



# Declaration on Corporate Governance

In the Declaration on Corporate Governance pursuant to Sections 289 f, 315d of the German Commercial Code (HGB), the Board of Management and the Supervisory Board explain the corporate governance of the company in the 2024 reporting year. The statements are applicable to Mercedes-Benz Group AG and the Group, unless indicated otherwise below. Pursuant to Section 317 Subsection 2 Sentence 6 HGB, the review of the Declaration on Corporate Governance by the auditor is to be limited to whether the legally required statements were made.

This Declaration on Corporate Governance, as well as the most recent version of the Declaration of Compliance pursuant to Section 161 of the German Stock Corporation Act on the German Corporate Governance Code, is, in addition to the no longer current declarations of the past five years, available on the website of the company [group.mercedes-benz.com/dcg](https://group.mercedes-benz.com/dcg).

## Declaration of the Board of Management and Supervisory Board of Mercedes-Benz Group AG on the Compliance with the German Corporate Governance Code according to Section 161 of the German Stock Corporation Act

Mercedes-Benz Group AG maintains compliance with the recommendations of the German Corporate Governance Code in the Code version, dated April 28, 2022 (“Code”), published by the Federal Ministry of Justice and Consumer Protection in the official section of the German Federal Gazette on June 27, 2022, with the exception of Recommendations C.4 and C.5 (Maximum number of Supervisory Board mandates) and will also continue to observe the recommendations with the aforesaid deviations in the future. Since the submission of the last Compliance Declaration in December 2023, Mercedes-Benz Group AG has maintained compliance with the recommendations of the German Corporate Governance Code also with the aforesaid deviations.

**Maximum number of Supervisory Board mandates (C. 4 and C. 5)** According to Recommendation C.4, Supervisory Board members who are not members of any management board of a listed company shall not accept more than a total of five Supervisory Board

mandates in non-group listed companies or comparable functions, whereby a mandate as Supervisory Board Chair counts twice. According to Recommendation C.5, members of the Management Board of listed companies shall not have a total of more than two Supervisory Board mandates in non-group listed companies or comparable functions, and shall not accept the Chair of a Supervisory Board in a non-group listed company. Rather than setting a strict amount limit, it is more appropriate to assess on a case-by-case basis whether the number of mandates held by members of the Management Boards and Supervisory Boards at non-group listed companies or comparable functions appears to be appropriate, in particular because it is not always possible to clearly define the mandates that should be taken into consideration. Moreover, the individual workload expected as a result of the total number of mandates held does not necessarily increase in proportion to their number.

Stuttgart, December 2024

For the Supervisory Board

Dr Martin Brudermüller  
Chairman

For the Board of Management

Ola Källenius  
Chairman



## Remuneration report, remuneration system

The 2024 remuneration report and the opinion 'of the auditor pursuant to Section 162 of the German Stock Corporation Act (AktG) are available at [group.mercedes-benz.com/remuneration-bom](https://group.mercedes-benz.com/remuneration-bom). The applicable remuneration system for the members 'of the Board of Management for 2024 pursuant to Section 87a Subsections 1 and 2 Sentence 1 of the German Stock Corporation Act (AktG), which was approved by the Annual General Meeting on 3 May 2023, is also available there. The resolution also adopted by the Annual General Meeting on 3 May 2023 pursuant to Section 113 Subsection 3 of the German Stock Corporation Act (AktG) on the remuneration of the members of the Supervisory Board is available at [group.mercedes-benz.com/remuneration-sb](https://group.mercedes-benz.com/remuneration-sb).

## Essential principles and practices of corporate governance

### German Corporate Governance Code

Beyond the statutory requirements of German stock corporation, co-determination and capital market legislation, Mercedes-Benz Group AG has complied and continues to comply with the recommendations of the German Corporate Governance Code ("Code") subject to the exceptions stated and justified in the Declaration of Compliance (pursuant to Section 161 of the German Stock Corporation Act).

Mercedes-Benz Group AG has fully complied and continues to comply with the suggestions of the Code.

### Principles of our business activity

The Mercedes-Benz Group conducts its business in accordance with Group-wide standards that go beyond the requirements of the law and the German Corporate Governance Code. Mercedes-Benz Group is convinced that only those who act in an ethically and legally responsible manner remain successful in the long term – this is especially true in times of upheaval and change. Hence, integrity and compliance are very important to the Mercedes-Benz Group. In order to achieve long-term and sustainable corporate success on this foundation, it is the goal of the Mercedes-Benz Group to ensure that its business operations are in harmony with the interests of the environment and

society. As one of the world's leading automakers, the Mercedes-Benz Group also wants to be at the forefront when it comes to sustainability. The company defines the most important principles in its Code of Conduct, which provides orientation for all employees of Mercedes-Benz Group AG and the Group and assists them in making the right decisions, even in difficult business situations.

### The Code of Conduct

The Code of Conduct applies to all managers and employees of Mercedes-Benz Group AG and the consolidated Group companies worldwide, too. The Code of Conduct was revised in 2024 and the new version was communicated to the employees at the end of 2024. The policy sets out the core corporate principles for conduct in day-to-day business and the way people deal with each other within the company and with business partners and customers. In addition to respect for the law and the legal system, these corporate principles also include, for example, fairness, transparency, practical diversity, and responsibility. In addition to the corporate principles, the Code of Conduct contains, inter alia, regulations regarding the respect and safeguarding of human rights as well as the handling of conflicts of interest, and prohibits corruption in any form whatsoever. It is available on the Internet at [group.mercedes-benz.com/compliance/integrity-code](https://group.mercedes-benz.com/compliance/integrity-code).



### **Principles of Social Responsibility and Human Rights**

The Principles of Social Responsibility and Human Rights supplement and specify the principles of human rights and good working conditions in the Integrity Code. They apply to all managers and employees of Mercedes-Benz Group AG and also the consolidated Group companies worldwide. Through the Principles, the Mercedes-Benz Group also commits itself to preventing negative effects on human rights within its own business operations worldwide and at its partner and supplier companies and to reducing these negative effects and, as far as possible, putting an end to them. The Principles of Social Responsibility and Human Rights can be viewed in various languages at [group.mercedes-benz.com/human-rights/principles](https://group.mercedes-benz.com/human-rights/principles).

### **Expectations regarding business partners**

The Mercedes-Benz Group also formulates clear requirements for its business partners, because conduct with integrity and in compliance with the rules is a prerequisite for any trust-based cooperative venture. Therefore, when selecting its business partners, the company makes sure that they comply with the law, follow ethical principles, communicate the associated requirements to their own suppliers, and work to ensure compliance with these requirements. For the Mercedes-Benz Group's expectations of its business partners, please also see [group.mercedes-benz.com/company/compliance/business-partners.html](https://group.mercedes-benz.com/company/compliance/business-partners.html).

### **Advisory Board for Integrity and Sustainability**

The Mercedes-Benz Group established an Advisory Board for Integrity and Sustainability. The board's members are independent external experts in the fields of environmental and social policy, transport and mobility development, and human rights and ethics and provide the Mercedes-Benz Group with constructive and critical support with issues relating to integrity, sustainability and corporate responsibility. The Advisory Board convenes several times a year in meetings that are chaired by the member of the Board of Management of Mercedes-Benz Group AG responsible for Integrity, Governance & Sustainability. In addition, bilateral discussions take place several times a year and there is an annual exchange with the members of the Supervisory Board and the Board of Management of Mercedes-Benz Group AG. There was also an exchange with employees on the employee day as part of the Sustainability Dialogue 2024.

During the revision of the sustainable business strategy in the reporting period, feedback from the Advisory Board was obtained in several rounds and integrated into the process. In addition, in the 2024 financial year, the Advisory Board dealt with topics such as market adaptation of electric vehicles, human rights, the whistleblower concept and the circularity strategy.

### **Internal risk management system and internal control and compliance management system within the Group**

The Mercedes-Benz Group has internal control, risk and compliance management systems in place that are commensurate with the size and global presence of the company, the scope of its business operations, and its risk situation, and are geared towards the continuous and systematic management of entrepreneurial risks and opportunities. These processes and systems are subject to continual monitoring in order to remedy the identified weaknesses and continuously improve the processes and systems. Risks and opportunities associated with social and environmental factors are also taken into account. Their identification takes place through the regular risk management process and the materiality assessment. For the 2024 financial year, the Mercedes-Benz Group conducted the materiality assessment in accordance with the requirement of the CSRD and ESRS for the first time in order to identify material sustainability-related impacts, risks and opportunities. The newly identified material sustainability-related short- and medium-term risks and opportunities were transferred to the risk management system after completion of the assessment. In addition, the Mercedes-Benz Group is examining the further development of processes and systems with regard to the overall consideration of sustainability-related impacts, risks and opportunities.

In the reporting year, the Mercedes-Benz Group used a comprehensive, multi-stage assessment process to revise the strategic sustainability priorities that the



Group wants to focus on. These are backed up with specific goals. The results of the materiality assessment were also included in this assessment. The Mercedes-Benz Group plans to take into account the changes that arise in the regular cycle of the materiality assessment according to CSRD and ESRS in future updates to its strategic focus areas.

The risk management system is part of the overall planning, control and reporting process. This is to ensure that the executive management recognizes significant risks at an early stage and can initiate countermeasures in a timely fashion. Corporate Audit monitors compliance with legal framework conditions and corporate standards by means of targeted audits and initiates appropriate measures where necessary. Further information on risk management can be found in the in the chapter [Risk and Opportunity Report](#) in the Combined Management Report 2024.

