							0.8	0.8
As of 12/31/2025	**126.4**	**15.6**	**0.0**	**8.1**	**-150.1**	**0.0**	**130.5**	**130.5**

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

Notes to the consolidated financial statements of MANN+HUMMEL International GmbH & Co. KG 2025

Fundamental principles

1. Corporate structure

MANN+HUMMEL International GmbH & Co. KG (hereinafter also referred to as the "Company" or the "Parent Company") is organized in the legal form of a partnership. The company has its registered office at Schwieberdinger Straße 126, 71636 Ludwigsburg, Germany, and is entered in the Commercial Register of the Stuttgart Local Court under the Commercial Register number HRA 730217. The company has been the ultimate parent company of the MANN+HUMMEL Group (hereinafter also referred to as "Group," "MANN+HUMMEL," or "MANN+HUMMEL Group") since January 1, 2016.

The product portfolio includes filtration solutions for automotive and industrial applications, clean indoor and outdoor air, and the sustainable use of water. The MANN+HUMMEL Group's products include air filter systems, intake systems, liquid filter systems, technical plastic parts, filter media, cabin air filters, and industrial filters. In process engineering, industrial applications, and water filtration, the portfolio is supplemented by high-performance membranes, MBRs, and RO technologies. Stationary and mobile systems for the filtration of fine dust and nitrogen dioxide also expand the product range for improving outdoor air quality. The Group increasingly offers digital services and intelligent solutions that meet customers' individual needs. The MANN+HUMMEL Group has more than 80 locations across six continents.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

2. General information

The items of the consolidated profit and loss statement, the consolidated statement of comprehensive income, the consolidated balance sheet, the consolidated cash flow statement, and the consolidated statement of changes in equity are broken down or explained in the notes to the consolidated financial statements.

The financial year of MANN+HUMMEL corresponds to the calendar year. The Group currency is the euro. Unless otherwise stated, all amounts are shown in millions of euros (EUR million).

The company's management released the consolidated financial statements for distribution to the Supervisory Board on March 27, 2026.

The consolidated financial statements, prepared as of December 31, 2025, and the Group management report are published in the Company Register.

The Consolidated net income is the result attributable to the shareholders of the parent company and the result attributable to non-controlling interests. The Changes in net assets attributable to the shareholders of the parent company is the difference between the Consolidated net income and Net profit or loss after income tax.

The consolidated balance sheet is structured in accordance with terms. Balance sheet items are divided into non-current and current assets or liabilities if they have a remaining term of more than one year or up to one year respectively.

Assets and liabilities held for sale or included in a disposal group classified as held for sale are presented separately from other assets and liabilities in the balance sheet.

According to German commercial law regulations, in commercial partnerships such as MANN+HUMMEL International GmbH & Co. KG, the shareholders have non-excludable termination rights. However, according to IAS 32.16, equity only exists for the most subordinate class of shareholders to the extent that a company has neither an unconditional nor a conditional obligation to deliver cash or other financial assets. Due to the provisions in the articles of association regarding the settlement of shareholders, the shares in MANN+HUMMEL International GmbH & Co. KG do not meet the requirements of IAS 32.16A for the recognition of redeemable shares as equity. They are therefore reported separately as "Net assets attributable to shareholders of the parent company." Insofar as IFRS requires items to be recognized in other comprehensive income, this also applies to partnerships that do not have equity in accordance with IFRS. Such items are therefore also not reported in the MANN+HUMMEL Group's profit for the period.

Assets and liabilities are generally recognized according to the historical cost principle. This does not apply to derivative financial instruments, securities, and shares in investments, which are recognized at fair value.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

3. Application of IFRS

As a non-capital market-oriented company, MANN+HUMMEL uses the option pursuant to section 315e (3) of the German Commercial Code (HGB) to prepare the consolidated financial statements according to IFRS.

The consolidate financial statements are in accordance with the standards and interpretations of the International Accounting Standards Board (IASB), London, as applicable in the EU (IFRS), and the supplementary provisions of commercial law applicable in accordance with section 315e (1) of the German Commercial Code (HGB).

4. Adjustment of the accounting methods as well as new standards and interpretations

The accounting and valuation methods applied are the same as those applied in the previous year. In the current financial year, the following new or amended standards were applied for the first time, which did not have a material impact on the consolidated financial statements.

- Amendments to IAS 1: Classification of Liabilities as Current or Non-Current
- Amendments to IAS 7 and IFRS 7: Changes Related to Supplier Financing Arrangements
- Amendments to IFRS 16: Lease Liabilities in Relation to Sale and Leaseback Transactions
- Amendments to IAS 21: Lack of Exchangeability Between Currencies

The following new or revised standards and interpretations have been published but were not yet mandatory for the financial year beginning on January 1, 2025, and were not applied ahead of schedule:

Amendment to IFRS 9 and IFRS 7[1]	Changes in Classification and Measurement of Financial Instrument
Annual Improvements to IFRS Accounting Standards — Volume 11[1]	Enhancements to IFRS 1, IFRS 7, IFRS 9, IFRS 10, IAS 7
Amendment to IFRS 9 and IFRS 7[1]	Contracts Related to Nature-Dependent Electricity
IFRS 18 Presentation and Disclosures in Financial Statements [2,3]	Improving the presentation of the results of operations through a more detailed structuring of the income statement.
IFRS 19 Subsidiaries without Public Accountability: Disclosures [2,3]	IFRS 19 introduces relief in disclosure requirements for subsidiaries that do not have their own public accountability and whose parent company applies IFRS in its publicly disclosed consolidated financial statements.

[1] Effective for fiscal years beginning on or after January 1, 2026.
[2] Effective for fiscal years beginning on or after January 1, 2027.
[3] EU endorsement was finalized on February 16, 2026.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

MANN+HUMMEL has not yet applied standards and interpretations that have been issued but are not yet effective. The Group will apply the new or amended standards and interpretations at the latest when they become mandatory following their adoption by the EU. With the exception of IFRS 18, the amended standards are not expected to have any significant impact on the consolidated financial statements of the MANN+HUMMEL Group.

5. Consolidated group

As part of the reorganization of the Group structure, MANN+HUMMEL International GmbH & Co. KG was founded as the managing holding company on January 1, 2016. This company holds 83.3% of the shares in MANN+HUMMEL Holding GmbH, Ludwigsburg, Germany, and, as the ultimate parent company, prepares the consolidated financial statements for the MANN+HUMMEL Group.

The consolidated financial statements include 17 (previous year: 17) domestic and 72 (previous year: 74) foreign Group companies. In addition to the parent company, the scope of consolidation includes all domestic and foreign companies that the parent company directly or indirectly controls or over which it has a significant influence. Subsidiaries are companies in which the parent company, due to the actual or a de facto majority of voting rights, has control over the business and financial policies to benefit from their activities and thus has the possibility of control. Additionally, the parent company is exposed to and can affect variable returns from its involvement with investees. Associates are entities in which the parent company has significant influence over operating or financial policies but which are neither subsidiaries nor joint ventures.

	01/01/2025	Initial consolidations	Deconsolidations/ mergers	12/31/2025
Consolidated companies	91	0	-2	89
thereof domestic	17	0	0	17
thereof abroad	74	0	-2	72
Associated companies	1	0	0	1

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

	01/01/2024	Initial consolidations	Deconsolidations/ mergers	12/31/2024
Consolidated companies	89	3	-1	91
thereof domestic	16	1	0	17
thereof abroad	73	2	-1	74
Associated companies	1	0	0	1

CHANGES IN THE SCOPE OF CONSOLIDATION

DECONSOLIDATION

During the current fiscal year, MANN+HUMMEL Filtration Technology Products Corp LLC, Gastonia, NC, US, was merged into MANN+HUMMEL Filtration Technology US LLC, Gastonia, NC, US, and Tri-Dim Filter Corporation, Louisa, VA, US, was merged into CleanAire Inc., Washington, NC, USA—both within the Group.

6. Principles of consolidation

The capital consolidation is carried out according to the purchase method. The subsidiaries are fully consolidated from the date of acquisition (i.e., from the date the parent company acquires a controlling influence). Inclusion in the consolidated financial statements ends as soon as control by the parent company no longer exists.
At the time control is obtained, the revalued assets and liabilities of the subsidiary and contingent liabilities, insofar as they do not depend on a future event, are offset against the fair value of the consideration paid for the shares. Contingent purchase price payments are recognized at fair value.

Subsequent adjustments to contingent consideration are recognized in profit or loss. Incidental costs incurred in connection with the acquisition are expensed as incurred.

Any difference on the assets side remaining after capital consolidation is capitalized as goodwill and reported under intangible assets. Goodwill is tested for impairment on the balance sheet date. A test is carried out during the year if there are indications of impairment. Negative differences arising from capital consolidation are recognized in the consolidated income statement under other income provided that the reassessment of the carrying amounts does not lead to a different result.

Insofar as not all shares are acquired in the context of the business acquisition, the shares without controlling influence can be recognized at the proportionate revalued net assets or at their proportionate total enterprise value (i.e., fair value), including the goodwill attributable to them. The option can be exercised anew for each company acquisition. The non-controlling interests were recognized at the proportionate net asset value (partial goodwill approach).

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

In the case of a phased acquisition of shares, the existing shares in the company to be consolidated are revalued at fair value at the date of acquisition of control. The difference to the carrying amount of the investment is recognized in profit or loss.

The acquisition of additional shares in already fully consolidated subsidiaries is accounted for as an equity transaction. The difference between the acquisition cost of the shares and the carrying amount of the non-controlling interest is offset against retained earnings. The effects of share disposals that do not lead to a loss of control of a subsidiary are recognized directly in equity by offsetting the gain or loss on disposal against retained earnings and increasing the non-controlling interests in the amount of the proportionate net assets.

The deconsolidation of subsidiaries occurs at the time of loss of control or at the time of liquidation.

Receivables, liabilities, provisions, revenue, and other income and expenses between the companies included in the consolidated financial statements are consolidated. Intercompany profits from intra-group transactions that were not realized through sale to third parties outside the Group are eliminated. Intra-group sureties and guarantees are eliminated.

7. Foreign currency translation

The financial statements of the consolidated group companies prepared in foreign currencies are translated into euros based on the functional currency concept using the modified closing rate method. Since the subsidiaries conduct their business independently in financial, economic, and organizational terms, the functional currency is basically identical to the respective national currency of the company. In the consolidated financial statements, expenses and income from the financial statements of subsidiaries prepared in foreign currencies are translated at the average exchange rate. In contrast, assets and liabilities are translated at the closing rate. The currency difference resulting from the translation of equity at historical rates and the translation differences resulting from the translation of the income statement at the average rate are recognized directly in accumulated other equity.

In the individual financial statements, foreign currency receivables and liabilities are initially valued at the exchange rate valid on the transaction date. The exchange rate on the balance sheet date is used for subsequent valuation. Currency gains and losses from the reporting date valuation of trade receivables and payables are included in Other operating income and Other operating expenses. Other financial income and expenses are recognized as currency gains and losses attributable to other financial assets and liabilities. The exchange rates used for currency translation with a significant impact on the consolidated financial statements have changed in relation to the euro as follows:

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

	Spot rate on reporting date		Annual average rate of exchange	
	12/31/2025	12/31/2024	2025	2024
Brazilian real [BRL]	6.50610	6.42770	6.29293	5.85963
Renminbi yuan [CNY]	8.25260	7.50130	8.05830	7.71428
Polish zloty [PLN]	4.21815	4.27398	4.23576	4.30183
Czech koruna [CZK]	24.19749	25.15812	24.64481	25.14894
Indian rupee [INR]	105.61223	89.09559	98.53770	90.49446
Singapore dollar [SGD]	1.51018	1.41823	1.47565	1.44497
US dollar [USD]	1.17474	1.04015	1.12914	1.08028

8. Accounting policies

The companies' financial statements included in the consolidated financial statements are prepared as of December 31 of each financial year in accordance with uniform Group accounting as well as valuation principles in accordance with IFRS.

RECOGNITION OF INCOME AND EXPENSE

Revenue is recognized when the control of the promised goods or services is transferred to the customer. The measurement is based on the transaction price, which is the consideration the Group expects to receive in exchange for those goods or services. Variable consideration (particularly bonuses and rebates) is estimated based on the expected values or the most probable amount and is only included if its occurrence is highly probable. If a contract comprises several distinct goods or services, the transaction price is allocated to the performance obligations based on the relative stand-alone selling prices. If stand-alone selling prices are not directly observable, the Group estimates them at an appropriate amount.

- Sale of goods: Revenue is recognized at a specific point in time, generally upon delivery.
- Services: Revenue is recognized over time or at a specific point in time, depending on the contractual arrangement.

Variable payment terms within the Group are typically 30 days and do not contain any significant financing components.

Cost of sales comprises directly attributable material and production costs as well as manufacturing overheads, including depreciation and inventory write-downs.

Dividend income is recognized when the legal right to receive payment is established.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

INCOME TAXES

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authority. The amount calculated is based on the tax rates and tax laws applicable at the balance sheet date.

Deferred tax assets and liabilities are recognized on temporary differences between the tax bases and the IFRS carrying amounts. Deferred tax assets also include tax reduction claims resulting from the expected use of existing loss carryforwards and tax credits in subsequent years. Deferred taxes are calculated based on the tax rates that apply or are expected—with sufficient probability—to apply under the current legal situation in the individual countries at the time of realization.

Deferred tax assets on temporary differences and on tax loss carryforwards are only recognized if it is sufficiently probable that the resulting tax reductions will occur in the future or if they are covered by deferred tax liabilities.

The carrying amount of deferred tax assets is reviewed at each balance sheet date. It is reduced to the extent that it is no longer probable that sufficient taxable profit will be available against which the deferred tax asset can be at least partially utilized. Unrecognized deferred tax assets are reviewed at each balance sheet date and recognized to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Additionally, no deferred tax assets and liabilities are recognized if they result from the initial recognition of goodwill, an asset, or a liability in a transaction that is not a business combination; if this initial recognition affects neither the accounting profit before income taxes nor the taxable profit; and if no deferred tax assets and liabilities are recognized.

Deferred taxes relating to items recognized directly in equity are also recognized in equity and not in the consolidated income statement.

Deferred tax assets and deferred tax liabilities are offset against each other if the MANN+HUMMEL Group has a legally enforceable right to set off current tax assets against current tax liabilities. These relate to income taxes levied by the same taxation authority on the same taxable entity.

INTANGIBLE ASSETS

Acquired and internally generated intangible assets are capitalized if it is probable that future economic benefits associated with the use of the asset will flow to the entity and the cost of the asset can be measured reliably.

Regarding the accounting and valuation of **goodwill**, reference is made to explaining the consolidation principles and impairment tests.

The intangible assets identified as part of the significant business acquisitions mainly include customer relationships and brand names. The fair values of the customer lists/relationships were determined using the residual value method based on corporate planning with a useful life of four to 15 years. The brands were

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

valued using the license price analogy method. The main assumptions here were the expected brand sales and the expected license rate. The useful life was set at three to 15 years.

Development costs are capitalized at production costs under the conditions of IAS 38 if, among other criteria, technical feasibility and marketability are assured. Furthermore, the development activity must generate a future economic benefit with sufficient probability. Capitalized development costs include all costs directly attributable to the development process. Capitalized development costs are amortized over an expected product life cycle of five years from the start of production.

Other intangible assets are recognized at cost and, as in the previous year, are amortized on a straight-line basis over the following useful lives:

	In years
Independently developed software	4
Software – general (individual licenses)	4
Software – version change, e.g., product data management (PDM) and CAD (CATIA, PTC Creo, NX, etc.)	8
Patents	10

Intangible assets with indefinite useful lives exist only in the form of goodwill as of the balance sheet date.

TANGIBLE ASSETS

All **tangible fixed assets** are subject to operational use and are valued at acquisition or production cost, less scheduled depreciation based on usage. Depreciation on property, plant, and equipment is calculated using the straight-line method. As in the previous year, scheduled depreciation is based on the following useful lives throughout the Group:

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

	In years
Buildings	20–40
Components	20–25
Building parts	15–33
Outdoor facilities	20–33
Machines	8–20
Operating equipment	12–20
Vehicles	6–10
Tools	5
Machines/devices in general	8–15
Tools and equipment	6–10

The assets' residual values, depreciation methods, and useful lives are reviewed annually and adjusted if necessary.

GOVERNMENT GRANTS

Government grants are recognized only when there is reasonable assurance that the conditions attached to them will be complied with and that the grants will be received. Investment grants are deducted from fixed assets in the period they are incurred. Expense grants are recognized as income in the same period in which the expenses they were granted to compensate are incurred.

Interest rates customary in the market are used for the valuation of non-interest-bearing and low-interest-bearing public-sector loans. The difference between the discounted and repayment amounts is deferred and reported under other liabilities. The deferred amount is amortized over the term of the loan agreement, which is included in interest expense.

INVESTMENTS IN ASSOCIATES

Investments in associates are generally accounted for using the equity method of accounting and are initially recognized at cost, including transaction costs. An impairment test is carried out if there are objective indications of an impairment of the shares as of the balance sheet date. The Group's share in the profit or loss of the associated companies is reported separately in the consolidated income statement as part of the financial result. Income and expenses recognized directly in the equity of the associated company are also recognized directly in equity in the MANN+HUMMEL Group and presented separately in the consolidated statement of comprehensive income. The cumulative changes after the acquisition date increase or decrease the carrying amount of the investment in the associate accordingly. Gains and losses from transactions between the MANN+HUMMEL Group and associates are eliminated in proportion to the share held.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

IMPAIRMENT TESTS

In the case of **shares in associated companies and intangible assets** already in **use, as well as property, plant, and equipment, a review** is carried out on the balance sheet date to determine any indications of possible impairment. If such indications exist, the value is reviewed via impairment test. Intangible assets not yet ready for use and intangible assets with indefinite useful lives are subject to an annual impairment test.