In addition to the accounting-related internal control system, the internal control system also includes in particular the Compliance Management System and other similar systems or frameworks such as the Human Rights Respect System, as well as an independent and risk-oriented assessment of the structure and processes of the internal control system by Corporate Audit as part of various process audits. Further explanations of the internal control system are available in the chapter [Risk and Opportunity Report](#) in the Combined Management Report 2024.

The aim of the Compliance Management System (CMS) is to promote compliance with legislation and policies within the company and among its employees, to prevent misconduct and to systematically reduce compliance risks on the basis of the culture of integrity. Detailed information on the Mercedes-Benz Compliance Management System can be found in the chapter [Sustainability Statement](#) of the 2024 Annual Report.

At least once a year, the Audit Committee of the Supervisory Board of Mercedes-Benz Group AG discusses the effectiveness and functionality of the internal control and risk management system, the internal auditing system, and the Compliance Management System with the Board of Management. In each case, these systems and processes or similar ones are also examined with regard to the sustainability risks and opportunities they address, taking into account the areas of action of the sustainable business strategy as well as the ecological and social impact of the business activities conducted by Mercedes-Benz Group AG and the Group. The chairman of the Audit Committee of Mercedes-Benz Group AG shall report back to the Supervisory Board about the work of the committee at the latest at the next meeting of the Supervisory Board. The Supervisory Board of Mercedes-Benz Group AG also deals with the risk management system on the occasion of the audit of the company and Consolidated Financial Statements. The Chairman of the Supervisory Board maintains contact with the Board of Management between meetings of the Supervisory Board, in particular with the Chairman of the Board of Management, in order to discuss issues of risk management and compliance, in addition to the strategy and business development of the Group. Moreover, the Board of Management regularly informs the Audit Committee and the Supervisory Board about significant risks to the company and the Group.



The Legal Affairs Committee of the Supervisory Board supports the Supervisory Board in the performance of its duties with regard to the complex proceedings relating to antitrust matters and questions with respect to emissions with which Mercedes-Benz Group AG and its subsidiaries are confronted.

### **Accounting and auditing**

The Mercedes-Benz Group compiles its Consolidated Financial Statements and interim financial reports (mid-year financial report and quarterly financial reports) in accordance with the principles of International Financial Reporting Standards (IFRS) as applicable in the European Union. The Annual Financial Statements of Mercedes-Benz Group AG are compiled in accordance with the accounting provisions of the German Commercial Code (HGB). The Consolidated Financial Statements and the Annual Financial Statements of Mercedes-Benz Group AG are audited by an auditor, and interim financial reports are subject to review by an auditor. The Consolidated Financial Statements and the consolidated management reports are publicly accessible on the website of the company within 90 days; the interim financial reports are publicly accessible within 45 days after the end of the respective reporting period.

On the basis of the recommendation of the Audit Committee, the Supervisory Board of Mercedes-Benz Group AG submits a proposal to the Annual General Meeting for the appointment of the auditor of the financial statements, the Group auditor of the Consolidated Financial Statements, and the auditor for the review of the interim financial reports.

Before submitting its recommendation for the election proposal to the Annual General Meeting, the Audit Committee of the Supervisory Board obtains a declaration from the proposed auditor as to whether and, if so, which business, financial or personal relationships exist between the auditor and its boards and committees and audit managers on the one hand and the company and members of its boards and committees on the other hand that could give rise to concerns of partiality.

The auditor informs the Supervisory Board of Mercedes-Benz Group AG without delay of any and all findings and occurrences of significance for the duties of the Supervisory Board that come to the attention of the auditor during the performance of the audit. The auditor also informs the Supervisory Board and annotates in the audit report if, during the performance of the audit, the auditor discovers facts that reveal an inaccuracy in the declarations of compliance with the German Corporate Governance Code issued by the Board of Management and the Supervisory Board.

After conducting a selection and proposal procedure in accordance with the EU Audit Regulation to comply with the audit firm's rotation obligation, PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt am Main, was appointed for the first time as auditor and Group auditor for the 2024 financial year and as auditor for the review of interim financial reports for the 2024 financial year at the Annual General Meeting on May 3, 2023. Thomas Tandetzki has been the responsible auditor since the 2024 financial year.



## Composition and working method of the Board of Management

Under the German Stock Corporation Act (AktG), Mercedes-Benz Group AG has a dual management system that provides for a strict personnel and functional separation between the Board of Management as the management body and the Supervisory Board as the supervisory body (two-tier board). The Board of Management manages the company, while the Supervisory Board supervises and advises the Board of Management.

### Board of Management

In accordance with the articles of association of Mercedes-Benz Group AG, the Board of Management consists of at least two members. The Supervisory Board shall determine the exact number. As of 31 December 2024, the Board of Management consisted of eight members.

In December 2020, the Supervisory Board set a target for the proportion of women on the Board of Management and a deadline for achieving this target. In August 2021, the German Second Leadership Positions Act (FüPoG II) came into force. According to the said Act, at least one woman and at least one man must be a member of the Board of Management in listed companies that are subject to co-determination and equal representation and have more than three members on

the Board of Management. Companies that are subject to the minimum proportion requirement no longer have to set a target quota for the proportion of women on the board of management. Nevertheless, the target quota determined in 2020 continued to apply as an aspect of the overall requirements profile for the composition of the Board of Management in the reporting period.

Details on the overall profile of requirements and the participation of women on the Board of Management are presented in separate sections in this Declaration on Corporate Governance.

Without prejudice to the overall responsibility of the Board of Management, the individual members of the Board of Management of Mercedes-Benz Group AG shall manage their divisions on their own responsibility within the framework of the guidelines adopted by the Board of Management as a whole. Certain matters defined by the Board of Management as a whole shall nevertheless be discussed by the Board of Management as a whole and shall require its approval. In addition, each member of the Board of Management has the right to demand that any matter he or she deems important be discussed by the Board of Management as a whole or that a decision be made on that matter by the Board as a whole. The work of the Board of Management is coordinated by the chairman of the Board of Management. No committees of the Board of Management were established during the reporting period.

Information about the areas of responsibility and the curricula vitae of the members of the Board of Management is available on the website of Mercedes-Benz Group AG at [group.mercedes-benz.com/company/corporate-governance/board-of-management](https://group.mercedes-benz.com/company/corporate-governance/board-of-management).

The Board of Management manages Mercedes-Benz Group AG and the Group, in consideration of the interests of the shareholders, the employees and the other stakeholders, with the goal of sustainable added value. With the approval of the Supervisory Board, it determines the strategic orientation of the company, which also takes into account long-term economic targets and environmental and social targets and objectives. The strategic areas of action – Decarbonization, Resource Use and Circularity, Employees, Human Rights, Digital Trust and Traffic Safety are thus components of the sustainable business strategy. Along with financial targets, the corporate planning decided on by the Board of Management with the approval of the Supervisory Board also includes corresponding sustainability-related targets.

The internal control and risk management system established by the Board of Management also addresses sustainability-related targets. Further information on sustainability can be found in the chapter Sustainability Statement of the 2024 Annual Report.

The Board of Management is responsible for ensuring compliance with statutory provisions and internal policies within the company, and works to ensure that



they are also observed by the Group companies (compliance). It has established a comprehensive Compliance Management System geared to the risk situation of the company, the basic features of which are presented in the chapter Governance information in the Sustainability Statement of this Annual Report. The components of the Compliance Management System also include the BPO (Business & People Protection Office) whistleblowing system, which gives employees and external whistleblowers worldwide the opportunity to report violations of the rules.

The Board of Management compiles the interim financial reports of the company, the Annual Financial Statements of Mercedes-Benz Group AG, the Consolidated Financial Statements and the Combined Management Report including sustainability reporting of the company and the Group. Together with the Supervisory Board, it prepares the Remuneration report and issues an annual Declaration of Compliance with the German Corporate Governance Code.

The Board of Management and the Supervisory Board cooperate to ensure the well-being of the company in a relationship based on trust. The Board of Management informs the Supervisory Board regularly, comprehensively and in a timely manner about all strategic issues of relevance to the company as a whole, including issues relating to the sustainability strategy, planning, profitability, business development, the situation of the company, the internal control system, the risk management system and compliance. The Supervisory Board

has defined the information and reporting duties of the Board of Management in more detail.

For certain types of transactions defined by the Supervisory Board of Mercedes-Benz Group AG, the Board of Management requires the prior approval of the Supervisory Board.

Each member of the Board of Management is bound to serve the interests of the company and is subject to a comprehensive restraint of competition throughout the entire term of their contract. When making decisions, they may not pursue personal interests and they may not exploit the company's business opportunities for their own benefit. Members of the Board of Management must disclose without delay to the Chairman of the Supervisory Board and the Chairman of the Board of Management any personal interest they may have in a particular business activity conducted by the company, as well as any and all other conflicts of interest, and they must also report such information to all other members of the Board of Management. Members of the Board of Management may only perform external ancillary activities if these are approved by the Supervisory Board's Presidential Committee.

The Board of Management of Mercedes-Benz Group AG has adopted rules of procedure, available on the website of the company at [group.mercedes-benz.com/company/corporate-governance](https://group.mercedes-benz.com/company/corporate-governance) which among other things govern the procedure to be followed when adopting resolutions and contain provisions designed to avoid conflicts of interest.

### **Diversity and equal opportunity**

The Mercedes-Benz Group is committed to tolerance, openness and fairness, and promotes diversity and equal opportunity because these values form the basis of an efficient and successful company. Diversity is a firm component of the business strategy of the Mercedes-Benz Group; activities to promote diversity focus on the overarching strategic areas of action for the advancement of women, internationality and equal opportunities.

With respective conditions and measures, the Mercedes-Benz Group promotes a working environment in which employees, regardless of their age, ethnic origins and nationality, gender and gender identity, physical or intellectual capacity, religion and worldview, sexual orientation and social origins, can freely develop their talents. Along with the establishment of a framework and processes for ensuring equal opportunities, and measures to reduce and eliminate subconscious prejudices, this also includes measures to promote a work culture marked by appreciation in which individual lifestyles are respected, as well as the organization of programmes for employees and managers that provide information, raise awareness and improve personal skills in this regard. Diversity, equal opportunities and inclusion therefore make a significant contribution to the further development of the corporate culture of the Mercedes-Benz Group.

The targeted promotion of women had already been a central focus of attention in diversity management



before the German Act on the Equal Participation of Women and Men in Leadership Positions came into force. In compliance with the statutory requirements, the Board of Management of Mercedes-Benz Group AG has set targets for the proportion of women at the two management levels of the Mercedes-Benz Group AG below the Board of Management and a deadline for attaining these targets. The specific details are presented in a separate section of this Declaration on Corporate Governance.

Independently of the statutory requirements, the company set itself the goal of appointing women to fill at least 30% of its senior management positions by 2030. As of 31 December 2024, the proportion of women in senior management positions at the Mercedes-Benz Group worldwide was 26.4% (with reference to the active workforce without holiday workers).

## Composition and working method of the Supervisory Board and its committees

### Supervisory Board

In accordance with the German Co-Determination Act (MitbestG), the Supervisory Board of Mercedes-Benz Group AG consists of 20 members. Half of them are elected by the shareholders at the General Meeting and half by the employees of the German companies of the Group. Shareholder representatives and employee representatives are by law equally bound to serve the interests of the company.

Curricula vitae of the individual members of the Supervisory Board and their other mandates are published on the Internet at [group.mercedes-benz.com/company/corporate-governance/supervisory-board](https://group.mercedes-benz.com/company/corporate-governance/supervisory-board). This information is also updated every year.

The Supervisory Board shall be composed in such manner that its members as a whole are familiar with the industry in which the company operates and have the knowledge, skills and professional experience necessary for the proper performance of their duties. In accordance with applicable law, the Supervisory Board of Mercedes-Benz Group AG must be composed of at least 30% women and at least 30% men. The specific details are presented in a separate section of this Declaration on Corporate Governance.

In addition, the Supervisory Board of Mercedes-Benz Group AG has developed an overall profile of requirements for its own composition, which includes a competence profile and a diversity concept for the Board as a whole, including an age limit. The specific details of the overall profile of requirements are also summarized in a separate section of this Declaration on Corporate Governance. The proposals of the Supervisory Board for the election of shareholder representatives by the General Meeting, for which the Nomination Committee submits recommendations, aim to fulfil the overall profile of requirements for the Supervisory Board as a whole.

The members of the Supervisory Board of Mercedes-Benz Group AG assume responsibility for the training and further qualification measures required for their tasks, e.g. on topics relating to changes in the legal framework and new, forward-looking technologies, and are supported in this by the company. During the reporting period, the company held information events on the topic of Digital Trust as part of the sustainable business strategy and on the Mercedes-Benz operating system MB.OS. Internal and external experts were involved in these events. In addition, new members of the Supervisory Board have the opportunity to meet the members of the Board of Management and senior executives with specialist responsibility in a specifically designated onboarding programme for a bilateral exchange on fundamental and current topics in respect of the relevant areas of the Board of Management, thus gaining an overview of the topics relevant to the company and of the governance structure. ESG



(Environmental, Social, Governance) or sustainability-related topic blocks are also an integral part of this programme.

The Supervisory Board supervises and advises the Board of Management in the management of the business.

Monitoring and advisory activities also relate to sustainability issues. At regular intervals, the Supervisory Board discusses business development, the situation of the company, and planning and strategy, including the sustainability strategy and its implementation. The Supervisory Board also reviews and discusses the internal control and risk management system and monitors compliance with statutory provisions, official regulations and internal policies within the company.

The Supervisory Board of Mercedes-Benz Group AG has also specified in more detail the information and reporting duties of the Board of Management vis-à-vis the Supervisory Board, the Audit Committee and – between meetings of the Supervisory Board – vis-à-vis the Chairman of the Supervisory Board. The Supervisory Board has reserved the right of approval for transactions of fundamental importance.

The Supervisory Board's monitoring and advisory activities also relate to sustainability issues associated with the ESG dimensions (environmental, social and governance factors). At regular intervals, the Supervisory Board obtains reports from the Board of Management on the status of implementation of the sustainable corporate strategy and also examines the risks and opportunities for the company that result from social

and environmental factors and, increasingly, the ecological and social effects of the company's business activities. In addition, the Supervisory Board deals with sustainability reporting as part of the discussion of the Combined Management Report.

The duties of the Supervisory Board of Mercedes-Benz Group AG include the appointment and, if necessary, the dismissal of the members of the Board of Management. Initial appointments are for a maximum of three years. In addition, the Supervisory Board resolved a flexibly structured further reduction in the term of office for appointments and reappointments of individuals aged 58 or older at the beginning of a term of office.

With regard to the composition of the Board of Management, the Supervisory Board observes the statutory requirements for the equal participation of women and men. The specific details are presented in a separate section of this Declaration on Corporate Governance. Furthermore, with regard to the composition of the Board of Management, the Supervisory Board adopted a diversity concept embedded in an overall profile of requirements. Its specific details are also summarized in a separate section of this Declaration on Corporate Governance.

The Supervisory Board of Mercedes-Benz Group AG determines the system of Board of Management remuneration based on a proposal from the Presidential Committee, defines the targets for the variable remuneration components, including non-financial and sustainability-oriented parameters, and submits the

remuneration system to the General Meeting for approval. The Supervisory Board determines the individual remuneration of the Board of Management members in accordance with a remuneration system submitted to the General Meeting. Furthermore, the Supervisory Board regularly reviews both the remuneration system and the total individual remuneration of the individual members of the Board of Management in order to ensure that these remain appropriate. The adjusted remuneration system for the members of the Board of Management, which was approved by a majority of 91% at the Annual General Meeting in 2023, can be viewed at [group.mercedes-benz.com/remuneration-bom](https://group.mercedes-benz.com/remuneration-bom). The Remuneration report that was prepared jointly by the Board of Management and the Supervisory Board (including the opinion of the auditor pursuant to Section 162 of the German Stock Corporation Act) is also available there.

The Supervisory Board examines the Annual Financial Statements, the Consolidated Financial Statements, and the Combined Management Report of the company and the Group including the Sustainability Statement with the Non-Financial Declaration for the Company and the Group, as well as the proposal for the appropriation of the distributable profits. After discussions with the auditor and in consideration of the audit opinions of the auditor and the audit results of the Audit Committee, the Supervisory Board shall declare whether any objections are to be raised after the final result of its own review. If this is not the case, the Supervisory Board approves the Annual Financial Statements and the Combined Management Report; the financial statements are



deemed to have been adopted with the approval of the Supervisory Board. The Supervisory Board shall report to the Annual General Meeting on the results of its own review as well as on the nature and scope of the supervision of the Board of Management during the past financial year. The Report of the Supervisory Board on the 2024 reporting year is available in the Annual Report and at [group.mercedes-benz.com/company/corporate-governance/supervisory-board](https://group.mercedes-benz.com/company/corporate-governance/supervisory-board).

The Supervisory Board of Mercedes-Benz Group AG has adopted Rules of Procedure that, in addition to its duties and responsibilities, specifically regulate the convening and preparation of its meetings as well as the procedure for the adoption of resolutions and contain provisions that are intended to avoid conflicts of interest. The Rules of Procedure of the Supervisory Board are available on the Internet at [group.mercedes-benz.com/company/corporate-governance](https://group.mercedes-benz.com/company/corporate-governance).

For the meetings of the Supervisory Board during the reporting period, regular Executive Sessions were again scheduled in order to be able to discuss topics in the absence of the Board of Management. The Board of Management does not participate in meetings of the Supervisory Board and its committees to which the auditor is called in as an expert, unless the Supervisory Board or the committee deems its participation necessary. Meetings of the Supervisory Board and its committees should as a rule take place in person. In justified exceptional cases the meetings can be held in the form of a video conference or a conference call or

with the use of other comparable means of telecommunication or individual members can participate in a meeting using such means.

Every member of the Supervisory Board must disclose any conflicts of interest they may have without delay to the Chairman of the Supervisory Board. Conflicts of interest and the manner in which they are dealt with are disclosed in the Report of the Supervisory Board.

The Supervisory Board regularly evaluates how effectively it and its committees fulfil their tasks. In the financial year 2023, a comprehensive self-assessment of the Supervisory Board and its committees in which the perspective of the Board of Management was also taken into account took place with the involvement of an external consultant on the basis of an extensive questionnaire and additional interviews carried out. The Supervisory Board addressed the results in detail in its meeting on 21 February 2024. The results confirm very good, professional cooperation characterized by a high degree of trust within the Supervisory Board and its committees as well as with the Board of Management. There was no fundamental need for change. Some individual ideas and recommendations were discussed. In addition, the Audit Committee also conducted a self-evaluation of its activities in 2024 based on a comprehensive company-specific questionnaire. The positive results of this self-assessment were presented and discussed at the Audit Committee meeting on February 19, 2025.