The impairment test determines the recoverable amount. This is the higher of the asset's fair value or the smallest cash-generating unit, less any costs to sell and its value in use. Cash-generating units are defined as the smallest units whose cash flows are forecast as part of corporate planning.

The fair value is the amount obtainable from the sale of an asset in an arm's-length transaction, less the disposal costs.

The value in use was determined as the present value of future cash flows. The future cash flows were derived from the long-term planning of the Group and were approved by management. The calculation of the present value of the estimated future cash flows is essentially based on assumptions about the macroeconomic and general development of the respective markets, future sales prices or quantities, and costs, taking into account changed economic conditions where necessary, including with regard to the transformation of the automotive industry and development in the LS&E division as well as the discount rate on which the present value is based. Net cash inflows beyond the detailed planning period are determined by applying individual growth rates derived from the respective market information on the basis of long-term business expectations. The planning for the business areas is based on a detailed planning period of five years. The assumptions used for the planning are checked for plausibility against both historical development and external sources of information (e.g., market studies).

An impairment loss is recognized if the recoverable amount is less than the carrying amount of the asset or cash-generating unit.

The carrying amount of each business area, which corresponds to the respective cash-generating unit, is determined by allocating the assets and liabilities, including attributable goodwill and intangible assets. An impairment loss is recognized whenever the recoverable amount of an operation is less than its carrying amount.

If the reason for a previously recognized impairment loss no longer exists, the impairment loss is reversed—but not to more than amortized costs (ACs). Impairment losses and reversals of impairment losses on intangible assets and property, plant, and equipment are allocated to the functional areas of the consolidated income statement.

Goodwill from business combinations is allocated to the groups of cash-generating units that derive the benefit from the combinations.

In accordance with IAS 36, goodwill is not amortized over its useful life but is tested for impairment at least annually at the end of the year using the methods described above, which may lead to a write-down

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

(impairment-only approach).Impairment losses on goodwill are recognized if the recoverable amount of the corresponding cash-generating unit is less than its carrying amount. Impairment losses on goodwill are recognized in other expenses. Goodwill is not written up.

In order to comply with the regulations of IFRS 3 in conjunction with IAS 36 and to determine any impairment of goodwill, cash-generating units are determined according to internal reporting. Goodwill is therefore allocated to the two divisions (i.e., cash-generating units), Transportation and LS&E. For impairment testing, the carrying amount of each division is determined by allocating the assets and liabilities, including attributable goodwill and intangible assets. An impairment loss is recognized whenever the recoverable amount of an operation is less than its carrying amount. The recoverable amount is determined as the higher of the fair value, less costs to sell and the value in use of a cash-generating unit. The impairment tests to be performed determine the recoverable amount based on the value in use of the respective cash-generating unit.

FINANCIAL INSTRUMENTS

1. Recognition, offsetting, and derecognition

In accordance with IAS 32, a financial instrument is a contract that gives rise to a financial asset of one party and a financial liability or equity instrument of the other party. Financial instruments are recognized at the time at which the respective company of the MANN+HUMMEL Group becomes a contracting party. Regular way purchases or sales of financial assets are recognized on the settlement date.

Financial assets and liabilities are only offset if offsetting of the amounts is legally enforceable at the present time and the intention to offset exists.

Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

Financial liabilities are derecognized when the obligations specified in the contract are discharged or cancelled or have expired.

2. Categories

Financial assets in the MANN+HUMMEL Group are classified into the following categories according to the underlying business model and the contractual cash flows of the financial assets:

- Financial assets measured at amortized cost (AC)
- Financial assets measured at fair value through other comprehensive income (FVOCI)
- Financial assets measured at fair value through profit or loss (FVPL)

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

MANN+HUMMEL's basic business model is to hold financial assets in order to collect contractual cash flows. In the context of financial assets via fund managers, financial assets are not only held in order to collect the contractual cash flows but, in some cases, are also sold (i.e., a "hold and sell" business model).

Financial assets are classified as measured at AC if they correspond to the "hold" business model and their contractual cash flows consist solely of interest and principal payments. At the MANN+HUMMEL Group, this applies to cash and cash equivalents, trade receivables, and other financial assets.

Financial assets whose cash flows do not consist exclusively of interest and principal payments are classified as at FVPL. At the MANN+HUMMEL Group, shares, fund units, non-consolidated investments in partnerships, and derivatives that are not included in hedge accounting do not meet the cash flow criterion and are measured at FVPL.

Financial assets that meet the cash flow criterion—so-called debt instruments—but whose business model consists of collecting contractual cash flows by "holding" as well as "selling" are classified as measured at fair value through other comprehensive income (FK FVOCI). This applies to bonds acquired by the fund managers of the special fund.

For equity instruments, IFRS 9 optionally permits measurement at fair value through other comprehensive income (equity FVOCI). The MANN+HUMMEL Group applies this option to non-consolidated investments in corporations.

MANN+HUMMEL classifies financial liabilities in the following categories:

- Financial liabilities measured at amortized cost (FLAC)
- Financial liabilities measured at FVPL

The MANN+HUMMEL Group assigns "financial liabilities held for trading purposes" as FVPL category. This item includes all of the Group's derivative financial instruments (foreign exchange forward contracts of the Group companies as well as derivatives within the framework of special funds). All other financial liabilities are classified as FLAC.

The MANN+HUMMEL Group generally refrains from applying the fair value option to classify financial assets and liabilities as "at fair value through profit or loss" when they are initially recognized.

3. Measurement

On initial recognition, MANN+HUMMEL measures a financial asset or financial liability at fair value plus, in the case of a financial asset or financial liability not measured at FVPL, the additional amount directly attributable to the

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

acquisition as well as transaction costs attributable to the issue or sale of this asset or liability. Transaction costs of financial assets and liabilities measured at FVPL are recognized directly in profit or loss as an expense.
The subsequent measurement of financial assets and liabilities depends on the category and is as follows:

- Financial assets measured at AC: These assets are subsequently measured at AC, adjusted for any value adjustments for default risks. Interest income from these financial assets is reported under interest and similar income using the effective interest method. Impairment losses and reversals of impairment losses as well as gains or losses from derecognition are recognized on a net basis in Other operating expenses. Foreign currency gains and losses are reported under Other operating income/Other operating expenses.
- Debt instruments measured at fair value through other comprehensive income (FK FVOCI): Changes in fair value are recognized in the "debt instruments" reserve together with impairments. Interest effects and foreign currency gains and losses are recognized in the financial result.
- Equity instruments measured at fair value through other comprehensive income (equity FVOCI): Unrealized gains and losses as well as gains and losses from the subsequent sale of the instruments are reported in the "equity instruments" reserve.
- FLAC: Subsequent measurement of these liabilities after initial recognition is generally at AC using the effective interest method. Gains of losses are recognized in the financial result upon derecognition and as a part of amortization. With the exception of trade payables, gains or losses on derecognition and as part of the amortization are recognized in the financial result. For effects from foreign currency translation, please refer to the disclosures in Note 7 (Foreign Currency Translation).
- Financial assets and liabilities at FVPL: Financial liabilities at FVPL are measured at fair value after initial recognition. Gains or losses from the change in fair value are recognized in profit or loss. Depending on the underlying risk, these are presented in either the operating result or the financial result. The MANN+HUMMEL Group does not currently apply hedge accounting in accordance with IFRS 9.

4. Impairment
Under IFRS 9, the impairment model incorporates expectations about the future and is based on expected credit losses. The general approach of the impairment model under IFRS 9 provides for three levels and is applicable to all financial assets (i.e., debt instruments) that are measured either at AC or FVOCI:

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

Level 1 includes financial instruments at the time of addition and all contracts without a significant increase in credit risk since addition. Impairment is measured on the basis of the expected credit loss within the next 12 months.

Level 2 includes financial assets that have experienced a significant increase in credit risk but whose creditworthiness is not yet impaired. Impairment is measured on the basis of the expected credit loss over the entire remaining term. The Group defines a significant increase in credit risk as a deterioration in the rating by at least two rating levels and a rating that is no longer in the investment-grade range.

Level 3 includes financial assets that show objective evidence of impairment or are in default. The impairment loss is recorded as the expected credit losses over the remaining term of the financial asset. The assessment is made using qualitative information that indicates significant financial difficulties of the debtor.

The MANN+HUMMEL Group makes use of the simplified approach for trade receivables whereby these receivables are assigned directly to Level 2. The impairment is determined based on external default probabilities by customer group. They are classified or reclassified to Level 3 if the rating is no longer in the investment-grade range or if there are objective indications of a credit impairment.

The MANN+HUMMEL Group applies a uniform impairment model that takes into account the probability of default of the business partner or a group of comparable business partners.

The calculation is carried out using a credit risk parameter approach. Accordingly, the expected credit loss (ECL) is determined by multiplying the credit risk parameters exposure at default (EAD), the probability of default (PD), and the loss given default (LGD). The parameters are determined in such a way that they reflect relevant events in the past, the current situation, and forward-looking information. In principle, this can be done using an economic model that contains all of the information listed or by adjusting existing parameters so that the current economic environment as well as forecasts regarding its future development are taken into account. This information includes macroeconomic factors (e.g., gross domestic product growth, unemployment rate, etc.) and forecasts of future economic conditions.

A financial asset is derecognized if it can reasonably be assumed that a financial asset cannot be realized in full or in part (e.g., after the end of insolvency proceedings or after court decisions). The difference between the gross carrying amount of the original contract and the present value of the modified contract is recognized in the income statement.

5. Hedge accounting

Derivative financial instruments are exclusively used in the MANN+HUMMEL Group for hedging purposes in order to reduce currency risks and price risks from securities.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

During the reporting year, the MANN+HUMMEL Group accounted for hedging relationships until their scheduled maturity and the cessation of hedge accounting. New hedging relationships are no longer designated as cash flow hedges or fair value hedges for accounting purposes. Consequently, all derivative financial instruments are measured at FVPL in accordance with the general requirements for financial instruments.

- Recognition of changes in value: Changes in the fair value of derivatives are recognized directly in the consolidated income statement as of the respective reporting date.

- Presentation of changes in value: Depending on the type of the underlying hedged transaction, gains and losses are presented either within operating income/expenses (for operating currency hedges) or in the financial result (for hedges of financial transactions or exchange rate risks).

6. Differentiation between equity and debt capital

According to German commercial law regulations, commercial partnerships such as MANN+HUMMEL International GmbH & Co. KG, the shareholders have non-excludable termination rights. However, according to IAS 32.16, equity only exists for the most subordinate class of shareholders to the extent that a company has neither an unconditional nor a conditional obligation to deliver cash or other financial assets. Due to the provisions in the articles of association regarding the settlement of shareholders, the shares in MANN+HUMMEL International GmbH & Co. KG do not meet the requirements of IAS 32.16A for the recognition of redeemable shares as equity. To this extent, they are reported separately as a liability in the line item "Net assets attributable to shareholders of the parent company." Insofar as IFRS require items to be recognized in other comprehensive income, this also applies to partnerships that do not have equity in accordance with IFRS. Such items are therefore also not reported in the MANN+HUMMEL Group's profit for the period.

The "Net assets attributable to shareholders of the parent company" are measured at the respective shareholder's proportionate carrying amount of the IFRS consolidated net assets.

INVENTORIES

Raw materials, supplies, and wares are generally valued using the standard cost method: considering lower net achievable values at the balance sheet date. Work in progress and finished goods are recognized at the lower cost or net realizable value, considering consumption at the balance sheet date. Production costs include all costs directly attributable to the production process and appropriate portions of production-related overheads. These include production-related depreciation, pro rata administrative expenses, and pro rata social security expenses.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

LEASING

For all leases, the MANN+HUMMEL Group recognizes right-of-use assets and liabilities for the underlying payment obligations (i.e., lease liabilities). The right-of-use assets are measured at cost at commencement date. These cost comprise of the following:

- The present value of the initial measurement of the lease liability
- Any lease payments made at or before the commencement date (less any lease incentives received)
- Any initial direct costs incurred by the lessee
- Estimated costs for dismantling and removing the underlying asset or restoring the site on which it is located

The subsequent measurement is at AC. Depreciation is recognized on a straight-line basis over the shorter of the useful life and the lease term. If the exercise of a purchase option is reasonably certain, the asset is depreciated over its economic useful life.

The liability is recognized at the present value of the lease payments not yet made. For discounting processes, the interest rate implicit in the leases is used. If this rate cannot be readily determined, the Group uses the lessee's incremental borrowing rate. The Group applies the practical expedients provided by IFRS 16 for the following:

- Short-term leases (term <12 months).
- Leases of low-value assets (acquisition costs <EUR 5,000).
- Separation of components: Lease and non-lease components (e.g., service components) are accounted for separately; non-lease components are not included in the measurement of the right-of-use asset.

MANN+HUMMEL GROUP AS LESSOR

The MANN+HUMMEL Group generally does not act as a lessor.

SALE AND LEASEBACK

In a sale and leaseback transaction, criteria from IFRS 15 must first be used to determine if the transfer of an asset should be accounted for as a sale. If the transfer of an asset does not meet the requirements for sale accounting set out in IFRS 15, the asset continues to be recognized, and the proceeds received are recognized as a financial liability in accordance with IFRS 9. If the asset transfer constitutes a sale, the leased-back assets are reflected in the consolidated financial statements in accordance with the lessee accounting principles outlined above. Accordingly, any gain or loss is recognized only to the extent that it relates to the rights transferred to the buyer/lessor.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, bank balances available at any time and short-term overnight deposits with a maximum maturity of 90 days.

ASSETS AND DISPOSAL GROUPS HELD FOR SALE

Assets and liabilities are reported as a disposal group if they are to be sold as a group in a transaction that is highly probable. Individual assets are shown as assets held for sale on the balance sheet. The assets and liabilities are presented separately on the balance sheet within current assets and liabilities as "Assets of disposal groups held for sale" or "Liabilities of disposal groups." The income and expenses of the assets and liabilities concerned are included in the result from continuing operations until disposal if they do not meet the definition of a discontinued operation. When classified as a disposal group for the first time, it is initially measured in accordance with the relevant IFRS standards, after which the resulting carrying amount of the disposal group is compared to the fair value, less costs to sell to determine the lower value to be recognized.

TRADE PAYABLES

Trade payables under reverse factoring agreements are not reported as financial liabilities due to their relation to the operating business and because the nature and function of the liability correspond to other trade payables. The liabilities cannot be derecognized in the event of a premature sale by the supplier to the bank, nor will MANN+HUMMEL incur additional costs or interest. Therefore, MANN+HUMMEL's payment obligation on the part of MANN+HUMMEL remains until the initial due date of the liability from delivery and service, regardless of whether the supplier makes use of the option to sell the receivable or not. The credit lines on which the purchase of receivables is based are unsecured and uncommitted.

OTHER PROVISIONS

Other provisions are formed if an obligation to third parties exists due to a past event, the utilization of which is probable, and the probable amount of the necessary provision can be reliably estimated.

In the valuation of provisions from sales—especially for warranties and expected losses from pending transactions—all cost components are generally included that are also capitalized in inventories. The valuation is carried out at the amount of the best possible estimate of the expenses required to fulfill the obligation on the balance sheet date. Warranty provisions are measured based on actual warranty expenses incurred, considering warranty and goodwill periods and the sales development of the products concerned in the period to be considered.

The personnel-related obligations relate to restructuring measures, long-service awards, and partial retirement obligations. Provisions for long-service anniversaries are determined according to actuarial principles.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

The provisions for partial retirement obligations include the individually or collectively agreed top-up amounts for pension insurance and the remuneration payments to be made during the release phase. Accruals are made in installments from the beginning of the obligation.

The partial retirement obligations are secured against insolvency through a trust model. Shares in a special fund were assigned to a trustee for this purpose. The shares in the special fund are valued at fair value. The assets that serve exclusively to fulfill the partial retirement obligations and are not accessible to all other creditors are netted against the provisions (i.e., plan assets). If these exceed the value of the provisions, the excess amount is reported under non-current other financial receivables. The income from plan assets is netted with expenses from compounding provisions in the income statement.

Non-current provisions with a remaining term of more than one year are recognized at their settlement amount discounted to the balance sheet date. Discounting is carried out at an interest rate that corresponds to the risk and the term of the fulfillment.

PROVISIONS FOR PENSIONS

Provisions for pensions are recognized using the projected unit credit method, which considers not only the pensions and vested rights known on the balance sheet date but also expected future increases in pensions and current payments. The calculation is based on actuarial reports considering current biometric calculation principles. Actuarial gains and losses are recognized in full in other comprehensive income in the period in which they occur. The net interest is recorded in interest expenses. All other expenses from the allocation of pension obligations are allocated to the affected functional areas in the consolidated profit and loss statement.

9. Judgments and uncertainties in connection with estimates

The preparation of the consolidated financial statements requires assumptions and estimates to be made that affect the recognition, height, and presentation of assets and liabilities, income and expenses, and contingent liabilities. Significant assumptions and estimates applied in the recognition and measurement of balance sheet items are explained below:

- Leases: In determining the lease terms, an assessment is made as to whether the exercise of extension or termination options is reasonably certain. This requires an evaluation of all economic incentives. Furthermore, the incremental borrowing rate used is based on estimates regarding the country-specific risk profile and the adequacy of the lease term.

Notes to the consolidated financial statements

Fundamental principles

1. Corporate structure
2. General information
3. Application of IFRS
4. Adjustment of the accounting methods as well as new standards and interpretations
5. Consolidated group
6. Principles of consolidation
7. Foreign currency translation
8. Accounting policies
9. Judgments and uncertainties in connection with estimates

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

- Impairment: When testing goodwill; other intangible assets (especially development costs); and property, plant, and equipment for impairment, the determined recoverable amounts are based on the Group's medium-term planning. Significant estimation parameters include the expected cash flows, growth rates, and the discount rates (weighted average cost of capital, or WACC) applied.
- Business combinations: As part of purchase price allocations, intangible assets (e.g., customer base, brands, etc.) are identified and measured using valuation models (e.g., residual value method). These are based on estimates of future revenues, royalty rates, and useful lives.
- Restructuring provisions: Recognition requires judgment as to whether a constructive obligation exists at the reporting date through the communication of a formal plan. Measurement is based on estimates of the amount of severance payments and costs for site closures, which may deviate from the actual outcome of negotiations.
- Income taxes: The assessment of the recoverability of deferred tax assets requires estimates of future taxable income in the respective tax jurisdictions. Additionally, provisions for risks arising from tax audits are recognized based on the best estimate of expected additional tax payments.
- Pensions and other provisions: The measurement of pension and anniversary obligations is based on actuarial assumptions (e.g., discount rates and pension trends). For warranty provisions, estimates of future claim rates and *ex-gratia* arrangements are factored in.
- Revenue recognition: For contracts with multiple performance obligations or variable consideration, estimates are made regarding the transaction price and its allocation.

At the time of preparation, the underlying assumptions—apart from the areas mentioned above (particularly restructuring)—are not subject to significant risks that are likely to lead to a material adjustment of carrying amounts within the next financial year.

CHANGE IN ACCOUNTING ESTIMATES

As part of the periodic review of the bond universe used to determine the discount rate for pension provisions, a methodological refinement was implemented. This is due to market developments regarding high-quality corporate bonds, which are increasingly issued with call options. Provided these options have a term of no more than 12 months prior to final maturity and thus do not have a material impact on the yield, such bonds are now included in the determination. All other criteria—in particular, the requirement of an AA rating from leading rating agencies—remain unchanged. This methodological adjustment was made effective July 31, 2025. As of December 31, 2025, this resulted in a discount rate approximately 16 basis points higher, which led to a reduction in the defined benefit obligation (DBO) of approximately EUR 5.4 million.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

10. Revenue
11. Cost of sales and other costs
12. Other operating income
13. Other operating expenses
14. Net financial result
15. Income taxes
16. Other disclosures to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

Notes to the consolidated profit and loss statement

The consolidated income statement has been prepared using the cost of sales method.

10. Revenue

In EUR million	2025	2024
Europe	1,872.1	2,052.6
America	1,430.1	1,772.1
Asia	692.1	634.7
Rest of the world	220.6	68.1
	4,214.9	**4,527.5**

Of the revenue, EUR 3,762.1 million (previous year: EUR 4,041.0 million) was generated from the Transportation division and EUR 452.8 million (previous year: EUR 486.5 million) from the LS&E division. All revenue is from contracts with customers.

The majority of revenue is recognized at a point in time.

11. Cost of sales and other costs

In EUR million	2025	2024
Material expenses	2,107.0	2,306.0
Personnel expenses	629.5	662.3
Amortization	124.1	126.4
Other cost of sales	156.6	174.5
	3,017.2	**3,269.2**

Research and development (R&D) costs include expenses for the in-house research department as well as external R&D services and testing activities. The activities in this area serve to develop products for the generation of revenues. The financial year's R&D expenses amounted to EUR 130.2 million (previous year: EUR 128.3 million).

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

10. Revenue
11. Cost of sales and other costs
12. Other operating income
13. Other operating expenses
14. Net financial result
15. Income taxes
16. Other disclosures to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

Selling expenses mainly include expenses for outbound logistics, advertising, customer support, and commissions and licenses.

Administrative costs mainly include expenses for information technology, finance and controlling, taxes, legal, and human resources.

12. Other operating income

In EUR million	2025	2024
Income from foreign currency translation	52.9	52.8
Income from the disposal of property, plant, and equipment	2.5	2.0
Other	65.0	44.0
	120.4	**98.8**

Other operating income includes proceeds from the 2022 sale of the high-performance plastic parts business in the amount of EUR 28.0 million (previous year: EUR 12.2 million), from investment grants and subsidies in the amount of EUR 2.5 million (previous year: EUR 1.5 million), and from cost reimbursements in the amount of EUR 2.2 million (previous year: EUR -0.2 million). In addition, it includes income from hyperinflation amounting to EUR 0.4 million (previous year: EUR 0.9 million).

13. Other operating expenses

In EUR million	2025	2024
Expenses from restructuring	37.6	9.3
Expenses from foreign currency translation	67.8	56.2
Expenses from the disposal of property, plant, and equipment	2.5	4.4
Warranty expenses	2.0	4.8
Impairment of tangible and intangible assets	5.7	0.7
Other	65.3	68.6
	180.9	**144.1**

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

10. Revenue
11. Cost of sales and other costs
12. Other operating income
13. Other operating expenses
14. Net financial result
15. Income taxes
16. Other disclosures to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

Other expenses include costs in connection with consulting services of EUR 14.0 million (previous year: EUR 26.2 million), income from provisions for impending losses of EUR 6.2 million (previous year: income of EUR 8.6 million), and expenses from the write-off or value adjustment of receivables of EUR 4.0 million (previous year: EUR 7.5 million). It also includes expenses from hyperinflation in the amount of EUR 1.8 million (previous year: EUR 0.7 million).

14. Net financial result

In EUR million	2025	2024
Share in the result from associates	**-0.7**	**4.3**
Accrued interest of long-term items	16.1	-2.5
Interest and similar expenses	75.4	86.8
Currency losses	62.6	60.1
Depreciations on lending, financial assets, and securities	3.5	2.5
Losses from sale of financial assets, securities, and hedging transactions	5.7	10.3
Financial expenses	**163.3**	**157.2**
Interest and similar income	22.2	16.7
Currency gains	27.3	38.1
Income from lending, financial assets, and securities	23.2	16.3
Income from sale of financial assets, securities, and hedging transactions	1.5	1.8
Financial income	**74.2**	**72.9**
Net financial result	**-89.8**	**-80.0**

The adjustments of the balance sheets and income statements of our subsidiaries in Argentina and Turkey, due to hyperinflation, resulted in an effect on earnings of EUR 4.8 million (previous year: EUR 14.7 million), which was recognized in the financial result.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

10. Revenue
11. Cost of sales and other costs
12. Other operating income
13. Other operating expenses
14. Net financial result
15. Income taxes
16. Other disclosures to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

15. Income taxes

In EUR million	2025	2024
Current tax expense	93.2	96.0
Deferred taxes from temporary differences	7.8	-14.5
Deferred taxes from loss carryforwards and tax credits	-1.2	1.6
Total income tax expense	**99.8**	**83.1**
thereof tax revenues previous years	-27.8	-6.0
thereof tax expense previous years	30.7	19.2

A weighted Group tax rate was calculated for the MANN+HUMMEL Group based on the individual Group companies' profit amounts and tax rates. The Group tax rate is 23.6% (previous year: 23.6%). This income tax rate is used as the applicable tax rate for the tax reconciliation statement. The tax rates applied abroad in the financial year range between 9.0% and 38.0% (previous year: 9.0% and 36.8%).

Deferred tax assets and liabilities result from the following balance sheet items:

In EUR million	12/31/2025		12/31/2024	
	Assets	Liabilities	Assets	Liabilities
Intangible assets	15.5	18.2	22.7	24.6
Tangible assets	3.7	62.4	4.4	61.8
Financial assets	20.1	2.9	9.8	11.0
Inventories	13.2	1.2	13.6	0.5
Trade receivables	9.1	0.0	10.7	0.2
Other current assets	9.1	3.0	7.6	1.5
Pension provisions	11.9	2.3	23.7	2.2
Other provisions	31.6	2.0	26.2	2.1
Short-term financial debts	11.7	0.3	19.1	0.1
Trade payables	4.9	0.2	8.8	4.4
Other liabilities	29.5	7.2	26.3	8.1
Deferred taxes related to shares in subsidiaries	0.0	4.7	0.0	2.9
Other	4.0	1.6	3.4	0.3

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

10. Revenue
11. Cost of sales and other costs
12. Other operating income
13. Other operating expenses
14. Net financial result
15. Income taxes
16. Other disclosures to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

In EUR million	12/31/2025		12/31/2024	
	Assets	Liabilities	Assets	Liabilities
	164.3	**106.0**	**176.3**	**119.7**
Tax losses and tax credits carried forward	8.2	0.0	9.4	0.0
Offsetting	-37.2	-37.2	-78.4	-78.4
	135.3	**68.8**	**107.3**	**41.3**

As of the closing date, there were deferred tax liabilities from the market valuation of securities in the amount of EUR 2.0 million (previous year: deferred tax liabilities of EUR 1.7 million) and deferred tax assets from cash flow hedges in the amount of EUR 14.0 million (previous year: EUR 0.2 million) recognized directly in profit or loss. The treatment of the actuarial gains for pension obligations arising in the reporting year without affecting income leads to a deferred tax liability of EUR 5.0 million (previous year: deferred tax liability of EUR 2.2 million).

Additionally, all other changes, except for changes due to initial consolidations, were recognized in profit or loss.

The amount for temporary deductible differences and unused tax losses and tax credits for which no deferred tax assets were recognized in the balance sheet was EUR 1,398.3 million (previous year: EUR 1,157.4 million). Of this amount, EUR 60.5 million (previous year: EUR 56.2 million) relates to loss carryforwards that can be used for a limited period of between five and 20 years. Regarding the valuation of deferred tax assets, the expected future business development at the time of preparing the consolidated financial statements was basically based on the corporate planning for the following five financial years. As of the balance sheet date, deferred tax assets of EUR 10.8 million (previous year: EUR 7.0 million) were recognized for Group companies that had incurred losses in the reporting or previous period. In this context, it was taken into account as a substantial indication that, due to the transfer pricing method, individual companies are taxed on a positive EBIT so that the deferred tax assets are recoverable. Additionally, the deferred taxes of MANN+HUMMEL Water & Fluid Solutions S.p.A. and MANN+HUMMEL FILTER (JINAN) CO. LTD. are considered to be recoverable, taking into account current investments in projects and new customer contracts.

The retained earnings at subsidiaries of EUR 2,401.6 million (previous year: EUR 2,249.2 million) are retained based on current planning. In the event of distribution, 5% of the profits would be subject to German taxation, and if applicable, foreign withholding taxes would apply. Additionally, if the profits of a foreign subsidiary were distributed to a foreign intermediate holding company, further income tax consequences might have to be considered. Distributions would, therefore, generally lead to an additional tax expense. Determining the deferred tax liabilities attributable to the temporary taxable differences would involve a disproportionately high effort.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

10. Revenue
11. Cost of sales and other costs
12. Other operating income
13. Other operating expenses
14. Net financial result
15. Income taxes
16. Other disclosures to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

Reconciliation from expected to reported income tax expense is as follows:

In EUR million	2025	2024
Net profit or loss before income tax and changes in net assets attributable to the shareholders of the parent company	103.8	150.0
Expected income tax expense	**24.5**	**35.4**
Tax effects due to different national tax rates and group taxation systems	9.1	10.3
Effects of tax rate changes	3.6	0.0
Tax effects due to the non-application and value correction due to deferred taxes	34.1	22.0
Tax effects due to permanent differences	23.8	0.1
Tax effects due to facts of past periods	2.8	13.2
Tax effects related to shares in subsidiaries	1.8	0.8
Deductible taxes	-0.8	1.6
Tax effects due to amortization of non-tax-deductible goodwill	0.0	0.0
Other tax effects	0.9	-0.3
Recognized income tax expense	**99.8**	**83.1**

In the 2024 fiscal year, the MANN+HUMMEL Group fell under the scope of the Minimum Tax Act for the first time, which implements the requirements of the EU Minimum Tax Directive (Council Directive (EU) 2022/2523) and the concept of a global minimum tax of the OECD (so-called "Inclusive Framework on Base Erosion and Profit Shifting – Pillar 2") into national law. Additionally, national regulations regarding minimum taxation and local supplementary taxes came into force in numerous countries where MANN+HUMMEL operates, and these regulations have been applied to individual group entities for the first time. Under the framework of the global minimum tax, in all countries where the Group's effective tax rate falls below 15%, supplementary taxes are to be remitted in an amount corresponding to the difference.

In the 2025 fiscal year, MANN+HUMMEL took all necessary measures to comply with the disclosure obligations and other tax requirements arising from the legislation.

As in the previous year, the exemption under IAS 12.88 was utilized for the recognition and disclosure of information regarding deferred tax assets and liabilities in connection with the global minimum tax.

Material liabilities arising from the global minimum tax have not been incurred in the 2025 fiscal year.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

10. Revenue
11. Cost of sales and other costs
12. Other operating income
13. Other operating expenses
14. Net financial result
15. Income taxes
16. Other disclosures to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

16. Other disclosures to the consolidated profit and loss statement

The consolidated income statement includes the following cost of materials:

In EUR million	2025	2024
Expenditure on raw materials, consumables, supplies, and trading goods	2,052.7	2,242.1
Expenditure on purchased services	55.9	58.5
	2,108.5	**2,300.6**

Personnel expenses break down as follows:

In EUR million	2025	2024
Wages and salaries	937.1	958.3
Social duties and expenses for support	198.7	166.7
Expenses for provisions for pensions and similar commitments	13.2	15.2
	1,149.0	**1,140.2**

Personnel expenses include amounts for defined contribution plans of EUR 36.6 million (previous year: EUR 33.0 million). The expenditures for state plans included in this amount of EUR 30.2 million (previous year: EUR 26.4 million) essentially comprise employer contributions to pension insurance, which are included in social security contributions.

Amortization, depreciation, and impairments on intangible assets as well as property, plant, and equipment are included in the following items of the consolidated income statement:

In EUR million	2025	2024
Cost of sales	124.2	126.4
Research and development costs	5.3	5.4
Selling expenses	6.4	7.7
Administrative expenses	55.9	56.2
Other operating expenses	5.7	0.9
	197.5	**196.6**

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

Notes to the consolidated balance sheet

17. Intangible assets

In EUR million	Goodwill	Patents, licenses, software, and similar rights and values	Development costs	Total
Acquisition and manufacturing costs as of 01/01/2025	**851.4**	**765.3**	**18.6**	**1,635.3**
Exchange rate effects	-46.2	-41.4	-1.4	-89.0
Changes in consolidated group	0.0	0.0	0.0	0.0
Additions	0.0	3.0	0.0	3.0
Transfer	0.0	13.3	-13.2	0.1
Disposals	0.0	-2.2	-4.6	-6.8
Other changes	0.0	0.1	0.0	0.1
Acquisition and manufacturing costs as of 12/31/2025	**805.2**	**738.1**	**-0.6**	**1,542.7**
Accumulated amortization as of 01/01/2025	**230.6**	**671.8**	**17.4**	**919.8**
Exchange rate effects	-16.9	-34.5	-1.3	-52.7
Changes in consolidated group	0.0	0.0	0.0	0.0
Additions	0.0	33.9	0.3	34.2
Impairment	0.0	0.1	0.0	0.1
Transfer	0.0	13.3	-13.3	0.0
Disposals	0.0	-2.1	-4.6	-6.7
Other changes	0.0	0.1	0.0	0.1
Accumulated amortization as of 12/31/2025	**213.7**	**682.6**	**-1.5**	**894.8**
Carrying amount as of 12/31/2025	**591.5**	**55.5**	**0.9**	**647.9**

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

In EUR million	Goodwill	Patents, licenses, software, and similar rights and values	Development costs	Total
Acquisition and manufacturing costs as of 01/01/2024	**822.9**	**764.1**	**17.9**	**1,604.9**
Exchange rate effects	28.5	24.3	1.0	53.8
Changes in consolidated group	0.0	2.4	0.0	2.4
Additions	0.0	2.3	0.0	2.3
Transfer	0.0	0.6	0.0	0.6
Disposals	0.0	-28.5	-0.3	-28.8
Other changes	0.0	0.1	0.0	0.1
Acquisition and manufacturing costs as of 12/31/2024	**851.4**	**765.3**	**18.6**	**1,635.3**
Accumulated amortization as of 01/01/2024	**221.9**	**643.3**	**16.3**	**881.5**
Exchange rate effects	8.7	19.9	0.9	29.5
Changes in consolidated group	0.0	0.7	0.0	0.7
Additions	0.0	36.3	0.5	36.8
Impairment	0.0	0.0	0.0	0.0
Transfer	0.0	0.0	0.0	0.0
Disposals	0.0	-28.5	-0.3	-28.8
Other changes	0.0	0.1	0.0	0.1
Accumulated amortization as of 12/31/2024	**230.6**	**671.8**	**17.4**	**919.8**
Carrying amount as of 12/31/2024	**620.8**	**93.5**	**1.2**	**715.5**

Intangible assets in patents, licenses, software, and similar rights and values include customer relationships amounting to EUR 21.9 million (previous year: EUR 50.6 million), which have a remaining useful life of between one and 10 years.

In connection with the impairment tests carried out, the value of the intangible assets acquired in the framework of company acquisitions, such as customer relationships, brands, and existing technology, was also assessed. In the past financial year, for individual assets, there was no write-down required (previous year: no write-down).

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

GOODWILL

The goodwill from company acquisitions is listed below:

In EUR million	12/31/2025	12/31/2024
Transportation	584.3	612.9
Life Sciences & Environment	7.2	8.0
	591.5	**620.9**

The change in goodwill in the 2025 fiscal year compared to the previous year resulted solely from currency translation effects. No impairment losses were identified during the annual impairment tests.

18. Impairment tests

The goodwill included in the consolidated financial statements relates to the differences between the respective purchase prices and the revalued net assets of the acquired businesses arising from the business combinations.

Goodwill is allocated in full to the smallest cash-generating unit.