As of 31 December 2024, in addition to the Mediation Committee to be established by law, there are four other committees of the Supervisory Board of Mercedes-Benz Group AG that perform the tasks assigned to them in the name of and on behalf of the Supervisory Board as a whole, to the extent permitted by law. The relevant committee chairpersons shall report on the work of the committees to the plenary meeting of the Supervisory Board at the latest at the next meeting of the Supervisory Board following the committee meeting. The Supervisory Board has adopted separate rules of procedure for all its committees. They are available on the Internet at [group.mercedes-benz.com/company/corporate-governance](https://group.mercedes-benz.com/company/corporate-governance).

### Presidential Committee

The Presidential Committee consists of the Chairman of the Supervisory Board, the Deputy Chairman of the Supervisory Board, and two other members elected by the Supervisory Board. As of 31 December 2024, the Presidential Committee consisted of Dr Martin Bruder-müller (Chairman), Ergun Lümalı (Deputy Chairman), Ben van Beurden and Roman Zitzelsberger.

The Presidential Committee makes recommendations to the Supervisory Board for the appointment of members to the Board of Management, in consideration of the overall profile of requirements defined by the Supervisory Board with the diversity concept, including the requirements for the proportion of women on the Board of Management. It submits proposals to the Supervisory Board for the structure of the remuneration system for



the Board of Management and for the appropriate individual total remuneration of the individual members of the Board of Management. The Presidential Committee is responsible for the contractual matters of the members of the Board of Management and decides on the granting of approval for ancillary activities of members of the Board of Management outside the Group.

In addition, the Presidential Committee advises and decides on corporate governance issues, on which it also makes recommendations to the Supervisory Board. It supports and advises the Chairman of the Supervisory Board and his Deputy and prepares the meetings of the Supervisory Board within the scope of its responsibilities.

### **Nomination Committee**

The Nomination Committee consists of the Chairman of the Supervisory Board and two other members elected by the shareholder representatives in the Supervisory Board by a majority of the votes cast. As of 31 December 2024, they are Dr Martin Bruder Müller (Chairman of the Nomination Committee), Ben van Beurden and Liz Centoni. The Nomination Committee is the only committee of the Supervisory Board composed exclusively of shareholder representatives. It makes recommendations to the Supervisory Board for proposals to the General Meeting for the election of shareholder representatives on the Supervisory Board. In this respect, it takes the statutory requirements for the participation of women into account and strives to fulfil the overall profile of requirements for the Supervisory Board as a whole.

### **Audit Committee**

The Audit Committee consists of four members elected by the Supervisory Board of Mercedes-Benz Group AG by a majority of the votes cast. As of 31 December 2024, they are the shareholder representatives Olaf Koch (Chairman of the Audit Committee) and Timotheus Höttges as well as the employee representatives Ergun Lümalı and Sebastian Fay.

The members of the Audit Committee as a whole are very familiar with the industry in which the company operates.

Pursuant to the German Stock Corporation Act (AktG), at least one member of the Audit Committee must have expertise in the field of accounting and at least one other member must have expertise in the audit of financial statements. In accordance with the German Corporate Governance Code, expertise in the field of accounting shall involve specialized knowledge of and experience with the use of accounting principles and internal control and risk management systems, while expertise in relation to the audit of financial statements shall also involve specialized knowledge of and experience with the same. In addition, specialized knowledge of and experience with financial reporting and financial statement auditing shall include sustainability reporting and the audit of sustainability reports. The Chairman of the Audit Committee shall have expertise as described in at least one of the aforementioned fields.

Throughout the course of his career, Olaf Koch has held management positions in the field of finance and controlling in his capacity as a chief financial officer, and he later served for many years as the Chairman of the Board of Management of Metro AG and Chairman of the Audit Committee of Hugo Boss AG. He has been a member of the Audit Committee of Mercedes-Benz Group AG since 2021 and its Chairman since 2022. He thus has specialized knowledge and experience with regard to the use of financial reporting principles and internal control and risk management systems and the audit of financial statements. This also includes sound knowledge of sustainability reporting and the audit of sustainability reports. For example, Olaf Koch introduced a sustainability target system and sustainability reporting at Metro AG, which led to the company maintaining a top position in the Dow Jones Sustainability Index for many years. He also monitors and contributes to the development of sustainability reporting and the audit of sustainability reports in general and at Mercedes-Benz Group AG in particular and he actively contributes his expertise to the work conducted by the Audit Committee.

Due to the many years he has spent serving in executive positions in the field of finance, most recently as Chief Financial Officer of Deutsche Telekom AG and as its CEO since 2014, Timotheus Höttges also has specialized knowledge and experience with regard to the use of financial reporting principles and internal control and risk management systems and the audit of financial statements. This also includes extensive knowledge of sustainability reporting and the audit of



sustainability reports, which he gained in his principal activity as CEO of Deutsche Telekom AG. He also monitors and contributes to the development of sustainability reporting and the audit of sustainability reports and he actively contributes his expertise to the work conducted by the Audit Committee of which he has been a member since 2022..

Both Olaf Koch, the Chairman of the Audit Committee, and Timotheus Höttges, in his capacity as the other shareholder representative on the Audit Committee, are independent of the company and its Board of Management. Further information on the evaluation of the independence of members of the Supervisory Board is summarized in the section [Overall profiles of requirements for the composition of the Board of Management and the Supervisory Board](#) in this Declaration on Corporate Governance.

The Audit Committee is responsible for monitoring the accounting and the accounting process, and for the audit of the financial statements, in particular the selection and independence of the auditor and the quality of the audit. At least once a year, it discusses the effectiveness and operation of the internal control and risk management system, the internal auditing system and the Compliance Management System, including the sustainability-related topics addressed therein, with the Board of Management. It receives regular reports on the work of Corporate Audit and the compliance organization. In addition, each member of the Audit Committee may obtain information directly from the heads of those corporate departments that

are responsible within the company for tasks relating to the Audit Committee in accordance with its Rules of Procedure via the Chairman of the Committee. The Chairman of the Committee shall communicate the information obtained to all members of the Audit Committee. If such information is obtained, the Board of Management shall be informed accordingly without delay.

At least quarterly, the Audit Committee receives the report of the BPO (Business & People Protection Office) whistleblowing system on complaints and information on possible violations of rules by top executives and violations of a defined catalogue of statutory provisions by other employees. It regularly obtains information on the processing of the said complaints and information.

The Audit Committee discusses the interim financial reports and the information provided by the auditor about the review of the interim financial reports with the Board of Management and the auditor. On the basis of the opinion of the auditor, the Audit Committee reviews the annual company Financial Statements, the annual Consolidated Financial Statements, and the Management Report of the company and the Group including the sustainability reporting and discusses them together with the auditor. The Audit Committee submits its recommendations regarding the adoption of the Annual Financial Statements of Mercedes-Benz Group AG, the approval of the Consolidated Financial Statements, and the proposal for the appropriation of profits to the Supervisory Board. The Committee also

makes recommendations concerning the proposal of the Supervisory Board for the election of the auditor, assesses the suitability, qualifications, and independence of the auditor, and, after appointment by the Annual General Meeting, engages the auditor for the audit of the Consolidated Financial Statements and the Annual Financial Statements as well as for the review of interim financial reports. In this respect, it also agrees on the fee and coordinates the key areas of the audit with the auditor.

The Chairman of the Audit Committee meets regularly with the auditor to discuss the progress of the audit and then reports to the Audit Committee on the results of these discussions. The Audit Committee also discusses topics with the auditor in the absence of the Board of Management.

The auditor shall report to the Audit Committee on any and all accounting matters considered critical and on any material weaknesses in the internal control and risk management system relating to the accounting process that are identified during the audit. The Audit Committee also addresses the sustainability reporting in the Management Report.

Finally, the Audit Committee also approves in advance permissible services that the auditors or their subsidiaries perform for Mercedes-Benz Group AG or its Group companies and that are not directly related to the audit of the annual accounts (or the review of interim financial statements).



Transactions between Mercedes-Benz Group AG and related parties within the meaning of Section 111 b of the German Stock Corporation Act (AktG) require the prior approval of the Audit Committee, unless the law or the Supervisory Board stipulates that the approval of the plenary Supervisory Board or another committee is required.

### **Legal Affairs Committee**

The Legal Affairs Committee is composed of six members elected by the Supervisory Board by a majority of the votes cast. As of 31 December 2024, the members of the Committee are the shareholder representatives Olaf Koch (Chairman), Dame Polly Courtice and Dr Doris Höpke as well as the employee representatives Ergun Lümali, Sebastian Fay and Michael Häberle. The Committee coordinates the exercising of the rights and obligations of the Supervisory Board with regard to the ongoing emission and cartel-related proceedings against the company and Group companies. It prepares resolutions of the Supervisory Board in this regard and makes corresponding resolution recommendations. As part of the agreement in principle reached in 2020 with various US authorities to terminate civil and environmental proceedings in connection with emission control systems of certain diesel vehicles, the Committee was assigned further tasks and decision-making competences with regard to the fulfilment of the obligations assumed in the agreement in principle. The said other tasks include, inter alia, the steering and monitoring of the Post Settlement Audit Team that was set up in the context of the agreement in principle.