The respective recoverable amount is determined in all cases by calculating the value in use using the discounted cash flow method.

In performing the impairment test, the Group carried out various sensitivity analyses for possible changes in the WACC or EBIT margin with a corresponding impact on free cash flow.

Cash flows from the five-year plan (2026 to 2030) prepared by the responsible management for all Business Units are used as a basis. For the calculation of the impairment tests, assumptions were made regarding the development of revenue, among other things. For Transportation, the annual revenue increase assumed in the detailed planning period was between 0.0 % and 21.6 % (previous year: -1.0 % and 10.4 %); for LS&E, between 12.7 % and 16.7 % (previous year: 14.2 % and 16.3 %).

Growth rates of 1.3 % to 2.0 % (previous year: 1.3 % to 2.0 %) were used to measure the perpetual annuity. The calculated cash flows were discounted with weighted cost of capital rates after taxes of 9.7 % to 9.9 % (previous year: 9.3 % to 10.1 %) and before taxes of 12.0 % to 13.0 % (previous year: 11.5 % to 13.3 %). The weighting of equity and debt capital costs was carried out using a capital structure derived from a group of comparable companies. Capital market data and data from comparable companies were used to determine the cost of equity and debt capital.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

In %	2025		2024	
	Weighted capital costs	Growth rate	Weighted capital costs	Growth rate
Transportation	10.4	1.3	10.1	1.3
Life Sciences & Environment	9.6	2.0	9.3	2.0

For the Transportation cash-generating unit, the value in use exceeds the book value by EUR 3,047.1 million (previous year: EUR 2,355.1 million). If the WACC increases by 13.6%, or if the sustainable EBIT in relation to revenue decrease by 9.6%, the value in use corresponds to the book value.

For the LS&E cash-generating unit, the value in use exceeds the book value by EUR 81.8 million (previous year: EUR 58.8 million). If the WACC increases by 1.6%, or if the sustainable EBIT in relation to sales decrease by 1.4%, the value in use corresponds to the book value.

For the Transportation cash-generating unit, the value in use amounts to EUR 4,777.4 million (previous year: EUR 4,170.3 million). For the LS&E cash-generating unit, it amounts to EUR 354.1 million (previous year: EUR 375.4 million).

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

19. Tangible fixed assets and leasing

In EUR million	Land and buildings	Technical equipment and machinery	Other equipment, operational and office equipment	Advance payments and construction in progress	Total
Acquisition and manufacturing costs as of 01/01/2025	**843.4**	**1,467.0**	**258.6**	**150.7**	**2,719.7**
Exchange rate effects	-38.1	-61.4	-7.5	-3.0	-110.0
Changes in consolidated group	0.0	0.0	0.0	0.0	0.0
Additions	29.2	29.0	20.0	65.4	143.6
Transfer	36.0	74.5	4.8	-115.5	-0.2
Disposals	-14.8	-36.4	-16.8	-2.9	-70.9
Other changes	1.0	3.0	6.2	0.0	10.2
Acquisition and manufacturing costs as of 12/31/2025	**856.7**	**1,475.7**	**265.3**	**94.7**	**2,692.4**
Accumulated depreciation as of 01/01/2025	**392.5**	**1,049.9**	**183.1**	**3.0**	**1,628.5**
Exchange rate effects	-16.8	-43.3	-5.3	-0.3	-65.7
Changes in consolidated group	0.0	0.0	0.0	0.0	0.0
Additions	52.4	80.1	25.1	0.0	157.6
Impairment	0.5	4.8	0.2	0.1	5.6
Transfer	1.5	-0.1	-1.4	0.0	0.0
Reversals of write-downs	0.0	0.0	0.0	0.0	0.0
Disposals	-11.7	-29.7	-15.7	0.0	-57.1
Other changes	0.3	2.3	6.1	0.0	8.7
Accumulated depreciation as of 12/31/2025	**418.7**	**1,064.0**	**192.1**	**2.8**	**1,677.6**
Carrying amount as of 12/31/2025	**438.0**	**411.7**	**73.2**	**91.9**	**1,014.8**

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

In EUR million	Land and buildings	Technical equipment and machinery	Other equipment, operational and office equipment	Advance payments and construction in progress	Total
Acquisition and manufacturing costs as of 01/01/2024	**757.4**	**1,409.8**	**255.4**	**172.4**	**2,595.0**
Exchange rate effects	10.9	9.1	-1.0	0.1	19.1
Changes in consolidated group	0.0	0.0	0.2	0.0	0.2
Additions	50.1	29.7	24.9	95.1	199.8
Transfer	43.7	64.1	6.8	-115.2	-0.6
Disposals	-20.6	-51.8	-29.4	-1.6	-103.4
Other changes	1.9	6.1	1.7	-0.1	9.6
Acquisition and manufacturing costs as of 12/31/2024	**843.4**	**1,467.0**	**258.6**	**150.7**	**2,719.7**
Accumulated depreciation as of 01/01/2024	**345.9**	**1,004.2**	**184.9**	**3.7**	**1,538.7**
Exchange rate effects	4.3	6.4	-0.9	0.2	10.0
Changes in consolidated group	0.0	0.0	0.1	0.0	0.1
Additions	53.3	81.1	24.7	0.0	159.1
Impairment	0.4	0.3	0.0	0.0	0.7
Transfer	0.0	-0.4	0.4	0.0	0.0
Reversals of write-downs	0.0	0.0	0.0	-0.9	-0.9
Disposals	-11.9	-46.8	-27.5	0.0	-86.2
Other changes	0.5	5.1	1.4	0.0	7.0
Accumulated depreciation as of 12/31/2024	**392.5**	**1,049.9**	**183.1**	**3.0**	**1,628.5**
Carrying amount as of 12/31/2024	**450.9**	**417.1**	**75.5**	**147.7**	**1,091.2**

In the 2025 financial year, there was a need for impairment losses of EUR 5.6 million .

In the balance sheet, the following items are shown under tangible assets and financial liabilities in connection with leases:

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

In EUR million	12/31/2025	12/31/2024
Rights-of-use assets		
Land and buildings	152.5	178.0
Technical equipment and machinery	1.1	1.6
Other equipment, operational and office equipment	16.9	19.4
	170.5	**199.0**

In EUR million	12/31/2025	12/31/2024
Lease liabilities		
Short term	39.1	45.8
Long term	146.8	171.2
	185.9	**217.0**

Additions to rights of use during the 2025 financial year amounted to EUR 33.7 million (previous year: EUR 52.7 million).

The income statement contains the following amounts in connection with leases:

In EUR million	12/31/2025	12/31/2024
Amortization of rights-of-use assets		
Land and buildings	35.7	37.5
Technical equipment and machinery	0.7	0.8
Other equipment, operational and office equipment	10.2	9.8
	46.6	**48.1**
Gains from sale and leaseback transactions	0.0	0.0
Interest expenses (included in finance expenses)	7.3	6.6

Payments for leases accounted for in accordance with IFRS 16 amounted to EUR 60.1 million in 2025 (previous year: EUR 59.8 million). Of this, EUR 7.2 million (previous year: EUR 6.6 million) was for interest and EUR 52.9 million (previous year: EUR 53.2 million) for the repayment of financial liabilities. Further payments for short-term leases, leases of low-value assets, and variable lease payments amount to EUR 24.4 million (previous year: EUR 21.6 million).

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

SALE AND LEASEBACK

No gains were realized in 2025 from sale and leaseback transactions (previous year: EUR 0.0 million).

The term of the lease agreement is up to 3.6 years, depending on the property. The Group's obligations under its leases are secured by the lessors' title to the leased asset.

As of December 31, 2025, there are lease liabilities of EUR 4.5 million (previous year: EUR 7.5 million) from the sale and leaseback transaction.

20. Investments in associates

The MANN+HUMMEL Group holds a 33.3% share in ABC S.A., Córdoba, Argentina. The proportionate annual result for the year attributable to the MANN+HUMMEL Group amounts to EUR -0.9 million (previous year: EUR 4.2 million).

21. Non-current financial assets

In EUR million	12/31/2025	12/31/2024
Other holdings	39.1	34.2
Other miscellaneous financial assets	3.7	5.5
Derivative financial instruments	1.0	1.1
	43.8	**40.8**

The other financial assets reported as of December 31, 2025, were essentially investments in start-ups as loans (previous year: investments in start-ups). In the past financial year, no dividends were received from other investments, and there were no sales (previous year: no dividends and sales).

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

22. Other assets

In EUR million	12/31/2025			12/31/2024		
	Total	Of which non-current	Of which current	Total	Of which non-current	Of which current
Other tax receivables	52.6	0.0	52.6	51.4	0.1	51.3
Contract assets	6.0	4.9	1.1	7.9	7.0	0.9
Deferred income	20.8	2.5	18.3	21.6	3.3	18.3
Other	21.4	4.1	17.3	24.6	2.7	21.9
	100.8	**11.5**	**89.3**	**105.5**	**13.1**	**92.4**

Other assets mainly include VAT refund claims and payments on account.
The MANN+HUMMEL Group has capitalized the following contract assets from contracts with customers in accordance with IFRS 15:

In EUR million	12/31/2025			12/31/2024		
	Total	Of which non-current	Of which current	Total	Of which non-current	Of which current
Carrying amount as of 01/01	**7.9**	**7.0**	**0.9**	**8.3**	**7.2**	**1.1**
Exchange rate effects	-0.4	-0.4	0.0	0.3	0.3	0.0
Additions	1.9	0.0	1.9	3.4	3.3	0.1
Utilization	-2.9	-1.0	-1.9	-4.1	-1.7	-2.4
Transfer	0.0	-0.1	0.1	0.0	-2.1	2.1
Disposals	-0.5	-0.6	0.1	0.0	0.0	0.0
Carrying amount as of 12/31	**6.0**	**4.9**	**1.1**	**7.9**	**7.0**	**0.9**

Revenue that was realized in 2025 and based on performance obligations that were fulfilled in previous years did not exist in the financial year. As before, no costs from fulfilling or initiating contracts with customers were capitalized. There were still no adjustments to the consideration for the fair value of the financing component as the period between the transfer of the goods and the payment date was less than 12 months. As before, there are no material repurchase obligations or guarantee obligations that exceed the statutory minimum period. These are assurance-type warranties. The practical expedient according to IFRS 15.129 in connection with IFRS 15.63 is used.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

23. Inventories

In EUR million	12/31/2025	12/31/2024
Raw materials, consumables, and supplies	175.4	197.8
Work in progress	63.7	48.0
Finished products and goods	316.4	413.0
Prepayments	2.2	2.4
	557.7	**661.2**

In the 2025 financial year, total write-downs of inventories amounting to EUR 2.7 million were made and recognized (previous year: write-downs of EUR 32.6 million).

24. Trade receivables

Trade receivables amounted to EUR 777.2 million (previous year: EUR 851.2 million).

The value adjustments on current and non-current trade receivables developed as follows:

In EUR million	2025	2024
Carrying amount as of 01/01	**45.9**	**40.8**
Exchange rate effects	-3.4	1.5
Changes in consolidated group	0.0	0.0
Additions	8.2	10.2
Utilization	-4.9	-3.0
Reversals	-4.5	-3.6
Carrying amount as of 12/31	**41.3**	**45.9**

In the financial year, there were reclassifications of trade receivables from Level 2 to Level 3 of the impairment model amounting to EUR 49.3 million (previous year: EUR 12.3 million) and reclassifications from Level 3 to Level 2 amounting to EUR 2.4 million (previous year: EUR 5.7 million).

There were no impaired financial assets for which enforcement proceedings were carried out.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

25. Current financial assets

In EUR million	12/31/2025	12/31/2024
Derivative financial instruments	6.9	5.8
Receivables and loans	30.3	46.5
Securities	329.2	317.7
	366.4	**370.0**

The securities are shares, bonds, and fund units. For further information, see Note 37 to the consolidated financial statements.

26. Equity

TOTAL OTHER SHAREHOLDER EQUITY

Accumulated other equity mainly includes the following components:

DIFFERENCE FROM CURRENCY TRANSLATION

This item contains the differences arising from the currency translation of the financial statements of foreign subsidiaries (i.e., non-euro areas) from the date of first-time adoption of IFRS.

CASH FLOW HEDGES AND COSTS OF HEDGING

This item includes the effects from the recognition of effective changes in the value of the designated spot component of derivatives in cash flow hedge accounting and the non-designated forward component of derivatives after taxes.

EQUITY AND BORROWING INSTRUMENTS

This item includes the effects of the valuation of investments in companies that are not required to be included in the consolidated group through profit or loss as well as borrowing instruments after taxes.

ACTUARIAL GAINS AND LOSSES

This item contains the actuarial gains and losses from pension obligations recognized directly in equity after tax.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

DEFERRED TAXES ON ITEMS RECOGNIZED DIRECTLY IN EQUITY

In EUR million	2025			2024		
	Before income taxes	Income taxes	After taxes	Before income taxes	Income taxes	After taxes
Difference from foreign currency translation	-73.0	13.9	-59.1	8.3	0.0	8.3
Equity instruments	-0.4	0.2	-0.2	0.8	-0.2	0.6
Borrowing instruments	0.0	0.0	-0.1	3.3	-1.5	1.8
Fair value measurement of cash flow hedges	0.2	0.1	0.3	-5.9	-0.9	-6.8
Actuarial gains and losses	22.2	-7.4	14.9	6.3	-1.1	5.3
Other income	**-51.0**	**6.8**	**-44.2**	**12.8**	**-3.7**	**9.2**

NON-CONTROLLING INTERESTS

In the reporting year, the equity reported in the balance sheet includes the shares of other shareholders of MANN+HUMMEL International GmbH & Co. KG. These hold a direct interest of 16.7% in MANN+HUMMEL Holding GmbH but without voting rights. The shares of non-controlling interests in equity total EUR 130.5 million (previous year: EUR 157.9 million). They have a direct stake of 16.7% in MANN+HUMMEL Holding GmbH, Ludwigsburg, Germany, but without voting rights. Additionally, 50.0% are held in Changchun MANN+HUMMEL Faway Filter Co., Ltd., Changchun, China; 30.7% in Oy M-Filter Ab, Haapavesi, Finland; 30.0% in Suzhou U-Air Environmental Technology Co., Ltd, China, and the US shareholders.

NET ASSETS ATTRIBUTABLE TO THE SHAREHOLDERS OF THE PARENT COMPANY

As the shares in MANN+HUMMEL International GmbH & Co. KG do not meet the requirements of IAS 32.16A for the presentation of puttable shares as equity due to regulations in the articles of association regarding the compensation of shareholders, they were presented as debt capital in net assets attributable to the shareholders of the parent company. This item amounted to EUR 641.1 million at the end of the financial year (previous year: EUR 678.7 million). The valuation of the net assets attributable to the shareholders of the parent company is carried out at the fair value of the obligation. In the present case, this corresponds to the respective shareholder's proportionate book value of the IFRS Group equity.

In the annual financial statements of MANN+HUMMEL International GmbH & Co. KG, the equity capital of EUR 716.1 million (previous year: EUR 613.1 million) is made up of capital shares of the limited partners and reserves.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

27. Capital management disclosures

The primary objective of the Group's management is to ensure a stable capital base in order to support the continuation of business activities and preserve the benefit of the shareholders. Economic equity is used to determine the total net assets ratio attributable to the shareholders of the parent company and equity to total assets. This comprises the equity capital and the net assets attributable to the shareholders of the parent company.

	12/31/2025	12/31/2024
Net assets attributable to the shareholders of the parent company and equity (in EUR million)	771.6	836.5
Net assets attributable to the shareholders of the parent company and equity relative to total assets (in %)	20.0	20.1

The MANN+HUMMEL Group is not subject to any statutory capital requirements but only to contractually fixed capital requirements (see Note 28).

28. Financial liabilities

In EUR million	Carrying amount as of 12/31/2025			Carrying amount as of 12/31/2024		
	Total	Of which non-current	Of which current	Total	Of which non-current	Of which current
Liabilities to banks	1,108.3	651.4	456.9	1,225.8	502.4	723.4
Bonds	99.2	99.2	0.0	99.1	99.1	0.0
Payables from leasing	185.9	146.8	39.1	217.0	171.2	45.8
Derivative financial instruments	2.6	0.2	2.4	33.9	5.0	28.9
Other	123.5	3.1	120.4	165.8	2.3	163.5
	1,519.5	**900.7**	**618.8**	**1,741.6**	**780.0**	**961.6**

The liabilities to banks include promissory note loans amounting to EUR 695.6 million (previous year: EUR 588.5 million).

Other financial liabilities consist mainly of customer bonuses and notes payable.

Current financial liabilities include the repayment installments of long-term loans due within one year. Furthermore, liabilities serving short-term financing are included in this item. The country-specific interest rate for these short-term loans ranges between 1.35% (previous year: 1.75%) and 48.00% (previous year: 52.00%). The country-specific interest rate on the loans reported under non-current financial liabilities ranges between

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

0.99% (previous year: 0.99%) and 42.00% (previous year: 12.30%). 46.8% of the loans (previous year: 47.0%) have fixed interest rates.

The high interest rates for short- and long-term loans correspond to the prevailing market rates in certain regions, which are significantly higher than those in Europe.

Most of the loans are due at the end of the term. Some of the loan agreements contain clauses for the calculation of financial ratios. One of these is the gearing ratio, which is defined as the ratio of the net financial position to EBITDA. A change in the debt-to-equity ratio has an influence on the annually determined risk premium for some of the loans. No contractual repayment obligations result from the calculation of the financial ratios.

Additionally, some loan agreements contain a sustainability component. The interest rate for these loans may be adjusted if the ESG score calculated by the sustainability agency EcoVadis exceeds or falls below certain threshold values.

29. Trade payables

In EUR million	12/31/2025	12/31/2024
Trade payables	649.2	688.7
thereof reverse factoring	182.0	186.6

MANN+HUMMEL has concluded reverse factoring agreements for EUR 182.0 million (previous year: EUR 186.6 million) of the trade payables. Under these programs, suppliers can assign their receivables from MANN+HUMMEL companies to the participating banks in return for a discount and thus receive the discounted invoice amount earlier. The carrying amount of trade payables for which suppliers have already received early payment under the reverse factoring agreements amounts to EUR 116.0 million (previous year: EUR 130.7 million). The Group has not derecognized the reverse factoring liabilities as neither a legal exemption was obtained nor was the liability materially changed by entering into the agreement. The Group does not incur any additional interest for paying the suppliers' liabilities to the bank. Amounts factored by suppliers are included in trade payables as the nature and function of the liability are the same as other trade payables. Due to the relationship to the operating business, payments to the bank continue to be reported in cash flow from operating activities.

The payment terms for trade payables under reverse factoring agreements are between 150 and 180 days on average. The payment terms for comparable liabilities that are not subject to reverse factoring agreements average between 60 and 90 days. The difference in the average payment terms is due to the fact that by participating in the reverse factoring program, suppliers have the opportunity to sell their receivables from the MANN+HUMMEL Group to a bank before they are due and thus be paid early.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

30. Other liabilities

In EUR million	Carrying amount as of 12/31/2025			Carrying amount as of 12/31/2024		
	Total	Of which non-current	Of which current	Total	Of which non-current	Of which current
Staff liabilities	100.6	0.0	100.6	100.2	0.0	100.2
Down payments received	5.9	0.0	5.9	6.2	0.0	6.2
Taxes	32.3	0.0	32.3	31.0	0.0	31.0
Other	80.8	15.7	65.1	71.4	6.9	64.5
	219.6	**15.7**	**203.9**	**208.8**	**6.9**	**201.9**

Tax liabilities mainly include VAT liabilities. Other liabilities include, among other things, outstanding debits, accrued liabilities and license, and commission liabilities. The disclosures, in accordance with IFRS 15.121, are omitted because the performance obligations have an expected original term of no more than one year.

31. Other provisions

In EUR million	Carrying amount as of 12/31/2025			Carrying amount as of 12/31/2024		
	Total	Of which non-current	Of which current	Total	Of which non-current	Of which current
Liabilities from the operating area	77.5	26.1	51.4	87.5	25.0	62.6
Liabilities from the staff area	66.9	17.9	49.0	37.7	17.4	20.3
Other liabilities	34.8	3.3	31.5	38.2	2.9	35.3
	179.2	**47.3**	**131.9**	**163.4**	**45.3**	**118.2**

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

In EUR million	01/01/ 2025	Exchange rate effects	Addition	Changes in consoli- dated group	Accrued interest	Transfers	Other non-cash changes	Utilization	Reversal	12/31/ 2025
Liabilities from the operating area	87.6	-1.2	24.2	0.0	2.3	0.0	0.0	-27.3	-8.2	77.5
Liabilities from the staff area	37.7	-1.4	45.0	0.0	0.7	0.0	1.3	-14.0	-2.5	66.9
Other liabilities	38.2	-1.0	12.4	0.0	0.0	0.0	0.0	-14.2	-0.6	34.8
	163.5	**-3.6**	**81.6**	**0.0**	**3.0**	**0.0**	**1.3**	**-55.5**	**-11.3**	**179.2**

In EUR million	01/01/ 2024	Exchange rate effects	Addition	Changes in consoli- dated group	Accrued interest	Transfers	Other non-cash changes	Utilization	Reversal	12/31/ 2024
Liabilities from the operating area	94.7	-3.4	34.7	0.0	0.0	0.0	0.0	-34.7	-3.7	87.6
Liabilities from the staff area	35.8	0.3	22.8	0.0	1.0	0.0	2.1	-17.0	-7.3	37.7
Other liabilities	35.9	-1.6	17.9	0.0	0.0	0.0	-0.4	-12.8	-0.8	38.2
	166.4	**-4.7**	**75.4**	**0.0**	**1.0**	**0.0**	**1.7**	**-64.5**	**-11.8**	**163.5**

Provisions for operating obligations primarily include provisions for warranty obligations of EUR 30.7 million (previous year: EUR 33.6 million) and for impending losses from delivery obligations of EUR 23.5 million (previous year: EUR 31.0 million), as well as provisions for litigation risks of EUR 21.6 million (previous year: EUR 21.6 million). A more detailed description of the provisions for litigation risks can be found in Note 36.

Provisions for personnel mainly include profit sharing, restructuring measures, partial retirement agreements, and long-service awards. The provisions for restructuring measures mainly include expenses for severance payments that will be incurred in connection with site closures and relocations. In accordance with IAS 37.72 et seq., the conditions for forming a provision for restructuring costs—including the existence of a corresponding restructuring plan—are met.

Other provisions include other individual risks and uncertain obligations. This does not include any individual risks greater than EUR 15.0 million.

The short-term obligations are expected to be used up over the next 12 months.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

32. Provisions for pensions

Provisions for pensions are formed for obligations arising from vested rights and current benefits to active and former employees of the MANN+HUMMEL Group and their surviving dependents. In accordance with the legal, economic, and tax circumstances of the respective country, there are different systems of old-age provision, which are generally based on the length of service and remuneration of the employees. In the case of company pension schemes, a distinction must be made between defined contributions and defined benefit plans.

In the case of defined contribution plans, the MANN+HUMMEL Group does not enter into any further obligations beyond the payment of contributions to earmarked funds or private pension insurance providers.

In the case of defined benefit plans, the MANN+HUMMEL Group must fulfill the benefits promised to active and former employees. Here, a distinction is made between unfunded and funded pension systems.

Approximately 97.7% (previous year: 97.9%) of the defined benefit obligations of the MANN+HUMMEL Group are based on pension plans for active and former employees of the German locations. Direct pension commitments were—and are—granted to active employees in various pension schemes. Depending on the type of pension scheme, the obligations provide for retirement, disability, and widow's/orphan's pensions; the payment of a fixed capital benefit; or benefits in the form of capital with an annuity option. The amount of the benefits depends on the employee's salary and length of service.

There are no legal or regulatory minimum funding requirements in Germany.

The main valuation risks for the company lie in the actuarial parameters, particularly in the interest rate level and pension trend, the longevity risk, and the development of the general cost of living (i.e., inflation).

The changes in the present value of the defined benefit obligation and the fair value of the fund assets can be based on actuarial gains and losses. Their causes may include, among other things, changes in the calculation parameters, changes in estimates regarding the risk experience of the pension obligations, and differences between the actual and expected return on plan assets.

The amount of the pension obligations (i.e., defined benefit obligations) was calculated using actuarial methods for which estimates are unavoidable. In addition to the assumptions on life expectancy and fluctuation, the following premises have a significant influence on the amount of the obligation:

In %	2025	2024
Discount factor	4.02	3.37
Pensions dynamics	1.48	1.48
Pay rises	3.00	3.00

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

The assumptions on life expectancy continue to be based on the Mortality Tables 2018 G by Prof. Dr. Klaus Heubeck. The pension obligations resulting from the projected unit credit method are netted with the fund assets measured at fair value in the case of a funded pension scheme. If the pension obligations exceed the fund assets, this results in a liability item that is reported in the provisions for pensions.

The pension commitments have the following funded status:

In EUR million	12/31/2025	12/31/2024
Cash value of the unfunded pension entitlements	166.0	165.6
Cash value of the funded pension entitlements	193.3	218.3
Benefit cash value of the funded pension entitlements	**359.3**	**383.8**
Fund assets	41.0	39.0
Net liabilities	**318.3**	**344.8**

The fund assets are composed as follows:

In EUR million	12/31/2025	12/31/2024
Cash and cash equivalents	0.2	0.2
Securities	2.8	22.7
Equity instruments	0.0	0.0
Debt instruments	0.0	22.7
Fund shares	2.8	0.0
Other	38.0	16.1
	41.0	**39.0**

The securities are valued at prices quoted on active markets.
The development of the present value of the pension commitments and the fair value of the fund assets in the balance sheet is as follows:

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

In EUR million		12/31/2025	12/31/2024
Opening balance of defined benefit obligations (DBO)		**383.8**	**390.7**
+/–	Exchange rate effects from abroad	-1.4	-0.3
+	Company acquisitions	0.0	0.0
+	Current service costs	7.8	8.4
+	Past service costs to be calculated	0.3	0.0
+	Interest expense	13.0	13.1
–	Settlements/curtailments	0.0	0.0
–/+	Actuarial gains/losses from the change in demographic assumptions	0.0	0.0
–/+	Actuarial gains/losses from the change in financial assumptions	-22.7	-8.0
–/+	Actuarial gains/losses from experience-based adjustments	-1.0	-0.5
–/+	Actuarial gains/losses	-23.7	-8.5
+	Contributions from the participants of the plan	0.0	0.0
–	Pension payments made	-20.6	-19.6
–	Reduction of the present value of the defined benefit obligations resulting from deconsolidations	0.0	0.0
+/–	Other changes	0.0	0.0
Closing balance of defined benefit obligations (DBO) as of 12/31		**359.3**	**383.8**
Opening balance of fair value of fund assets		**39.0**	**35.1**
+/–	Exchange rate effects from abroad	-1.5	-0.3
–	Settlements/curtailments	0.2	-1.5
+	Expected income from the fund assets	1.7	2.1
+/–	Actual profit/loss on plan assets	0.0	-0.1
+	Contributions made by the participants of the plan	0.0	0.0
+	Contributions made by the employer to the plan	3.3	4.5
–	Pension payments made	-1.8	-1.9
–	Reduction of the fair value of the plan asset resulting from deconsolidations	0.0	0.0
+/–	Other changes	0.1	1.0
Fair value of fund assets as of 12/31		**41.0**	**39.0**
Pension provisions as of 01/01		**344.8**	**355.6**
Pension provisions as of 12/31		**318.3**	**344.8**

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

The changes in provisions for pensions result from current service cost of EUR 7.8 million (previous year: EUR 8.4 million), net interest expense of EUR 11.3 million (previous year: EUR 11.0 million), actuarial gains/losses of EUR -23.7 million (previous year: EUR -8.5 million), pension payments made (net) of EUR -18.8 million (previous year: EUR -17.7 million), and others of EUR -3.0 million (previous year: EUR -4.0 million).
Pension obligations result in expenses recognized in profit or loss of EUR 19.5 million (previous year: EUR 21.2 million), which are made up of the following components:

In EUR million	2025	2024
Current service costs	7.8	8.4
Past service costs to be calculated	0.3	0.0
Settlements and curtailments	0.0	1.9
Accrued interest of the net liabilities	11.4	11.0
	19.5	**21.2**

Apart from the interest components, all components of the pension expenses recognized in profit or loss are recognized in the functional areas.

The actuarial gains of EUR 23.5 million (previous year: gains, EUR 8.4 million) are recognized directly in the accumulated other comprehensive income.

The fund assets showed a result of EUR 0.3 million (previous year: EUR -0.1 million). The difference between the actual and expected return of the external pension funds is recognized in the actuarial gains and losses with no effect on profit or loss.

According to the best possible estimate, the contributions to external pension funds will amount to EUR 2.6 million in the following year. The estimate in the previous year for the 2025 financial year was EUR 2.1 million.

The pension payments for subsequent years are as follows:

In EUR million	2025	2024
Within the next financial year	22.5	22.4
Between 2 and 5 financial years	97.8	95.7
Between 5 and 10 financial years	126.3	127.8
Due after more than 10 financial years	554.0	546.5

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

In the calculation, the actual pension payments were presented, and not only the pension modules earned on the reporting date (i.e., pension modules to be allocated in the future) have already been considered. Furthermore, it was assumed that the number of active employees would remain constant. For the other calculation assumptions, the same parameters that were used to determine the defined benefit obligation were used.

The weighted average term of the defined benefit obligations is 9.9 years (previous year: 11.2 years). The effect of a change in material assumptions on the defined benefit obligation is shown below:

	Change to pension entitlement cash value	
In EUR million	**2025**	**2024**
Discount factor		
– 1.0%-points	39.1	44.2
+ 1.0%-points	-29.8	-35.3
Pensions dynamics		
– 0.5%-points	-2.8	-3.2
+ 0.5%-points	2.9	3.4
Life expectancy		
– 1 year	-8.5	-10.1
+ 1 year	11.0	11.0

For the sensitivity analysis, the pension obligations were recalculated. It was assumed that the other factors remain unchanged. In calculating the sensitivity of life expectancy, it was assumed that the average life expectancy of a 65-year-old person would be reduced or extended by one year.

33. General

In the reporting year, the MANN+HUMMEL Group had credit lines of EUR 897.0 million (previous year: EUR 906.3 million) at its disposal, of which EUR 602.1 million (previous year: EUR 401.2 million) had not been used by the end of the financial year.

The cash and cash equivalents considered in the consolidated cash flow statement include all cash and cash equivalents shown in the consolidated balance sheet (i.e., cash in hand and bank balances), to the extent that the Group can freely dispose of them.

Dividends and interest received are allocated to cash flow from investing activities. Interest paid and transaction costs for taking on financial debt are shown in the cash flow from financing activities.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

As part of the indirect calculation, the changes in balance sheet items considered in connection with current business activities are adjusted for effects from currency translation and from changes in the scope of consolidation. The changes in the relevant balance sheet items can therefore not be reconciled with the corresponding values based on the published consolidated balance sheet.

RECONCILIATION OF LIABILITIES FROM FINANCING ACTIVITIES

The following is a reconciliation between the opening and closing balances for liabilities from financing activities:

In EUR million	01/01/ 2025	Cash flows [1]	Changes in consolidated group	Foreign exchange differences	Fair value changes	New leases	Other[1]	12/31/ 2025
Lease liabilities	-217.0	52.9	0.0	13.1	0.0	-33.7	-1.2	-185.9
Bonds	-99.1	0.0	0.0	0.0	0.0	0.0	-0.2	-99.2
Liabilities to banks	-1,225.8	176.1	0.0	13.6	0.0	0.0	-73.7	-1,109.7
Current financial liabilities - Derivative financial instruments	-28.9	22.5	0.0	0.3	23.1	0.0	-19.4	-2.4
Current financial assets -Derivative financial instruments	5.9	-13.7	0.0	-0.1	-1.2	0.0	16.1	7.0
Current financial assets - Receivables and loans	46.5	-19.9	0.0	-4.5	0.0	0.0	8.2	30.3

[1] Interest payments and interest expenses are shown separately in the reconciliation of financial liabilities under "Cash-Related Changes" and "Other." The effects in the "Other" column in current financial liabilities (derivative financial instruments), current financial assets (derivative financial instruments), and current financial assets (receivables and loans) result from operating cash flows and non-cash items.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

17. Intangible assets
18. Impairment tests
19. Tangible fixed assets and leasing
20. Investments in associates
21. Non-current financial assets
22. Other assets
23. Inventories
24. Trade receivables
25. Current financial assets
26. Equity
27. Capital management disclosures
28. Financial liabilities
29. Trade payables
30. Other liabilities
31. Other provisions
32. Provisions for pensions
33. General

Other disclosures

In EUR million	01/01/ 2024	Cash flows [1]	Changes in consolidated group	Foreign exchange differences	Fair value changes	New leases	Other[1]	12/31/ 2024
Lease liabilities	-210.7	53.2	0.0	-4.6	0.0	-52.2	-2.6	-217.0
Bonds	-99.0	0.0	0.0	0.0	0.0	0.0	-0.1	-99.1
Liabilities to banks	-1,190.8	33.8	0.0	-0.7	0.0	0.0	-68.1	-1,225.8
Current financial liabilities - Derivative financial instruments[2]	-5.6	14.8	0.0	-0.1	-21.1	0.0	-16.9	-28.9
Current financial assets -Derivative financial instruments[2]	18.8	-10.7	0.0	0.1	-7.6	0.0	5.3	5.9
Current financial assets - Receivables and loans[2]	53.9	19.2	0.0	0.1	0.0	0.0	-26.7	46.5

[1] Interest payments and interest expenses are shown separately in the reconciliation of financial liabilities under "Cash-Related Changes" and "Other." The effects in the "Other" column in current financial liabilities (derivative financial instruments), current financial assets (derivative financial instruments), and current financial assets (receivables and loans) result from operating cash flows and non-cash items.
[2] Presentation changed compared to the previous year for improved transparency.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

Other disclosures

34. Contingent liabilities

No provisions have been made for the following contingent liabilities, which are stated at nominal value because their utilization is considered unlikely:

In EUR million	12/31/2025	12/31/2024
Guarantees	1.3	4.4
Other	4.5	4.1
	5.8	**8.5**

If called upon, the guarantees are due in full within one year. The other contingent liabilities mainly relate to potential obligations to tax authorities.

35. Other financial liabilities

In addition to liabilities, provisions, and contingent liabilities, there are other financial obligations arising from investment projects that have been started and from procurement contracts, as follows:

In EUR million	12/31/2025	12/31/2024
Rental and lease obligations	24.4	21.6
Purchase obligations	20.2	43.6
	44.6	**65.2**

Lease agreements are accounted for in accordance with IFRS 16. Rental and lease obligations consist of expenses for short-term leases, expenses for leases of low-value assets, and expenses for variable lease payments.
In the financial year, expenses of EUR 15.6 million (previous year: EUR 15.4 million) were incurred for short-term leases, EUR 1.8 million (previous year: EUR 1.3 million) for leases of low-value assets, and EUR 7.0 million (previous year: EUR 4.9 million) for variable lease payments.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

Purchase commitments of EUR 15.7 million (previous year: EUR 39.3 million) relate to property, plant, and equipment; EUR 0.0 million (previous year: EUR 0.4 million) to intangible assets; and EUR 4.6 million (previous year: EUR 3.9 million) to other services.