### **Mediation Committee**

By law, the Mediation Committee consists of the Chairman of the Supervisory Board, Dr Martin Brudermüller; the Deputy Chairman of the Supervisory Board, Ergun Lümali; and two members elected by a majority of the votes cast, one by the employee representatives and one by the shareholder representatives on the Supervisory Board. As of 31 December 2024, they are Ben van Beurden for the shareholder side and Roman Zitzelsberger for the employee side. The Committee was established for the sole purpose of performing the task set out in Section 31 Subsection 3 of the German Co-Determination Act (MitbestG). As in previous years, the Mediation Committee had no reason to take action in 2024.

## **German Act on the Equal Participation of Women and Men in Leadership Positions, as amended by the German Second Act on Leadership Positions**

The requirements of the German Equal Participation of Women and Men in Leadership Positions Act are to be fulfilled at the company level. The following information therefore relates to the Board of Management of Mercedes-Benz Group AG, two management levels of Mercedes-Benz Group AG below its Board of Management, and the Supervisory Board of Mercedes-Benz Group AG.

By resolution of 3 December 2020, the Supervisory Board of Mercedes-Benz Group AG set a target for the proportion of women on the Board of Management of at least 25% by 31 December 2025. Since August 2022, a legally mandated minimum participation requirement must be complied with when appointing members of the Board of Management. This requirement stipulates that at least one woman and at least one man must be a member of the Board of Management in a listed company with co-determination and equal representation and more than three members on the Board of Management. Companies that are subject to the minimum proportion requirement are no longer obliged to set a target quota for the proportion of women on



the Board of Management. Nevertheless, the target quota determined in 2020 continued to apply in the reporting period as an aspect of the overall requirements profile for the composition of the Board of Management in addition to the statutory minimum participation requirement. As of 31 December 2024, three of the eight members of the Board of Management were women: Renata Jungo Brüngger, Sabine Kohleisen and Britta Seeger. The proportion of women on the Board of Management is now 37.5%, which means it exceeds the target that was set.

By a resolution dated 25 November 2020, the Board of Management set a 11.8% share of women at the first (two women of a total of 17 executives) and 22.5% at the second level of management of Mercedes-Benz Group AG (16 women of a total of 71 executives) below the Board of Management at the time of the resolution and a target for the proportion of women of at least 20% for the first and of at least 25% for the second level of the Mercedes-Benz Group AG below the Board of Management by 31 December 2025. As of 31 December 2024, the first level of management of Mercedes-Benz Group AG below the Board of Management consists of 11 executives, of whom 5 were women, corresponding to a percentage of women of 45.5%. At the second level of management of Mercedes-Benz Group AG below the Board of Management, as of 31 December 2024, 15 out of a total of 48 executives were women, corresponding to 31.3%.

The change in the total number of executives at the various management levels of Mercedes-Benz Group AG between 25 November 2020 and 31 December 2024 was mainly due to the spin-off and hive-down of the Daimler commercial vehicles business that has meanwhile been carried out and the associated transfers to Daimler Truck.

Based on the assumption of a total of 11 executives at the first management level below the Board of Management of Mercedes-Benz Group AG as of 31 December 2025, the set target quota of at least 20% results in a target of 3 women for this level. Based on the assumption of a total of 48 executives at the second management level below the Board of Management of Mercedes-Benz Group AG as of 31 December 2025, the set target quota of 25% results in a target of 12 women for this level.

The supervisory boards of listed companies subject to co-determination and equal representation of shareholders and employees on the Supervisory Board must be composed of at least 30% women and at least 30% men. The quota is to be met by the Supervisory Board as a whole. If the representatives of the shareholders or the representatives of the employees object to the Chairman of the Supervisory Board prior to the election, then the minimum share for this election shall be fulfilled separately by the shareholders and the employees. With regard to the election of shareholder representatives by the Annual General Meeting on 8 May, 2024, there was no objection to the overall fulfilment.

As of 31 December 2024, women made up 40% of the shareholder side of the Supervisory Board of Mercedes-Benz Group AG (Liz Centoni, Dame Polly Courtice, Dr Doris Hoepke and Professor Dr Helene Svahn), while the remaining 60% were men. At that point in time, on the employee side, Nadine Boguslawski, Gabriela Neher, Pia Simon and Monika Tielsch also made up 40% women and the remaining 60% were men.

As at 31 December 2024 the statutory quota for women for the Supervisory Board thus remained fulfilled.

In the event of the election of the candidates proposed by the Supervisory Board to the 2025 Annual General Meeting, the gender quota on the shareholder side will remain unchanged at 40% women and 60% men. With regard to this election, the overall fulfilment was not objected to. On the employee side, the proportion of women has increased to 50% with the court appointment of Barbara Resch as successor to Roman Zitzelsberger, effective January 1, 2025.

In addition to Mercedes-Benz Group AG itself, other Group companies are subject to co-determination and set their own targets for the proportion of women on their respective Supervisory Boards and Boards of Management and at the two levels below the Board of Management as well as a deadline for achieving these targets, and publish them in accordance with the statutory requirements.



Directive (EU) 2022/2381 on improving the balance between women and men among directors of listed companies and on related measures sets a target of 40% of the underrepresented sex among non-executive directors and 33% among all directors for large listed companies in the EU. The targets are to be achieved by 30 June 2026. The deadline for implementation of the Directive into national law expired on December 28, 2024. In November 2024, the German Federal Government suspended both the binding targets for companies and the means to achieve them in accordance with the Directive.

## Overall profiles of requirements for the composition of the Board of Management and the Supervisory Board

With regard to the composition of its Board of Management and its Supervisory Board, Mercedes-Benz Group AG considers competence profiles and diversity concepts with regard to aspects such as age and gender. The Supervisory Board has combined these profiles and concepts in the overall profiles of requirements for the Board of Management and the Supervisory Board described below. The profiles of requirements are reviewed annually and also serve as a basis for long-term succession planning.

### Board of Management

The objective of the profile of requirements for the Board of Management is to ensure that the Board of Management has excellent leadership skills and that its composition is as diverse and complementary as possible. The Board of Management as a whole shall possess the knowledge, skills and experience necessary for the proper performance of its duties and at the same time embody the company's management philosophy on the basis of the various personal backgrounds and skills of its members. The key factor for the decision on filling a specific board position is always the interest of the company, taking any and all circumstances of the individual case into account.

The profile of requirements for the Board of Management remained the same in the reporting period as in the previous year and included the following aspects:

- The members of the Board of Management shall have **diverse educational and professional backgrounds**, preferably with at least two members with a technical background. As of 31 December 2024, the Board of Management includes two graduate engineers, Markus Schäfer and Dr Jörg Burzer. Ola Källenius has demonstrated his technical expertise on a sustained basis since taking over the Group Research & Mercedes-Benz Cars Development division on 1 January 2017.
- On 3 December 2020, the Supervisory Board set a target for the **proportion of women** on the Board of Management of at least 25% by 31 December 2025. In August 2022, the previous statutory obligation to set a target quota for the proportion of women was replaced by a statutory minimum participation requirement of one woman (and one man) for boards of management consisting of more than three persons at listed companies with co-determination and equal representation. For the reporting period, however, the target quota determined in 2020 continued to apply as an aspect of the overall requirements profile for the composition of the Board of Management in addition to the statutory minimum participation requirement. As of 31 December 2024, three of the eight members of the Board of Management are women:



Renata Jungo Brüngger, Sabine Kohleisen and Britta Seeger. The proportion of women on the Board of Management is now 37.5%, which means it exceeds the target that was set.

- For the **last possible age-related appointment or reappointment** of a member of the Board of Management, the completion of the 62nd year of life at the time of the beginning of a (new) term of office generally serves as a guideline. When determining this age limit, the Supervisory Board deliberately opted for a flexible benchmark in order to preserve the necessary leeway for appropriate decisions in individual cases. With the exception of Renata Jungo Brüngger, all members of the Board of Management fall below this standard age limit as of 31 December 2024.
- In addition, attention shall be paid to a sufficient **generational mix** among the members of the Board of Management; if possible, at least three members of the Board of Management shall be 57 years of age or younger at the beginning of the relevant term of office. As of 31 December 2024, this applies to Ola Källenius, Dr Jörg Burzer, Britta Seeger and Harald Wilhelm.
- In the composition of the Board of Management, attention shall also be paid to **internationality** in the sense of different cultural backgrounds or international experience through several years of stays abroad; if possible, at least one member of the Board of Management shall be of international origin. Notwithstanding the many years of international experience of the vast majority of the

members of the Board of Management, this goal had already been achieved by 31 December 2024, simply because of the international origins of Ola Källenius and Renata Jungo Brüngger and the focus of Hubertus Troska's activities in China.

- As a rule, and subject to disclosure of a deviation in the annual Declaration of Compliance with the German Corporate Governance Code, members of the Board of Management **shall not hold more than two mandates on supervisory boards in non-Group listed companies or comparable functions** and shall not chair a supervisory board of a non-Group listed company. For the purpose of the profile of requirements, mandates on supervisory boards in joint ventures, the performance of which is part of the departmental responsibility of a member of the Board of Management, are not considered to be comparable functions.

Of the non-Group memberships of Supervisory Boards and other supervisory bodies held by Hubertus Troska, only BAIC Motor Corporation Ltd. is listed on the stock exchange. This mandate ended on 22 March 2024. With the exception of the mandate at Beijing Foton Daimler Automotive Co., Ltd., his other mandates outside the Group are mandates in non-listed joint ventures within his departmental responsibility. In the opinion of the Supervisory Board, these mandates do not pose any requirements comparable to mandates on supervisory boards of listed companies outside the Group in terms of the requirements profile. In the opinion of the Supervisory Board, this also applies to

Hubertus Troska's mandate at Beijing Foton Daimler Automotive Co., Ltd., a company of the Daimler Truck Group, that ended on 1 October 2024, as well as to Markus Schäfer's mandates outside the Group.