36. Legal disputes

During its ordinary business activities, the MANN+HUMMEL Group is confronted with lawsuits and court proceedings—mainly in the areas of labor law, product liability and warranty law, tax law, and intellectual property. The most significant amount results from a legal dispute in South America. Provisions are made for those cases in which it is probable that an obligation exists that arose from a past event, it can be reliably estimated, and the settlement of which is likely to result in an outflow of resources embodying economic benefits. A provision of EUR 21.6 million (previous year: EUR 21.6 million) is included in the consolidated financial statements for all legal disputes pending as of December 31, 2025. The management of the MANN+HUMMEL Group believes that the outcome of all claims and lawsuits brought against the MANN+HUMMEL Group—both individually and collectively—will not have a material adverse effect on its business, financial position, results of operations, or cash flows. The results of currently pending or future proceedings are nevertheless unpredictable. Expenses may arise as a result of court or official decisions or through the agreement of settlements that are not covered (or not fully covered) by insurance benefits, potentially having a material impact on the business of the MANN+HUMMEL Group or its results.

37. Disclosures on financial instruments

CARRYING AMOUNTS AND FAIR VALUES

The statement of financial position contains both non-derivative financial instruments, such as financial receivables and liabilities, and derivative financial instruments, such as forward exchange contracts or swap transactions, the value of which is derived from an underlying asset. In accordance with IFRS 9, the measurement of financial instruments depends on their classification into various measurement categories. The following table shows the carrying amounts and fair values of all financial instruments recognized in the consolidated financial

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

statements of the MANN+HUMMEL Group in accordance with IFRS 9:

12/31/2025 In EUR million	Categories IFRS 9	Book Values	Fair Value Level 1	Fair Value Level 2	Fair Value Level 3	Fair Value Total
ASSETS						
Noncurrent assets						
Trade receivables	AC	0.0				
Noncurrent financial assets						
of which other investments	EK FVOCI	30.3			30.3	30.3
	FVPL	8.4			8.4	8.4
	n/a	0.4				
of which Derivative financial instruments						
Part of a hedging relationship	n/a					
Freestanding	FVPL	1.0			1.0	1.0
Other miscellaneous financial assets	AC	3.7				
Current assets						
Trade receivables	AC	777.2				
Current financial assets						
of which Derivative financial instruments						
Part of a hedging relationship	n/a					
Freestanding	FVPL	6.9		6.9		6.9
of which receivables and loans	AC	30.3				
of which securities						
Shares	FVPL	85.0	85.0			85.0
Bonds	FVOCI	165.2	83.4	81.8		165.2
Bonds	FVPL	79.0	22.3	56.7		79.0
Cash and cash equivalents	AC	199.2				

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

12/31/2025 In EUR million	Categories IFRS 9	Book Values	Fair Value Level 1	Fair Value Level 2	Fair Value Level 3	Fair Value Total
LIABILITIES						
Noncurrent liabilities						
Net assets attributable to the shareholders of the parent company	FLAC	641.1			1,646.1	1,646.1
Financial liabilities						
of which liabilities to banks	FLAC	651.4		656.2		656.2
of which leasing liabilities	n/a	146.8				n/a
of which Derivative financial instruments						
Part of a hedging relationship	n/a					
Freestanding	FVPL	0.2		0.2		0.2
of which other financial liabilities						
bonds	FLAC	99.2		95.3		95.3
others	FLAC	3.0				
Trade payables	FLAC	0.4				
Current liabilities						
Financial liabilities						
of which liabilities to banks	FLAC	456.9		456.9		456.9
of which leasing liabilities	n/a	39.1				n/a
of which Derivative financial instruments						
Part of a hedging relationship	n/a					
Freestanding	FVPL	2.4		2.4		2.4
of which other financial liabilities						
bonds	FLAC					
others	FLAC	120.5				
Trade payables	FLAC	648.8				
of which trade payables from reverse factoring	FLAC	182.0				

*Lease liabilities do not fall within the scope of IFRS 9. In accordance with IFRS 7.29 (d), the fair value is not required to be disclosed.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

12/31/2024 In EUR million	Categories IFRS 9	Book Values	Fair Value Level 1	Fair Value Level 2	Fair Value Level 3	Fair Value Total
ASSETS						
Noncurrent assets						
Trade receivables	AC	1.5				
Noncurrent financial assets						
of which other investments	EK FVOCI	27.0			27.0	27.0
	FVPL	6.0			6.0	6.0
	n/a	1.2				
of which Derivative financial instruments						
Part of a hedging relationship	n/a					
Freestanding	FVPL				1.1	1.1
Other miscellaneous financial assets	AC	5.5				
Current assets						
Trade receivables	AC	849.7				
Current financial assets						
of which Derivative financial instruments						
Part of a hedging relationship	n/a	3.7		3.7		3.7
Freestanding	FVPL	2.2		2.2		2.2
of which receivables and loans	AC	46.5				
of which securities						
Shares	FVPL	87.9	87.9			87.9
Bonds	FVOCI	154.0	77.6	76.4		154.0
Bonds	FVPL	75.8	22.7	53.1		75.8
Cash and cash equivalents	AC	176.5				

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

12/31/2024 In EUR million	Categories IFRS 9	Book Values	Fair Value Level 1	Fair Value Level 2	Fair Value Level 3	Fair Value Total
LIABILITIES						
Noncurrent liabilities						
Net assets attributable to the shareholders of the parent company	FLAC	678.7			1,339.6	1,339.6
Financial liabilities						
of which liabilities to banks	FLAC	502.4		481.7		481.7
of which leasing liabilities	n/a	171.2				n/a
of which Derivative financial instruments						
Part of a hedging relationship	n/a	5.0		5.0		5.0
Freestanding	FVPL					
of which other financial liabilities						
of which bonds	FLAC	99.1		94.6		94.6
of which others	FLAC	2.4				
Trade payables	FLAC	0.4				
Current liabilities						
Financial liabilities						
of which liabilities to banks	FLAC	723.4		723.4		723.4
of which leasing liabilities	n/a	45.8				n/a
of which Derivative financial instruments						
Part of a hedging relationship	n/a	28.1		28.1		28.1
Freestanding	FVPL	0.8		0.8		0.8
of which other financial liabilities						
of which bonds	FLAC					
of which others	FLAC	163.2				
Trade payables	FLAC	688.3				
of which trade payables from reverse factoring	FLAC	186.6				

*Lease liabilities do not fall within the scope of IFRS 9. In accordance with IFRS 7.29 (d), the fair value is not required to be disclosed.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

In EUR million		2025	2024
AC	Financial assets at amortized cost	1,010.4	1,079.8
Asset FVPL	Assets fair value profit and loss	180.3	171.9
Equity FVOCI	FVOCI equity instruments	30.3	27.0
Debt FVOCI	FVOCI debt instruments	165.2	154.0
FLAC	Financial liabilities at amortized cost	2,621.4	2,857.8
Liabilities FVPL	Liabilities fair value profit and loss	2.6	0.8

For cash and cash equivalents as well as short-term receivables and liabilities, the carrying amount approximates the fair value due to the short maturity. For other long-term financial assets, long-term trade receivables, as well as other financial liabilities and trade payables, the carrying amounts represent a reasonable approximation of their fair values. For this reason, a separate determination and disclosure of the fair value was waived for these items.

The fair value measurement of financial instruments is performed as of the reporting date in accordance with the three-level fair value hierarchy:

Level 1 (quoted market prices): This includes securities whose valuation is based directly on quoted prices in active markets.

Level 2 (observable input parameters): Long-term receivables, financial liabilities (FLAC), and non-listed derivatives are measured using the present value method (discounting of future cash flows). Market interest rates with matching maturities (plus a credit risk premium) and exchange rates serve as input parameters. Interest-bearing securities with delayed price quotations also fall into this level.

Level 3 (unobservable input parameters): This includes equity investments at FVOCI and through profit or loss, options from business combinations, and net assets attributable to shareholders. The investments are determined based on current transaction data or internal valuation techniques; a short-term sale is not planned. Net assets are measured using the discounted cash flow method, applying a risk-adjusted cost of capital (WACC) and taking into account net debt and severance payment regulations under the articles of association.

The classification and the need to perform reclassifications between the levels are reviewed as of the reporting date. Transfers between levels are also considered as of the reporting date; no such transfers took place in either the previous year or the current financial year.

The MANN+HUMMEL Group generally holds its equity instruments for strategic reasons in order to complement its operating activities. The intention to generate significant short-term income from disposals is not in the foreground. In the current financial year, the fair value of equity instruments whose changes are recognized in other comprehensive income amounted to EUR 30.3 million (previous year: EUR 27.0 million). In the financial

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

year, no dividends were distributed from these investments in start-ups to MANN+HUMMEL companies. There were no reclassifications to other comprehensive income or dividend distributions from investments sold during the financial year.

To reflect the increased volume as well as the market environment, the valuation methodology was adjusted in the past. The new valuation model incorporates both prices from funding rounds and qualitative factors, such as changes in and assessments of future growth prospects and market potential.
The MANN+HUMMEL Group has internal processes for this purpose, within which the valuation of investments is assessed on the basis of available financial information and/or own estimates. The valuation results are reviewed on a quarterly basis and agreed with the management.

If the estimates used in the valuation model were to increase by 10.0%, the fair value of these investments would increase by EUR 2.4 million (previous year: EUR 0.3 million). If they were to decrease, the fair value would decrease by EUR 2.4 million (previous year: EUR 0.3 million).

The development of the investments and options from acquisition of companies classified in Level 3 of the fair value hierarchy is shown in the following table:

In EUR million	Investments 2025	Options 2025	Investments 2024	Options 2024
Balance at 01/01	33.0	1.1	26.6	0.0
Fair value changes recognized directly in equity	0.0	0.0	3.7	0.0
Fair value changes recognized directly in profit or loss	0.2	0.0	0.0	0.0
Purchases/additions	5.6	0.0	2.6	1.1
Sales	0.0	0.0	0.0	0.0
Reclassification	1.9	0.0	0.0	0.0
Exchange rate effects	-1.9	-0.1	0.0	0.0
Balance at 12/31	**38.7**	**1.0**	**33.0**	**1.1**

The reclassifications relate to assets at AC that were converted into shares in start-up companies.
In the current financial year, investments of EUR 0.2 million (previous year: EUR 0.0 million) were presented in finance costs for investments still held in the portfolio.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

NET PROFITS AND LOSSES AND INTEREST EXPENSE BY MEASUREMENT CATEGORY

In EUR million	Total net profits and losses
2025	
Financial assets acquisition costs	-13.3
Financial liabilities acquisition costs	25.6
Financial instruments of the category FVPL	-15.7
FVOCI debt instruments	-4.7
FVOCI equity instruments without recycling	0.0
	-8.1

In EUR million	Total net profits and losses
2024	
Financial assets acquisition costs	-31.5
Financial liabilities acquisition costs	125.3
Financial instruments of the category FVPL	-14.7
FVOCI debt instruments	-5.4
FVOCI equity instruments without recycling	3.0
	76.8

In EUR million	Total interest income and expense
2025	
Financial assets (amortized) acquisition costs	-6.4
Financial liabilities (amortized) acquisition costs	44.2
FVOCI debt instruments with recycling	-4.7
	33.1

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

In EUR million	Total interest income and expense
2024	
Financial assets acquisition costs	-12.0
Financial liabilities acquisition costs	48.5
FVOCI debt instruments	-5.6
	30.9

The net profits and losses of "Financial assets (amortized) acquisition costs" essentially include currency gains and losses from foreign currency receivables, expenses due to value adjustments on trade receivables, and interest income and expenses.

The net profits and losses of "Financial liabilities (amortized) acquisition costs" essentially include currency gains and losses from foreign currency receivables and interest income and expenses.

The other net profits and losses in the measurement category "FVOCI debt instruments with recycling" are the balance of the realized gains and losses from the disposal of such assets, less the unrealized changes already recognized in equity for this purpose in the previous year as well as the unrealized gains or losses of the existing assets recognized in equity in the current financial year. Furthermore, currency gains and losses are also included.

The other net profits and losses in the valuation category "Equity instruments FVOCI without recycling" essentially comprise the adjustments of the investees to the fair value within equity.

OFFSETTING OF FINANCIAL ASSETS AND LIABILITIES

The following are the financial assets and liabilities that are subject to offsetting agreements, enforceable master netting arrangements, and similar agreements:

In EUR million	12/31/2025		
	Gross amount	Offsetting	Book value
Trade receivables	777.7	0.5	777.2
Trade payables	648.7	0.5	649.2

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

In EUR million	12/31/2024		
	Gross amount	Offsetting	Book value
Trade receivables	851.0	0.2	851.2
Trade payables	688.9	0.2	688.7

The framework agreements for financial futures concluded with our banks stipulate, among other things, that in the event of insolvency of a contractual partner, the existing contracts must be terminated and settled at the respective market value. If several transactions are settled with one contractual partner, positive and negative market values are netted, and only the remaining peak is settled. As of December 31, 2025, the following offsetable amounts exist:

In EUR million	12/31/2025		
	Balance sheet value	Offsetting potential	Net amount
Derivative assets	7.9	1.5	6.4
Derivative liabilities	2.6	1.5	1.1

In EUR million	12/31/2024		
	Balance sheet value	Offsetting potential	Net amount
Derivative assets	7.0	2.5	4.5
Derivative liabilities	33.9	2.5	31.4

38. Risks from financial instruments

MANAGEMENT OF FINANCIAL RISKS

The risk management system of the MANN+HUMMEL Group covers, among other things, credit risk with customers and banks, liquidity, commodity and interest rate risks, currency risks, as well as market risk from securities.

The financial risk management system of the MANN+HUMMEL Group is based on uniform, Group-wide guidelines and is organizationally located within Group Treasury. The assessment and reporting of financial risks are conducted on a monthly basis and are monitored and managed by a designated committee: the so-called Risk Committee. This committee also defines, measures, and makes decisions regarding the management

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

of financial risks. The Group's financial risk management policy also specifies defined thresholds for the respective risks that must not be exceeded. Any adjustments to these thresholds or general components of the financial risk management policy require the approval of the Risk Committee.

The companies of the MANN+HUMMEL Group hedge their interest rate and currency risks at market conditions either through the cash management of the MANN+HUMMEL Group or directly with banks. Original transactions such as loans with long fixed interest rates are usually used, but—especially in the currency area—derivative financial instruments are also utilized. These are concluded exclusively to hedge existing underlying transactions or planned transactions.

The risk positions of cash management are hedged externally with banks of impeccable credit standing, considering specified risk limits. Hedging transactions are concluded in accordance with uniform Group guidelines and in compliance with the regulations applicable to banks for conducting trading transactions.

CREDIT RISK

The credit risk is the risk that counterparties—in the area of cash investments, financial receivables, derivatives, and trade receivables—will not meet their payment obligations.

To reduce the credit risk in the case of financial investments and derivatives, all financial transactions are only carried out with banks of first-class credit standing within the framework of defined limits.

The financial assets of the Group result in a maximum credit risk equal to the carrying amount of the respective balance sheet items in the event of counterparty default without considering any collateral received.

In order to reduce the credit risk associated with trade receivables, we regularly monitor the creditworthiness of our customers both before entering into new business relationships and for existing business. Credit risks are selectively reduced using appropriate hedging instruments, such as trade credit insurance.. The carrying amount of trade receivables covered by trade credit insurance is EUR 532.5 million (previous year: EUR 540.4 million).

The value adjustments on cash and short-term deposits developed as follows in the financial year:

In EUR million	2025	2024
Carrying amount as of 01/01	**0.1**	**0.1**
Additions/reversals	0.0	0.0
Carrying amount as of 12/31	**0.1**	**0.1**

Impairment losses on trade receivables are presented in Note 24 (Trade receivables).

The following table contains the gross carrying amounts of the Group's financial assets by credit rating:

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

In EUR million	Gross carrying amount 12/31/2025		
Rating	impairment model (EL)	impairment model (LEL)	impairment model (LEL)
Cash and cash equivalents (investment grade)	195.3	0.0	0.0
Bills of exchange (investment grade)	14.9	0.0	0.0
Trade receivables (investment grade)	0.0	736.2	0.0
Total (investment grade)	**210.2**	**736.2**	**0.0**
Cash and cash equivalents (non-investment grade)	0.0	3.1	0.8
Bills of exchange (non-investment grade)	0.0	11.6	0.0
Trade receivables (non-investment grade)	0.0	0.0	82.4
Total (non-investment grade)	**0.0**	**14.7**	**83.2**

In EUR million	Gross carrying amount 12/31/2024		
Rating	impairment model (EL)	impairment model (LEL)	impairment model (LEL)
Cash and cash equivalents (investment grade)	173.1	0.0	0.0
Bills of exchange (investment grade)	12.9	0.0	0.0
Trade receivables (investment grade)	0.0	849.8	0.0
Total (investment grade)	**186.0**	**849.8**	**0.0**
Cash and cash equivalents (non-investment grade)	0.0	2.7	0.7
Bills of exchange (non-investment grade)	0.0	10.0	0.0
Trade receivables (non-investment grade)	0.0	0.0	47.3
Total (non-investment grade)	**0.0**	**12.8**	**48.0**

LIQUIDITY RISK

Liquidity risk describes the danger that a company will not be able to meet its financial obligations when they fall due. At MANN+HUMMEL, significant liquidity issues and developments are regularly discussed in liquidity planning. The subsidiaries are included in the central financing of the Group. To compensate for possible fluctuations, the company maintains sufficient reserve liquidity and credit lines, which are also available to cover M&A activities.

The maturity structure of the undiscounted cash outflows of the financial liabilities is presented in the following table:

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

In EUR million	Carrying amount as of 12/31/2025	Cash outflows		
	Total	2026	2027 to 2030	2031 et seq.
Interests attributable to the shareholders of the parent company	641.1		1,646.1	
Liabilities to banks	1,108.3	508.0	660.9	66.9
Lease liabilities	185.9	40.9	107.8	38.1
Derivative financial instruments (Cash outflows due to gross settlement)	2.6	147.2	4.0	0.0
Bonds	99.2	3.3	13.0	113.0
Other financial liabilities	123.6	120.1	3.5	0.0
Trade payables	649.2	648.8	0.4	0.0
	2,809.8	**1,468.3**	**2,435.7**	**218.0**

In EUR million	Carrying amount as of 12/31/2024	Cash outflows		
	Total	2025	2026 to 2029	2030 et seq.
Interests attributable to the shareholders of the parent company	678.7		1,339.6	
Liabilities to banks	1,225.8	745.3	468.5	73.3
Lease liabilities	217.0	51.5	129.0	58.8
Derivative financial instruments (Cash outflows due to gross settlement)	33.9	658.2	20.5	0.0
Bonds	99.1	3.3	13.0	116.3
Other financial liabilities	165.9	165.4	0.0	0.0
Trade payables	688.7	688.7	0.0	0.0
	3,109.1	**2,312.4**	**1,970.6**	**248.4**

The disclosure of the financial liabilities for the net assets attributable to the shareholders of the parent company is based exclusively on the formal termination provisions of the existing shareholder agreement and is therefore based on the acceptance of the termination by all shareholders. Termination is not currently expected.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

PRICE RISK FROM SECURITIES IN SPECIAL FUND

Price risk refers to the risk that the fair value of securities will fall.

Investments in securities are essentially investments in interest-bearing securities, shares, and fund units that are managed by external fund managers. This diversification reduces risk, which is a prerequisite for a continuous increase in value with as little fluctuation as possible. The master fund's portfolio, with a total value of EUR 347.0 million as of December 31, 2025, consists primarily of fixed-income securities, equities, investment fund shares, and cash. This diversification reduces risk, which is a prerequisite for achieving steady value growth with minimal volatility. Additionally, derivative financial instruments (e.g., stock index and bond futures) are used to a limited extent for management and hedging purposes.

The final decision on strategic asset allocation and the monitoring of all investment results and risk budgets for the special funds are the responsibility of a specially created committee: the Investment Committee. The basis for the investment decisions of the external portfolio managers are the investment guidelines defined by the MANN+HUMMEL Group. In formulating these guidelines, attention is paid to, among other things, solid issuer creditworthiness (with a minimum rating requirement), high marketability of the securities, and broad sector diversification in order to achieve a further risk reduction.

The company receives monthly reports on the development of the current market values and the performance of the individual asset classes. The performance is assessed based on comparative values, key risk figures, and attribution and allocation analyses by the portfolio managers, among other things.

In addition to qualitative management instruments for risk minimization—such as diversification of investments in different asset classes, risk-oriented design of investment guidelines, analysis of investment results, and evaluation of changes in the capital markets—quantitative management methods like the VaR are preferably used.

The VaR indicates only the potential loss risk that, with a given probability, will not be exceeded within a specified period (i.e., holding period). However, the method does not provide information about the timing of occurrence or the expected loss amount in the event that the VaR is exceeded. Consequently, the actual development may differ from the results of the VaR analysis.

The fund's performance risk is the result of a combination of interest rate risks (from the fixed-income component), equity price risks, and currency risks from international positions. This aggregated risk is determined using a VaR approach based on the variance-covariance method.

Based on that VaR calculation, it can be assumed that, with a probability of 99% for a holding period of 10 days, the reduction in market value in the master fund, which bundles the funds with the various fund providers, will not exceed EUR 7.0 million (previous year: EUR 5.4 million). The calculations were made assuming the asset allocation does not change and no additions are made during the year, which would then have to be reallocated. The historical correlations of the respective funds and securities were considered.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

INTEREST RATE RISK

The liquidity of the MANN+HUMMEL Group is partly in variable interest-bearing investments, which lead to an interest rate risk. The MANN+HUMMEL Group is also exposed to an interest rate risk as a result of taking variable interest-bearing liabilities in the past, which exist on the balance sheet date.

Interest rate risk is the risk that financial instruments' fair value or future cash flows will fluctuate due to changes in market interest rates.

The companies of the MANN+HUMMEL Group hedge their interest rate risks at market conditions either through the cash management of the MANN+HUMMEL Group or directly with banks. Primarily, original transactions, such as loans with long-term fixed interest rates, are used.

MANN+HUMMEL monitors the interest rate risk monthly and measures it against a predefined loss limit as a basis for any hedging measures.

An increase/decrease in the market interest rate on variable-rate financial liabilities (nominal: EUR 376.8 million; previous year: EUR 223.5 million) by 100 basis points would have an effect on earnings before income taxes in the amount of EUR -/+3.8 million (previous year: EUR -/+2.2 million).

An increase/decrease in the market interest rate on variable-interest financial assets (nominal: EUR 9.8 million; previous year: EUR 18.3 million) by 100 basis points would change the result before income taxes by EUR +/– 0.10 million (previous year: EUR +/–0.18 million).

All financing agreements affected by the IBOR reform already included fallback solutions for the transition to the new reference interest rates. The actual transition took place in previous years, meaning the MANN+HUMMEL Group was no longer affected by the IBOR reform in 2025.

RAW MATERIAL PRICE RISK

The MANN+HUMMEL Group depends on a diversified set of raw materials to enable its global manufacturing operations. Given that these inputs are sourced on international commodity markets, their availability and pricing remain exposed to structural volatility and geopolitical dynamics. In scenarios where elevated raw material costs cannot be effectively transferred through pricing measures, the Group may face margin compression, potentially negatively effecting the profitability. During the reporting period, no hedging transactions were carried out in the MANN+HUMMEL Group. In principle, MANN+HUMMEL minimizes the existing risks through long-term contracts; a selection of strategic, globally positioned suppliers; and monitoring of commodity prices.

CURRENCY RISK

Due to its international orientation, the MANN+HUMMEL Group carries out transactions in different currencies. This means that purchases and sales can take place in different currencies, resulting in a currency risk.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

Intercompany loans in foreign currencies also give rise to currency risks. In general, currency risk is the risk that changes in exchange rates will affect the fair values or future cash flows of monetary items.

To determine the exposure to be hedged; a cash flow forecast for the following fiscal year is prepared on an annual basis. Based on this forecast, exposures are subsequently hedged within the approved risk limits using foreign exchange forward contracts.

The companies of the MANN+HUMMEL Group hedge their currency risks at market conditions either through the cash management of the MANN+HUMMEL Group or directly with banks. Here, mainly derivative financial instruments are used. These are exclusively concluded to hedge existing underlying transactions or planned transactions.

As of the balance sheet date, there was an exposure of EUR 976.3 million (previous year: EUR 546.7 million) from intercompany loans and external loans in foreign currencies and an exposure of EUR 403.4 million (previous year: EUR 434.9 million) from future operative cash flows in foreign currencies. The total exposure from foreign currencies, therefore, amounted to EUR 1,379.7 million (previous year: EUR 981.6 million).

In the MANN+HUMMEL Group, hedging measures for planned foreign currency cash flows are carried out within defined maximum limits and mainly via forward exchange transactions.

The hedging ratio for operative cash flow is 60% (previous year: 60%). The main currencies used to hedge operating cash flows are EUR, CZK and TRY.

The hedging ratio for intercompany loans and resulting interest cash flows is 100% (previous year: 100%). The main currencies for hedging intercompany loans are USD, SEK, and CNY.

As part of the financing for the Affinia acquisition, fixed-rate intercompany loans in USD were granted to the American holding company, for which an interest rate currency swap of USD 400 million was concluded in 2015 to hedge the currency risk from the principal and interest payments. This interest rate currency swap had a nominal amount of EUR 17.7 million (previous year: EUR 53.0 million) as of the reporting date and is designated as a fair value hedge with a fair value of EUR 0.6 million (previous year: EUR -5.0 million) as of December 31, 2025.

The measurement of currency risk is based on a VaR analysis. The VaR indicates only the potential loss risk that, with a given probability, will not be exceeded within a specified period (i.e., holding period). However, the method does not provide information about the timing of occurrence or the expected loss amount in the event that the VaR is exceeded. Consequently, the actual development may differ from the results of the VaR analysis. In the MANN+HUMMEL Group, the VaR is determined unchanged from the previous year based on the variance-covariance method assuming a confidence level of 95% with a holding period of 12 months. The unhedged and long-term Intercompany loans with strategic financing character were not considered for the calculation of the expected loss amount.

As of the balance sheet date, a potential loss risk of EUR 10.0 million (previous year: EUR 12.7 million), based on the next 12 months, is not exceeded. The largest risk positions are in USD (EUR 7.2 million; previous year: EUR

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

4.1 million), in PLN (EUR 2.2 million; previous year: EUR 5.9 million), and CZK (EUR 0.9 million; previous year: EUR 2.0 million). The calculation was based on an average exchange rate volatility of 7.9% (previous year: 8.7%).

The maximum loss risk is calculated based on the average exchange rate volatility over the past 12 months relative to the open foreign currency position from operating activities.

This position is derived from the balance of cash and cash equivalents as of the reporting date, as well as the expected net cash inflows and outflows over the following 12 months based on the current corporate planning, taking into account the hedged position.

HEDGE ACCOUNTING

The derivatives designated for hedge accounting in the previous year expired during the year. New derivatives were not designated for hedge accounting. Therefore, the information is not provided for 2025 and the tables are omitted. Only the previous year is presented.

The following is as of December 31, 2024:

In EUR million		Maturity				
Nominal amounts of hedging instruments	**Total**	**Up to 3 months**	**3 months–1 year**	**1–2 years**	**2–5 years**	**Over 5 years**
Foreign exchange forward contract/swap	759.7	401.0	357.3	1.5	0.0	0.0
Interest rate currency swap	53.0	0.0	0.0	53.0	0.0	0.0
	812.8					

All derivatives listed above are designated as hedging instruments in hedge accounting.

The forward exchange transactions concluded by December 31, 2024, mainly relate to the following currency pairs. The following table represents the average hedging rates:

Average rate of exchange	12/31/2024
EUR/CZK	25.3058
EUR/PLN	4.4074
EUR/SEK	11.5761
EUR/SGD	1.4219
EUR/USD	1.1052
USD/CAD	1.3701

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

CASH FLOW HEDGES

2024:

In EUR million		Fair value of hedging instruments		Change in fair value	Balance sheet item for hedging transactions
Cash flow hedges	**Nominal amount**	**Assets**	**Liabilities**		
Currency hedging	266.1	0.9	-4.9	-3.1	Current/non-current financial assets/ financial liabilities

In the MANN+HUMMEL Group, the spot-to-spot method is used for designation. The effectiveness measurement is carried out cumulatively. There are no sources of ineffectiveness due to the spot-to-spot method used. The following amounts were reclassified:

2025:

In EUR million	Reclassified/recycled amount of OCI in profit and loss statement		
Cash flow hedges	**From prematurely terminated underlying transactions**	**Expired underlying transactions**	**Profit and loss statement item for reclassified amounts**
Currency hedging	0.0	-2.6	Sales, material expense, net financial result

2024:

In EUR million	Reclassified/recycled amount of OCI in profit and loss statement		
Cash flow hedges	**From prematurely terminated underlying transactions**	**Expired underlying transactions**	**Profit and loss statement item for reclassified amounts**
Currency hedging	0.0	2.1	Sales, material expense, net financial result

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

2024:

In EUR million Cash flow hedges	Change in fair value (for effectiveness calculation) of underlying transaction	Cash flow hedge reserve
Currency hedging	3.1	-3.1

2025:

In EUR million	Total hedging costs	Of which costs of hedging - forward component	Of which costs of hedging - cross-currency basis spread	Cash flow hedge reserve - spot component	Total other result (OCI) (cash flow hedge reserve and costs of hedging)
Other result (OCI) as of 01/01/2025	**0.0**	**-0.8**	**0.8**	**-0.1**	**0.1**
Additions	-0.2	0.0	-0.2	2.8	2.6
Reclassification to profit and loss statement	0.2	0.8	-0.6	-2.7	-2.7
Other result (OCI) as of 12/31/2025	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**

2024:

In EUR million	Total hedging costs	Of which costs of hedging - forward component	Of which costs of hedging - cross-currency basis spread	Cash flow hedge reserve - spot component	Total other result (OCI) (cash flow hedge reserve and costs of hedging)
Other result (OCI) as of 01/01/2024	**-0.6**	**-1.4**	**0.7**	**6.5**	**5.9**
Additions	-3.8	-3.9	0.1	-4.2	-8.0
Reclassification to profit and loss statement	4.4	4.5	0.0	-2.4	2.1
Other result (OCI) as of 12/31/2024	**0.0**	**-0.8**	**0.8**	**-0.1**	**0.1**

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

FAIR VALUE HEDGES

The MANN+HUMMEL Group utilizes the exception under IFRS 9.6.3.6 and designates intercompany loans as hedged items within the scope of hedge accounting. The carrying amount of the hedged items in the individual financial statements corresponds to the nominal amount of the currency hedge due to the hedge ratio of 100%. While intercompany loans are eliminated in the consolidated balance sheet, gains and losses from currency translation are not fully eliminated at the Group level as the intercompany loans are transacted between two entities within the Group with different functional currencies.

There are also no sources of ineffectiveness for fair value hedges due to the spot-to-spot method applied. The fair value changes of the hedged items essentially corresponded to the fair value changes of the hedging instruments.

2024:

In EUR million		Fair value of hedging instruments		Change in fair value of hedging instruments	Balance sheet item for hedging transactions	Ineffectiveness (result) in profit and loss statement	Profit and loss statement item for hedge accounting
Fair value hedges	**Nominal amounts**	**Assets**	**Liabilities**				
Currency hedging	493.7	2.5	-22.5	-20.1	Financial assets/ financial liabilities	0.0	Financial expenses/financial income
Interest rate/ currency hedging	53.0	0.0	-5.0	-5.0	Financial assets	0.0	Financial expenses/financial income

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

39. Government grants

In the financial year, EUR 3.0 million (previous year: EUR 2.0 million) in government grants were received. These are broken down as follows:

In EUR million	2025	2024
Grants for investments	1.0	0.2
Cost subsidies	2.0	1.8
	3.0	**2.0**

The expense grants mainly comprise grants for R&D projects. The conditions attached to the granting of the investment subsidies in the previous year were fulfilled.

40. Related party disclosures

According to IAS 24, persons or companies that control or are controlled by the MANN+HUMMEL Group must be disclosed if they are not already included in the consolidated financial statements as a consolidated company. Control exists if a shareholder holds more than half of the voting rights or has the power to govern the financial and operating policies of management by virtue of a provision in the articles of association or a contractual agreement. Additionally, the disclosure obligation according to IAS 24 extends to transactions with associated and affiliated companies in which the MANN+HUMMEL Group holds at least 20%, as well as transactions with persons who exercise a significant influence on the financial and business policy, including close family members or intermediary companies. Significant influence over the financial and operating policies may be based on a shareholding in the parent company of 20% or more, a seat on the Management or Supervisory Board of the parent company, or another key management position. Accordingly, only the members of the Supervisory Board and the Extended Management Board are considered related parties. There are no other related parties.

MANN Holding KG and HUMMEL Holding KG, which together hold 83.3% of MANN+HUMMEL International GmbH & Co. KG, exercise community control as related parties. There were no transactions with these shareholders. In the financial year, withdrawals of EUR 23.5 million (previous year: EUR 17.2 million) were made by the shareholders. With regard to the outstanding amount due to shareholders, please refer to the comments in Note 26.

The transactions with related parties as well as the receivables and liabilities existing as of the balance sheet date essentially result from ordinary business activities and are as follows:

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

In EUR million	Associates	Other investees
2025		
Deliveries made and services provided		
Sale of goods	5.7	1.2
Services	0.0	0.1
Deliveries received and services procured		
Sale of goods	0.0	2.2
Services	0.0	1.3
Other services	0.0	9.2
Receivables	0.9	0.0
Liabilities	0.0	1.7
Given guarantees	0.0	0.2

In EUR million	Associates	Other investees
2024		
Deliveries made and services provided		
Sale of goods	7.6	1.1
Services	0.0	0.1
Other services	0.0	3.1
Deliveries received and services procured		
Sale of goods	0.0	0.4
Services	0.0	1.8
Other services	0.0	3.4
Receivables	0.9	23.2
Liabilities	0.0	2.1
Given guarantees	0.0	0.1

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

41. Remuneration of the Management Board

EXTENDED MANAGEMENT BOARD

Kurk Wilks (President & CEO)
Emese Weissenbacher (EVP & CFO until June 30, 2025; COO since July 1, 2025)
Jurate Keblyte (CFO from July 1, 2025, until February 3, 2026)
Helena Hofer (CFO since February 3, 2026)
Hasmeet Kaur
Henk in't Hof
Dr. Marco Heck

The current short-term remuneration of active members of the extended Management Board for the 2025 financial year amounts to EUR 6.6 million (previous year: EUR 4.6 million). In addition to the regular salary, these consist of a short-term performance-related bonus based on the Group's financial performance indicators. Expenses for pension entitlements earned in the current financial year by active members of the Management Board amount to EUR 0.2 million (previous year: EUR 0.1 million).

The pension provision for active members of the extended Management Board amounts to EUR 1.7 million (previous year: EUR 1.5 million).

The pension provision for former members of the Management Board and their surviving dependents amounts to EUR 14.1 million (previous year: EUR 13.3 million).

Furthermore, companies within the MANN+HUMMEL Group have not engaged in any reportable transactions with members of the Executive Board or other key management personnel nor with entities where these individuals hold positions on Management or Supervisory Boards. This also applies to close family members of these persons.