Of the non-Group memberships of supervisory boards and other supervisory bodies held by Britta Seeger, only Deutsche Lufthansa AG is listed on the stock exchange. In the opinion of the Supervisory Board, the other mandates outside the Group are mandates within the scope of her departmental responsibilities that, in terms of the profile of requirements, do not pose any demands comparable to a mandate on the Supervisory Board of a listed company outside the Group.

Renata Jungo Brüngger is a member of the Supervisory Board of the listed company Münchener Rückversicherungs-Gesellschaft Aktiengesellschaft and Harald Wilhelm was a member of the Supervisory Board of the also listed BAIC Motor Corporation Ltd until 22 March 2024. In addition, both are represented on the Supervisory Board of the non-Group listed Daimler Truck Holding AG as well as on the Supervisory Board of the non-listed Daimler Truck AG, a wholly owned subsidiary of Daimler Truck Holding AG. The shareholder representatives on the Supervisory Boards of Daimler Truck Holding AG and Daimler Truck AG are identical. Against this background, in the opinion of the Supervisory Board, membership of the Supervisory Board of Daimler Truck AG does not impose any additional requirements comparable to the mandate at Daimler Truck Holding AG in terms of the profile of



requirements. A deviation from the recommendation of the German Corporate Governance Code that members of boards of management of listed companies should not hold more than two mandates on supervisory boards in non-Group listed companies or comparable functions and should not chair a supervisory board is stated and justified in the 2024 Declaration of Compliance, notwithstanding the assessments of the Supervisory Board for the purposes of the profile of requirements.

With effect from 1 January 2025, the Supervisory Board has decided to adjust the overall requirements profile of the Board of Management:

- The aspect of gender ratio was aligned with the legal situation as changed in 2020. In accordance with the legal requirement, the Board of Management must include at least one woman and at least one man. The target quota for women no longer applies.
- The aspect of generational mix has been tightened up so that, if possible, at least two members of the Board of Management should be 52 years old or younger at the start of their current term of office. This is also intended to promote diversity and the consideration of different perspectives with regard to the age structure of the Board of Management.
- The aspect of the maximum number of mandates has been deleted. Instead, a new aspect of sustainability/ESG has been added to the requirements profile of the Board of Management, according to

which the its members as a whole should have knowledge and experience in the area of sustainability/ESG that is relevant to the Company. This is intended to take into account the increasing regulatory and practical importance of this topic.

The other aspects of the overall requirements profile of the Board of Management remain unaffected. The criteria of the profile of requirements shall be taken into account when filling positions on the Board of Management. The Presidential Committee draws up a short-list of available candidates on the basis of a target profile, taking into account the specific qualification requirements and the requirements profile. It then submits a candidate proposal to the Supervisory Board together with the reasons for its recommendation for the decision-making. The decisive factor is always the interest of the company, in consideration of any and all circumstances of the individual case.

In the view of the Supervisory Board, fundamental individual suitability criteria for a position on the Board of Management are, in particular, personality, integrity, convincing leadership qualities, professional qualifications for the division to be taken over, past performance, knowledge of the company, and the ability to adapt business models and processes in a changing world.

Together with the Board of Management, the Supervisory Board also ensures long-term succession planning for the Board of Management, with due consideration of the profile of requirements and the circumstances of the individual case. The Presidential Committee of the Supervisory Board regularly discusses talents and exceptional leaders of the company. The contract terms and renewal options of current members of the Board of Management are discussed, as well as possible successors. On the basis of a potential analysis and in consideration of the criteria of the profile of requirements, executives from the management level below the Board of Management as well as special high potentials are assessed and the next development steps are discussed and determined together with the Board of Management. The process of succession planning also includes regular reporting by the Board of Management on the proportion and development of female managers, especially at the first and second management levels below the Board of Management. The Board of Management is responsible for proposing a sufficient number of suitable candidates to the Supervisory Board. Mercedes-Benz Group AG aims to predominantly fill positions on the Board of Management with managers developed within the company. Nevertheless, potential external candidates are also evaluated and included in the selection process on a case-by-case basis, with the support of external recruitment consultancy firms.



## Supervisory Board

The Supervisory Board as a whole must be familiar with the industry in which the company operates.

The aim of the profile of requirements for the Supervisory Board in its entirety is also to ensure that the composition of the Supervisory Board is as diverse and complementary as possible. The Supervisory Board shall, as a whole, understand the business model of the company and possess the knowledge, skills and experience – including expertise on the sustainability issues that are important for the company – necessary to properly provide qualified supervision and advice to the Board of Management.

Overall, the members of the Supervisory Board shall complement one another in terms of their expertise and professional experience in such a way that the Board as a whole can draw on the broadest possible pool of experience and diverse specialist knowledge. Furthermore, the Supervisory Board considers the diversity of its members in terms of age, gender, internationality and other personal characteristics as an important prerequisite for an effective working relationship. The decision of the Supervisory Board on an election proposal to the General Meeting shall always be based on the interests of the company, taking any and all circumstances of the individual case into account.

The requirements profile for the Supervisory Board in the reporting period included the following aspects, unchanged from the prior year:

### - **Standard limit of membership duration**

As a rule, only candidates who have not already been members of the Supervisory Board for 12 years at the time of their (re-)election shall be proposed for election to the Supervisory Board for a full term of office. On 31 December 2024, this requirement was fulfilled for all members of the Supervisory Board in office.

### - **Diversity**

- **Gender ratio:** By law, at least 30% of the members of the Supervisory Board must be women and at least 30% must be men. The quota is to be met by the Supervisory Board as a whole, unless the representatives of the shareholders or the representatives of the employees object to the overall fulfilment. If such an objection is made, then the minimum proportion for the next election in the given case is to be fulfilled separately by the shareholder side and the employee side. As of 31 December 2024, there are four women on both the side of the shareholders and the side of the employees. This puts the proportion of women on the shareholder side, the employee side and for the Supervisory Board as a whole at 40%. With regard to the election of shareholder representatives by the Annual General Meeting on May 8, 2024, there

was no objection to the overall fulfilment. In the event of the election of the candidates proposed by the Supervisory Board to the 2025 Annual General Meeting, the gender quota on the shareholder side will remain unchanged at 40% women and 60% men. Also with regard to this election, the overall fulfilment was not objected to. On the employee side, the proportion of women has increased to 50% with the court appointment of Barbara Resch as successor to Roman Zitzelsberger, effective January 1, 2025.

- **Generational mix:** At least 30% of the members of the Supervisory Board shall be no more than 62 years of age at the time of their election or re-election. Except for Dr Martin Bruder Müller, Dame Polly Courtice, Marco Gobetti and Stefan Pierer, all other members (16 members, or more than 30%) of the Supervisory Board in office on 31 December 2024 were aged 62 or younger at the time of their election or re-election for the current term of office.

- **Internationality:** At least 30% of shareholder representatives shall be of international origin (international citizenship) or have international experience. All shareholder representatives in office on 31 December 2024 have international experience. Moreover, the target has already been exceeded simply because of the international background of six shareholder representatives – Ben van Beurden, Liz Centoni, Dame



Polly Courtice, Marco Gobetti, Stefan Pierer and Professor Dr Helene Svahn – who together account for 60% of the shareholder representatives.

- **Educational and professional background:** the members of the Supervisory Board should have different educational and professional backgrounds. As of 31 December 2024, the members of the Supervisory Board display a broad range of educational and professional backgrounds. Dr Martin Brudermüller, Ben van Beurden, Liz Centoni, Stefan Pierer, Professor Helene Svahn and Roman Zitzelsberger have university degrees in chemistry, business and energy management, biotechnology and/or electrical engineering. Other employee representatives have completed relevant professional training. Several university graduates in economics are represented, including Timotheus Höttges and Olaf Koch on the shareholder side and Pia Simon and Michael Bettag on the employee side. Dame Polly Courtice and Marco Gobetti are proven experts in the field of sustainability and the luxury segment respectively. A lawyer belongs to both the shareholder and employee side. A social economist and a production mechanic round off the diverse educational and professional backgrounds on the Supervisory Board.

#### - **Formal suitability**

- **Independence:** In order to ensure independent advice to and supervision of the Board of Management by the Supervisory Board, more than half of the shareholder representatives on the Supervisory Board shall be independent of the company and the Board of Management, subject to the disclosure of a deviation from the corresponding recommendation of the German Corporate Governance Code in the Declaration of Compliance pursuant to Section 161 of the German Stock Corporation Act (AktG).

A shareholder representative on the Supervisory Board shall be independent of the company and its Board of Management if he or she has no personal or business relationship with the company or its Board of Management that could give rise to a material and not merely temporary conflict of interests. The assessment of independence is incumbent on the shareholder representatives on the Supervisory Board themselves. In this respect, four indicators must be taken into account that may point to a lack of independence: membership of the Board of Management within the last two years prior to the appointment as a member of the Supervisory Board; a significant business relationship with the company or a company dependent on it, e.g. as a customer, supplier, lender or consultant; a close family relationship to a member of the Board of Management; membership of the Supervisory Board for more than twelve years

(all criteria relate to both the members of the Supervisory Board and their close family members). However, the shareholder side is expressly at liberty to regard the member of the Supervisory Board in question as independent if one or even several negative indicators are fulfilled – however, this assessment should then be substantiated in the Declaration on Corporate Governance.

On the basis of the information known to the Supervisory Board, the shareholder representatives are of the opinion that there are no specific indications of relevant personal or business relationships or circumstances, in particular with regard to the company, members of the Board of Management or other members of the Supervisory Board, that could constitute a material and not merely temporary conflict of interests and therefore argue against the independence of any member of the Supervisory Board on the shareholder side. During the reporting period, the shareholder representatives Dr Martin Brudermüller, Liz Centoni, and Timotheus Höttges in particular did not have any such material business relationship with Mercedes-Benz Group AG or any company dependent on Mercedes-Benz Group AG (e.g. as a supplier, customer, lender or consultant) in a responsible function of a company outside the Group. The same applies – also in view of the information provided in the chapter Consolidated Financial Statements in the note [Related party disclosures](#) – to Stefan



Pierer in his role as a shareholder and/or board member of companies in the Pierer Group. He sold the majority of the LEONI Group in September 2024. The transaction has not been closed yet. No former member of the Board of Management was a member of the Supervisory Board during the reporting period. No member of the Supervisory Board holds board functions or performs advisory tasks for significant competitors.

As a result, according to the assessment of the shareholders' side, at 31 December 2024, all shareholder representatives on the Supervisory Board were to be deemed independent, namely Dr Martin Bruder Müller, Ben van Beurden, Liz Centoni, Dame Polly Courtice, Marco Gobetti, Dr Doris Höpke, Timotheus Höttges, Olaf Koch, Stefan Pierer and Professor Dr Helene Svahn.

- **Standard age limit:** As a rule, only candidates who are not older than 72 years at the time of their election shall be proposed for election to the Supervisory Board for a full term of office. Upon the establishment of this age limit, the Supervisory Board deliberately decided against a rigid maximum age limit and in favour of a flexible standard limit that preserves the necessary leeway for an appropriate assessment of the circumstances of the individual case, that defines the group of potential candidates in a sufficiently broad manner, and that also allows for re-election. None of the members of the Supervisory Board in office on 31 December

2024 exceeded the standard age limit at the time of their election for a full term of office.

#### Expertise and experience

- **Two financial experts:** At least one member of the Audit Committee must have expertise in the field of accounting and at least one other member must have expertise in the audit of financial statements. Expertise in the field of accounting should involve specialized knowledge of and experience with the use of accounting principles and internal control and risk management systems, while expertise in relation to the audit of financial statements must also involve specialized knowledge of and experience with the same. In addition, specialized knowledge of and experience with financial reporting and financial statement auditing shall include sustainability reporting and the audit of sustainability reports. On the shareholder side, the Audit Committee has two financial experts as members – Olaf Koch and Timotheus Höttges – whose current or past relevant duties at (listed) companies, as well as continuing qualification activities, ensure they have specialized knowledge of and experience with accounting and the audit of financial statements. The same applies to their specialized knowledge of and experience with sustainability reporting and the audit of sustainability reports. Further details on the expertise of the two financial experts can be found in the information on the composition and working method of the Audit Committee in this Declaration on Corporate Governance.

- **Other special areas of expertise:** the Supervisory Board shall, as a whole, possess expertise and experience in areas of particular relevance to the company. At least three members of the Supervisory Board shall bring knowledge and experience in each of the following areas:
  - Finance (e.g. accounting, controlling, risk management, auditing, M&A)
  - Strategy
  - Digitalization/IT (e.g. software, processes, data security)
  - Transformation (e.g. products, working models)
  - HR (e.g. human resources management, employee issues, world of work)
  - Sustainability/ESG (in particular: the environment – green production and logistics, climate and decarbonization strategy; social – people plan, sustainable supply chains; governance – sustainable corporate governance, sustainable finance)
  - Industry (e.g. production, procurement)
  - Innovation, research and development, technology
  - Sales/brands
  - Capital markets



The specification examples in the parentheses for the areas shown above are not exhaustive; in addition, expertise does not have to be demonstrated for every specified item in the parentheses for each area.

On the basis of the table Qualification matrix of the Supervisory Board members, the Supervisory Board as a whole in its composition as of 31 December 2024 meets the defined requirements pertaining to its expertise/experience. More than three members of the Supervisory Board have relevant knowledge and/or experience in each of the areas of expertise shown above. The explanations shown below regarding the members of the Supervisory Board who are mentioned by name should therefore be viewed as examples.

In the area of **finance**, Ben van Beurden and Dr Doris Höpke in particular possess special expertise, as do the two financial experts Olaf Koch and Timotheus Höttges and the other members of the Audit Committee, Ergun Lümali and Sebastian Fay.

With regard to **strategy**, Dr Martin Bruder Müller in particular has proven sector-specific expertise as a result of his previous professional experience. In terms of the corporate strategy that is geared towards sustainability and the luxury vehicle segment, the ESG expertise of Dame Polly Courtice, as well as Marco Gobetti's experience in the luxury-goods industry, deserve special mention. In addition, Roman Zitzelsberger and Ergun Lümali in particular have extensive experience with strategy issues – Roman Zitzelsberger due to the mandates he has held in various supervisory boards and Ergun Lümali due to the many years he has served on the company's Supervisory Board.

In the area of **digitalization/IT**, Liz Centoni and Timotheus Höttges, among others, contribute expertise and experience gained through their professional activities at Cisco and Deutsche Telekom, respectively. The same can be said for Monika Tielsch due to her activity as a Works Council member in the R&D unit, where the MB.OS operating system is being developed.

Dr Martin Bruder Müller and Ben van Beurden in particular have extensive expertise in the area of **transformation**. They were particularly responsible for the transformation of the companies they chaired as CEOs. In their capacity as works council chairmen at key Mercedes-Benz production plants, both Ergun Lümali and Michael

Häberle use their expertise to help manage the transformation at the Mercedes-Benz Group.

In the area of **human resources**, Dr Doris Höpke, among others, possesses profound knowledge due to her professional experience as a Chief Human Resources Officer and Labour Director of a listed company. As a representative of senior executives, Pia Simon also has the relevant expertise. Furthermore, the relevant knowledge and experience contributed by IG Metall representatives Nadine Boguslawski, Sebastian Fay and Roman Zitzelsberger are very valuable for the work of the Supervisory Board.

In the area of **sustainability/ESG**, Dame Polly Courtice contributes the expertise she has gained in ESG matters as a result of having served for many years as Director of the University of Cambridge Institute for Sustainability Leadership. Dr Martin Bruder Müller, Ben van Beurden and Timotheus Höttges in particular contribute to the Supervisory Board their knowledge of and experience with environmental (E) issues. All of them deal or dealt extensively with sustainability issues (in particular those relating to climate change mitigation and decarbonization) at the companies in which they serve or served as chairmen of the board of management. Dame Polly Courtice as well as the employee representatives on the Supervisory Board possess expertise in the fields shown above that



relate to the social (S) component of ESG. With regard to governance (G), Olaf Koch and Sebastian Fay contribute to the Supervisory Board the expertise they have gained throughout their professional careers.

In the area of **industry**, Dr Martin Bruder Müller's many years of experience in the chemical industry are particularly noteworthy. He has further deepened his industry-specific knowledge since assuming the role of Chairman of the Supervisory Board. Stefan Pierer also possesses in-depth industrial experience. In addition, Ergun Lümali possesses expertise relevant to the area of industry due to the many years he has spent as Chairman of the Works Council at the Mercedes-Benz Sindelfingen plant.

With respect to **innovation, research and development**, the proven expertise of Professor Dr Helene Svahn deserves to be especially highlighted. Liz Centoni also possesses specialized knowledge in this area due to the many years she has spent in executive positions at Cisco. Finally, Monika Tielsch and Michael Häberle, among others, also contribute to the Supervisory Board the expertise they have gained in this area throughout their careers.

In the area of **sales/brands**, Stefan Pierer's industry-related knowledge must be recognized. In addition, Marco Gobbetti enriches the Supervisory Board with special expertise in the

area of branding. Michael Bettag has many years of experience in sales.

The area of **capital markets** is extremely well covered by Dr Martin Bruder Müller, Ben van Beurden, Olaf Koch and Timotheus Höttges in particular, as all of them serve or have served as chairmen of listed companies. Ergun Lümali and Roman Zitzelsberger, among others, also possess expertise with regard to capital markets after having served as members of the Supervisory Board for many years.

With effect from 1 January 2025, the Supervisory Board has decided to adjust its overall requirements profile:

- The aspect of the standard retirement age has been tightened up so that a four-year term of office is already considered a full term of office within the meaning of the standard retirement age. This corresponds to the practice of the Supervisory Board of only proposing Supervisory Board candidates to the Annual General Meeting for a term of office of a maximum of four years instead of the legally permitted five years.
- Industry and digitalization/IT, two of the to date ten special fields of expertise in which at least three members of the Supervisory Board should have expertise/experience, will be merged into one field of expertise. This is intended to take into account the close interconnection of these two areas of expertise.

- As a new requirement in the overall requirements profile of the Supervisory Board, the Supervisory Board as a whole should have skills/experience in the regions that are particularly relevant for the company: Germany, Europe, America, Asia-Pacific (especially China). Regional skills in this sense are professional activity in the region or professional experience related to the region.

The other aspects of the overall requirements profile for the Supervisory Board remain unchanged.