42. Staff

The average number of employees in the MANN+HUMMEL Group during the year was 20,371 (previous year: 21,224), of which 7,416 (previous year: 7,461) were salaried employees and 12,955 (previous year: 13,763) were wage earners.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

43. Auditors' fees

The fees of the Group auditors, PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Stuttgart, Germany, recognized in the consolidated profit and loss statement, amount to EUR 2.6 million (previous year: EUR 4.2 million). The fee consists of audit services amounting to EUR 1.2 million (previous year: EUR 1.2 million) and other services amounting to EUR 1.4 million (previous year: EUR 3.0 million). The fees for other services and for other consulting services include audit-related consulting services, project-related audits involving the use of information technology, as well as services related to disclosure requirements.

44. Indication of section 264 (3) and section 264b item 3 HGB

The companies MANN+HUMMEL East European GmbH & Co. KG, Ludwigsburg, Germany; MANN+HUMMEL East European Holding GmbH, Ludwigsburg, Germany; MANN+HUMMEL Filtration GmbH, Ludwigsburg, Germany; MANN+HUMMEL Beteiligungs- und Verwaltungsgesellschaft mbH, Ludwigsburg, Germany; MANN+HUMMEL Life Sciences & Environment Germany GmbH, Sprockhövel, Germany; MANN+HUMMEL Innenraumfilter GmbH & Co. KG, Himmelkron, Germany; MANN+HUMMEL Water & Fluid Solutions GmbH, Wiesbaden, Germany; and MANN+HUMMEL Molecular GmbH, Himmelkron, Germany, i2M GmbH, Ludwigsburg, Germany, make use of the exemption regulations according to Section 264 (3) and Section 264b HGB.

45. Events after the balance sheet date

On February 3, 2026, Helena Hofer was appointed Chief Financial Officer (CFO), succeeding Jurate Keblyte, who had assumed the role on July 1, 2025. She took on the position in addition to her existing role as Chief Human Resources Officer (CHRO).

The situation in the Middle East has further deteriorated since the end of February due to military conflicts. The increasing geopolitical tensions are heightening uncertainty regarding political and economic developments. As of the date of preparation of the annual financial statements, this has not resulted in any material financial impact on the MANN+HUMMEL Group.

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

46. List of shareholdings (according to Section 313 (2) HGB)

Company name and domicile	Consolidation status 1)	Equity interest %
1. Subsidiaries		
Germany		
MANN+HUMMEL Holding GmbH, Ludwigsburg	F	83.3
MANN+HUMMEL Beteiligungs- und Verwaltungsgesellschaft mbH, Ludwigsburg	F	83.3
MANN+HUMMEL Filtration GmbH, Ludwigsburg	F	83.3
MANN+HUMMEL GmbH, Ludwigsburg	F	83.3
MANN+HUMMEL Innenraumfilter GmbH & Co. KG, Himmelkron	F	83.3
MANN+HUMMEL Innenraumfilter Verwaltungsgesellschaft mbH, Himmelkron	F	83.3
MANN+HUMMEL Komplementär GmbH, Ludwigsburg	F	83.3
MANN+HUMMEL East European Holding GmbH, Ludwigsburg	F	83.3
MANN+HUMMEL East European GmbH & Co. KG, Ludwigsburg	F	83.3
MANN+HUMMEL East European Verwaltungs GmbH, Ludwigsburg	F	83.3
MANN+HUMMEL Life Sciences & Environment Germany GmbH, Sprockhövel	F	83.3
MN Beteiligungsgesellschaft mbH, Wiesbaden	F	83.3
MANN+HUMMEL Water & Fluid Solutions GmbH, Wiesbaden	F	83.3
i2M GmbH, Ludwigsburg	F	83.3
MANN+HUMMEL Molecular GmbH, Himmelkron	F	83.3
Seccua Holding AG, Weilheim	N	83.3
Seccua GmbH, Weilheim	N	83.3
M-Filter GmbH, Weidenberg	F	57.7
Motego GmbH & Co. KG, Pullach i. Isartal	N	83.3
Europe		
MANN+HUMMEL (UK) LTD., Wolverhampton, UK	F	83.3
MANN+HUMMEL HYDROMATION N.V., Antwerp-Berchem, Belgium	F	83.3
MANN+HUMMEL (CZ) v.o.s., Nová Ves, Czech Republic	F	83.3
MANN+HUMMEL Service s.r.o., Nová Ves, Czech Republic	F	83.3
MANN+HUMMEL Innenraumfilter (CZ), s.r.o., Uherský Brod, Czech Republic	F	83.3

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

Company name and domicile	Consolidation status 1)	Equity interest %
MANN+HUMMEL IBERICA S.A.U., Saragossa, Spain	F	83.3
MANN+HUMMEL Filtration France, Laval, France	F	83.3
MANN+HUMMEL ITALIA S.r.l., Turin, Italy	F	83.3
MANN+HUMMEL OOO, Moscow, Russian Federation	F	83.3
MANN+HUMMEL Filtration Technology Ukraine Ltd., Krasyliv, Ukraine	F	83.3
MANN+HUMMEL BA LLC, Tešanj, Bosnia and Herzegovina	F	83.3
MANN+HUMMEL Filtre San. Ltd. Sti., Istanbul, Turkey	F	83.3
MANN+HUMMEL Vokes Air Treatment Holdings Ltd., Burnley, UK	F	83.3
MANN+HUMMEL Vokes-Air Limited, Burnley, UK	F	83.3
MANN+HUMMEL Vokes Air Filtration Ltd., Burnley, UK	F	83.3
MANN+HUMMEL Wheway Plc, Burnley, UK	F	83.3
MANN+HUMMEL Vokes Air BV, JA Nieuwegein, Netherlands	F	83.3
MANN+HUMMEL Vokes Air AS, Hvidovre, Denmark	F	83.3
MANN+HUMMEL Vokes Air AG, Volketswil, Switzerland	F	83.3
MANN+HUMMEL Vokes-Air GmbH, Vösendorf, Austria	F	83.3
MANN+HUMMEL Vokes Air AB, Svenljunga, Sweden	F	83.3
MANN+HUMMEL FT Poland Spolka z Ograniczona Odpowiedzialnoscia sp.k., Gostyń, Poland	F	83.3
MANN+HUMMEL FT Poland Spolka z Ograniczona Odpowiedzialnoscia, Gostyń, Poland	F	83.3
MANN+HUMMEL Jack Filter GmbH, Steindorf, Austria	F	83.3
MANN+HUMMEL Jack Filter Kft., Polgárdi, Hungary	F	83.3
MANN+HUMMEL Water & Fluid Solutions S.p.A., Fano, Italy	F	83.3
Oy M-Filter Ab, Haapavesi, Finland	F	57.7
Filterpak Oy, Hanko, Finland	F	57.7
Suodatinkeskus Suomi Oy, Tampere, Finland	F	57.7
LM-Filters Oy, Haapavesi, Finland	N	57.7
UAB M-Filter EU, Druskininkai, Lithuania	F	57.7

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

Company name and domicile	Consolidation status 1)	Equity interest %
Americas		
MANN+HUMMEL INC., Gastonia, NC, USA	F	83.3
MANN+HUMMEL USA INC., Portage, MI, USA	F	83.3
MANN+HUMMEL Purolator Filters LLC, Fayetteville, NC, USA	F	83.3
I2M LLC, Raleigh, NC, USA	F	83.3
MANN+HUMMEL Water & Fluid Solutions Inc., Goleta, CA, USA	F	83.3
MANN+HUMMEL Filtration Technology US LLC, Gastonia, NC, USA	F	83.3
MANN+HUMMEL Filtration Technology Southern Holdings LLC, Gastonia, NC, USA	F	83.3
MANN+HUMMEL Filtration Technology International Holdings Corp., Gastonia, NC, USA	F	83.3
MANN+HUMMEL Filtration Technology Canada ULC, Ayr, Ontario, Canada	F	83.3
MANN+HUMMEL MEXICO S.A. DE C. V., Santiago de Querétaro, Mexico	F	83.3
MANN+HUMMEL Filtration Technology Mexico S. de R.L. de C.V., Ramos Arizpe, Mexico	F	83.3
MANN+HUMMEL Filtration Technology Distribution Mexico S.A. de C.V., Ramos Arizpe, Mexico	F	83.3
MANN+HUMMEL BRASIL LTDA., Indaiatuba, Brazil	F	83.3
MANN+HUMMEL ARGENTINA S.A., Buenos Aires, Argentina	F	83.3
MANN+HUMMEL Filtration Technology Venezuela C.A., Maracay, Venezuela	N	83.3
MANN+HUMMEL Filtration Technology Commercial Distribution C.A., Maracay, Venezuela	N	83.3
MANN+HUMMEL Filtration Technology Distribution Venezuela C.A., Maracay, Venezuela	N	83.3
MANN+HUMMEL COLOMBIA S.A.S., Bogotá, D.C., Colombia	F	83.3
MANN+HUMMEL LS+E HOLDING INC, Gastonia, NC, USA	F	83.3
MANN+HUMMEL (CANADA) INC., Trois-Rivières, Quebec, Canada	F	83.3
Seccua Americas, LLC, Wilmington, DE, USA	N	83.3
MANN+HUMMEL Air Filtration Americas Inc., Washington, NC, USA	F	83.3
Asia		
MANN+HUMMEL Life Sciences & Environment Holding Singapore Pte. Ltd., Singapore, Singapore	F	83.3
MANN+HUMMEL FILTER TECHNOLOGY (S.E.A.) PTE LTD., Singapore, Singapore	F	83.3
MANN+HUMMEL Life Sciences & Environment Singapore Pte. Ltd., Singapore, Singapore	F	83.3
MANN+HUMMEL Middle East FZE, Dubai, United Arab Emirates	F	83.3

Company name and domicile	Consolidation status 1)	Equity interest %
MANN and HUMMEL (Thailand) Ltd., Bangkok, Thailand	F	83.3
MANN+HUMMEL KOREA CO. LTD., Wonju, South Korea	F	83.3
MANN+HUMMEL JAPAN LTD., Shin-Yokohama, Japan	F	83.3
MANN AND HUMMEL FILTER PRIVATE LTD., Bangalore, India	F	83.3
Changchun MANN+HUMMEL Faway Filter Co., Ltd., Changchun, China	F	50.0
MANN+HUMMEL FILTER (SHANGHAI) CO. LTD., Shanghai, China	F	83.3
MANN+HUMMEL Filter (Shanghai) Trading CO. LTD., Shanghai, China	F	83.3
MANN+HUMMEL (CHINA) CO. LTD., Shanghai, China	F	83.3
MANN+HUMMEL FILTER (JINAN) CO. LTD., Jinan, China	F	83.3
MANN+HUMMEL Filter (Bengbu) Co., Ltd., Bengbu, China	F	83.3
Longkou MANN+HUMMEL Filtration Co., Ltd., Longkou, China	F	83.3
MANN+HUMMEL Ventures Pte. Ltd., Singapore, Singapore	F	83.3
MANN+HUMMEL (China) LIFE SCIENCE AND ENVIRONMENTAL CO., LTD., Kunshan, China	F	83.3
PT MANN and HUMMEL Filtration Indonesia, Jakarta, Indonesia	F	83.3
Chongqing U-Air Environmental Technology Co., Ltd, Chongqing, China	F	58.3
Henan U-Air Environmental Technology Co., Ltd, Nanyang, China	F	58.3
Shenzhen U-Air Environmental Technology Co., Ltd, Shenzhen, China	N	58.3
Suzhou U-Air Environmental Technology Co., Ltd, Shaxi, China	N	58.3
Australia		
MANN AND HUMMEL AUSTRALIA (PTY) LTD., Arndell Park, NSW, Australia	F	83.3
Africa		
MANN AND HUMMEL Filters South Africa (Pty) Ltd., Boksburg, South Africa	F	83.3
MANN AND HUMMEL FILTERS MOROCCO SARL AU, Casablanca, Morocco	F	83.3
2. Associates		
ABC S.A., Córdoba, Argentina	E	27.8

Notes to the consolidated financial statements

Fundamental principles

Notes to the consolidated profit and loss statement

Notes to the consolidated balance sheet

Other disclosures

34. Contingent liabilities
35. Other financial liabilities
36. Legal disputes
37. Disclosures on financial instruments
38. Risks from financial instruments
39. Government grants
40. Related party disclosures
41. Remuneration of the Management Board
42. Staff
43. Auditor's fees
44. Indication of section 264 (3) and section 264b item 3 HGB
45. Events after the balance sheet date
46. List of shareholdings (according to section 313 (2) HGB)

Company name and domicile	Consolidation status 1)	Equity interest %
1) F: Consolidated group; E: Accounted for at equity;		
N: No inclusion due to irrelevance. The shares in capital in % at the subsidiaries are calculated on the basis of an indirect participation in MANN+HUMMEL Holding GmbH, Ludwigsburg, and therefore represent 83.3 % of the participation quota in MANN+HUMMEL Holding GmbH. Shares in capital up to and including 20 % are not included in the list of shareholdings.		

Ludwigsburg, Germany, March 27, 2026

MANN+HUMMEL International Verwaltungs GmbH, Wiener Neudorf, Austria
represented by the Management Board

Kurk Wilks
President & CEO

Emese Weissenbacher
EVP & COO

Helena Hofer
CFO

Independent auditors' report

To MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg

Audit Opinions

We have audited the consolidated financial statements of MANN+HUMMEL International GmbH & Co. KG, Ludwigsburg, and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2025, and the consolidated income statement, consolidated statement of changes in equity and consolidated cash flow statement for the financial year from 1 January to 31 December 2025 and notes to the consolidated financial statements, including the presentation of the recognition and measurement policies. Additionally, we have audited the group management report of MANN+HUMMEL International GmbH & Co. KG, for the financial year from 1 January to 31 December 2025.

In our opinion, on the basis of the knowledge obtained in the audit,

- the accompanying consolidated financial statements comply, in all material respects, with the requirements of German commercial law and give a true and fair view of the assets, liabilities, and financial position of the Group as at 31 December 2025 and of its financial performance for the financial year from 1 January to 31 December 2025 in compliance with German Legally Required Accounting Principles and
- the accompanying group management report as a whole provides an appropriate view of the Group's position. In all material respects, this group management report is consistent with the consolidated financial statements, complies with German legal requirements and appropriately presents the risks and opportunities of future development.

Pursuant to § [Article] 322 Abs. [paragraph] 3 Satz [sentence] 1 HGB [Handelsgesetzbuch: German Commercial Code], we declare that our audit has not led to any reservations relating to the legal compliance of the consolidated financial statements and of the group management report.

Basis for the Audit Opinions

We conducted our audit of the consolidated financial statements and of the group management report in accordance with § 317 HGB in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Our responsibilities under those requirements and principles are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and of the Group Management Report" section of our auditor's report. We are independent of the group entities in accordance with the requirements of German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions on the consolidated financial statements and on the group management report.

Responsibilities of the executive directors for the consolidated financial statements and the group management report

The executive directors are responsible for the preparation of the consolidated financial statements that comply, in all material respects, with the requirements of German commercial law, and that the consolidated financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the Group in compliance with German Legally Required Accounting Principles. Additionally, the executive directors are responsible for such internal control as they, in accordance with German Legally Required Accounting Principles, have determined necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.
In preparing the consolidated financial statements, the executive directors are responsible for assessing the Group's ability to continue as a going concern. They also have the responsibility for disclosing, as applicable, matters related to going concern. Additionally, they are responsible for financial reporting based on the going concern basis of accounting, provided no actual or legal circumstances conflict therewith.

Furthermore, the executive directors are responsible for the preparation of the group management report that, as a whole, provides an appropriate view of the Group's position and is, in all material respects, consistent with the consolidated financial statements, complies with German legal requirements, and appropriately presents the risks and opportunities of future development. Additionally, the executive directors are responsible for such arrangements and measures (systems) as they have considered necessary to enable the preparation of a group management report that is in accordance with the applicable German legal requirements, and to be able to provide sufficient appropriate evidence for the assertions in the group management report.

Auditor's responsibilities for the audit of the consolidated financial statements and of the group management report

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and whether the group management report as a whole provides an appropriate view of the Group's position and, in all material respects, is consistent with the consolidated financial statements and the knowledge obtained in the audit, complies with the German legal requirements and appropriately presents the risks and opportunities of future development, as well as to issue an auditor's report that includes our audit opinions on the consolidated financial statements and on the group management report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with § 317 HGB and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer (IDW) will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and this group management report.

We exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and of the group management report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our audit opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

- Obtain an understanding of internal control relevant to the audit of the consolidated financial statements and of arrangements and measures (systems) relevant to the audit of the group management report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an audit opinion on the effectiveness of the internal control and these arrangements and measures (systems), respectively.
- Evaluate the appropriateness of accounting policies used by the executive directors and the reasonableness of estimates made by the executive directors and related disclosures.
- Conclude on the appropriateness of the executive directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the consolidated financial statements and in the group management report or, if such disclosures are inadequate, to modify our respective audit opinions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to be able to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements present the underlying transactions and events in a manner that the consolidated financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the Group in compliance with German Legally Required Accounting Principles.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming audit opinions on the consolidated financial statements and on the group management report. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinions.
- Evaluate the consistency of the group management report with the consolidated financial statements, its conformity with German law, and the view of the Group's position it provides.
- Perform audit procedures on the prospective information presented by the executive directors in the group management report. On the basis of sufficient appropriate audit evidence we evaluate, in particular, the significant assumptions used by the executive directors as a basis for the prospective information, and evaluate the proper derivation of the prospective information from these assumptions. We do not express a separate audit opinion on the prospective information and on the assumptions used as a basis. There is a substantial unavoidable risk that future events will differ materially from the prospective information.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Stuttgart, Germany, March 27, 2026

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