Proposals by the Supervisory Board for the election of shareholder representatives by the General Meeting, for which the Nomination Committee makes recommendations, shall take the aspects outlined above into account and aim to fulfil the profile of requirements for the Board as a whole. The Nomination Committee shall draw up a short-list of available candidates on the basis of a target profile, taking the specific qualification requirements and the aforementioned criteria into account, and, while doing so, also obtain assurances that the proposed candidate has sufficient time to be able to exercise the mandate with due diligence. Subsequently, the Nomination Committee submits a candidate proposal to the Supervisory Board together with the reasons for its recommendation for decision-making. The decision of the Supervisory Board on the election proposal to the General Meeting shall always be based on the interests of the company, taking any and all circumstances of the individual case into account.



The terms of office of the shareholder representatives on the Supervisory Board of Mercedes-Benz Group AG end at different times (“staggered board”). Every year, the General Meeting elects one or more shareholder representatives. The staggered board opens up the possibility of adapting the composition of the Supervisory Board more flexibly to a changing environment. In addition, it facilitates the search for suitable candidates, because not all seats on the shareholder side have to be filled at a single General Meeting. The Nomination Committee of the Supervisory Board regularly reviews which mandates end at which point in time and whether the relevant mandate holders are eligible and willing to serve a further term of office, taking the aforementioned criteria into account. In the search for new candidates, the Nomination Committee may rely on independent external recruitment consultancy services if it chooses to do so.

## Shareholders and General Meeting

The shareholders exercise their membership rights, in particular their voting rights, at the General Meeting. Each share of Mercedes-Benz Group AG entitles the holder to one vote. Documents and information about the General Meeting are available at [group.mercedes-benz.com/am](https://group.mercedes-benz.com/am).

In the context of comprehensive investor and public relations, the company is in close contact with its shareholders. Shareholders, financial analysts, shareholder associations, the media and interested members of the public are regularly and comprehensively informed about the company’s situation and are promptly informed about important business changes. The Chairman of the Supervisory Board is also prepared, within appropriate and reasonable limits, to discuss topics specific to the Supervisory Board with investors, e.g. the remuneration of the Board of Management and the work and the structure of the Supervisory Board and its committees. Such discussions took place in the run-up to the 2024 Annual General Meeting and following the election of the new Chairman of the Supervisory Board in September 2024.

In addition to other channels of communication, the company makes very good use of the company website for investor relations. All key information published in 2024, including annual, quarterly and half-yearly

financial reports, press releases, voting rights notifications by major shareholders, presentations and audio recordings from analyst and investor events and conference calls, as well as the financial calendar, is available at [group.mercedes-benz.com/investors](https://group.mercedes-benz.com/investors). The dates of important publications, such as the annual report and interim financial reports, as well as the dates of the General Meeting, the annual press conference and analysts’ conferences, are announced well in advance in the financial calendar.


**Qualification matrix of the Supervisory Board members**

	Dr Martin Bruder Müller	Ben van Beurden	Liz Centoni	Dame Polly Courtice	Marco Gobbetti
<b>Tenure</b>					
Joined board in	2021	2021	2021	2022	2022
Term limit not breached	✓	✓	✓	✓	✓
<b>Diversity</b>					
Gender	Male	Male	Female	Female	Male
Year of birth	1961	1958	1964	1952	1958
Nationality	German	Dutch	US	British/South Africa	Italian
International experience <sup>1</sup>	✓	✓	✓	✓	✓
Educational and professional background	Chemistry	Chemical engineering	Chemistry/MBA/software engineering	History/marketing/sustainability	International management/sales
<b>Formal suitability</b>					
Independence <sup>2</sup>	✓	✓	✓	✓	✓
Age limit not breached	✓	✓	✓	✓	✓
<b>Competencies/experience</b>					
<b>Finance</b> (e.g. accounting, controlling, risk management, audit, M&A)					
	✓	✓	✓		✓
<b>Strategy</b>	✓	✓	✓	✓	✓
<b>Digitalization/IT</b> (e.g. software, processes, data protection)					
	✓	✓	✓		
<b>Transformation</b> (e.g. product, working models)					
	✓	✓	✓	✓	✓
<b>HR</b> (e.g. personnel management, employee issues, working environment)					
	✓	✓	✓	✓	✓
<b>Sustainability/ESG<sup>4</sup></b>					
	✓	✓	✓	✓	✓
<b>Industry</b> (e.g. production, procurement)					
	✓	✓			
<b>Innovation, research and development, technology</b>					
	✓	✓	✓	✓	✓
<b>Sales/Brand</b>					
			✓	✓	✓
<b>Capital market</b>					
	✓	✓			✓

Footnotes are at the bottom of the table



	Dr Doris Höpke	Timotheus Höttges	Olaf Koch	Stefan Pierer	Professor Dr Helene Svahn
<b>Tenure</b>					
Joined board in	2024	2020	2021	2023	2021
Term limit not breached	✓	✓	✓	✓	✓
<b>Diversity</b>					
Gender	Female	Male	Male	Male	Female
Year of birth	1966	1962	1970	1956	1974
Nationality	German	German	German	Austrian	Swedish
International experience <sup>1</sup>		✓	✓	✓	✓
Educational and professional background	Law/mediation	Business administration/MBA	Business administration	Integrated master's degree in engineering —business and energy management	Biotechnology/electrical engineering
<b>Formal suitability</b>					
Independence <sup>2</sup>	✓	✓	✓	✓	✓
Age limit not breached	✓	✓	✓	✓	✓
<b>Competencies/experience</b>					
<b>Finance</b> (e.g. accounting, controlling, risk management, audit, M&A)	✓	✓ <sup>3</sup>	✓ <sup>3</sup>	✓	✓
<b>Strategy</b>	✓	✓	✓	✓	✓
<b>Digitalization/IT</b> (e.g. software, processes, data protection)	✓	✓	✓		
<b>Transformation</b> (e.g. product, working models)	✓	✓	✓	✓	✓
<b>HR</b> (e.g. personnel management, employee issues, working environment)	✓	✓	✓	✓	✓
<b>Sustainability/ESG<sup>4</sup></b>	✓	✓	✓	✓	✓
<b>Industry</b> (e.g. production, procurement)				✓	✓
<b>Innovation, research and development, technology</b>	✓	✓	✓	✓	✓
<b>Sales/Brand</b>		✓	✓	✓	
<b>Capital market</b>	✓	✓	✓	✓	✓

Footnotes are at the bottom of the table



	Ergun Lümali	Michael Bettag	Nadine Boguslawski	Sebastian Fay	Michael Häberle
<b>Tenure</b>					
Joined board in	2014	2015	2021	2024	2018
Term limit not breached	✓	✓	✓	✓	✓
<b>Diversity</b>					
Gender	Male	Male	Female	Male	Male
Year of birth	1962	1961	1977	1984	1969
Nationality	German	German	German	German	German
Educational and professional background	Construction mechanics/ compensation and service policy	Business administration	Electronics engineer	Law	Mechanical engineering business administration
<b>Formal suitability</b>					
Age limit not breached	✓	✓	✓	✓	✓
<b>Competencies/experience</b>					
<b>Finance</b> (e.g. accounting, controlling, risk management, audit, M&A)	✓	✓	✓	✓	✓
<b>Strategy</b>	✓	✓	✓	✓	✓
<b>Digitalization/IT</b> (e.g. software, processes, data protection)					
<b>Transformation</b> (e.g. product, working models)	✓	✓	✓	✓	✓
<b>HR</b> (e.g. personnel management, employee issues, working environment)	✓	✓	✓	✓	✓
<b>Sustainability/ESG<sup>4</sup></b>	✓	✓	✓	✓	✓
<b>Industry</b> (e.g. production, procurement)	✓		✓	✓	✓
<b>Innovation, research and development, technology</b>	✓		✓		✓
<b>Sales/Brand</b>		✓			
<b>Capital market</b>	✓				

Footnotes are at the bottom of the table



	Gabriela Neher	Michael Peters	Pia Simon	Monika Tielsch	Roman Zitzelsberger
<b>Tenure</b>					
Joined board in	2023	2023	2024	2021	2015
Term limit not breached	✓	✓	✓	✓	✓
<b>Diversity</b>					
Gender	Female	Male	Female	Female	Male
Year of birth	1995	1968	1971	1967	1966
Nationality	German	German	German	German	German
Educational and professional background	Production mechanic/ graphic designer	Sheet metal processor	Business administration	Socioeconomics/mediation	Mechanical engineering/ management
<b>Formal suitability</b>					
Age limit not breached	✓	✓	✓	✓	✓
<b>Competencies/experience</b>					
<b>Finance</b> (e.g. accounting, controlling, risk management, audit, M&A)		✓	✓		✓
<b>Strategy</b>		✓	✓	✓	✓
<b>Digitalization/IT</b> (e.g. software, processes, data protection) ✓				✓	
<b>Transformation</b> (e.g. product, working models)	✓	✓	✓	✓	✓
<b>HR</b> (e.g. personnel management, employee issues, working environment)	✓	✓	✓	✓	✓
<b>Sustainability/ESG<sup>4</sup></b>	✓	✓	✓	✓	✓
<b>Industry</b> (e.g. production, procurement)	✓	✓	✓	✓	✓
<b>Innovation, research and development, technology</b>				✓	✓
<b>Sales/Brand</b>				✓	
<b>Capital market</b>					✓

1 Only relevant for shareholder representatives.

2 Within the meaning of the German Corporate Governance Code; only relevant for shareholder representatives.

3 Financial expert in accordance with Section 100 Subsection 5 of the German Stock Corporation Act (AktG), Recommendation D.3 DCGK (German Corporate Governance Code).

4 Especially: environmental – green production and logistics, climate and decarbonization strategy; social – people plan, sustainable supply chains; governance – sustainable corporate governance, sustainable finance.