

140 YEARS OF
INNOVATION



Remuneration Report 2025

Mercedes-Benz Group

Dear Shareholders,

On behalf of the Board of Management and the Supervisory Board, I am delighted to present to you the 2025 Remuneration Report for Mercedes-Benz Group AG. In this foreword, I would like to address the most important remuneration issues for 2025 and give you a short outlook on 2026.

2025 Remuneration

This year's remuneration report reflects a challenging business environment that has been significantly influenced by external market factors such as the technological transformation, regulatory framework conditions, trade conflicts and geo-political tensions.

Under these difficult conditions, the Board of Management has successfully developed the company further, preparing it for the future.

The huge challenges affected the payment of the annual bonus, which, at 86%, represents a good performance in this environment. In line with the system, the annual bonus is lower compared to last year. As previously, the main components of the remuneration system include basic remuneration (plus fringe benefits and pension commitments), short-term variable remuneration (annual bonus) and long-term remuneration (PPSP).

The Board of Management most recently received an increase in salary in May 2023. The Supervisory Board deemed it inappropriate to adjust the Board of Management's remuneration in 2025 in light of the economic conditions and the Board's responsibility towards the shareholders and stakeholders.

Changes to the Board of Management

Changes to the Board of Management that took place in 2025 will be taken into account in this report.

I would like to express my sincere thanks to Sabine Kohleisen, Hubertus Troska, Renata Jungo Brüngger and Markus Schäfer for their long-term contribution to the company.

At the same time, I would like to welcome Mathias Geisen, Oliver Thöne, Olaf Schick and Michael Schiebe as new members to the Board of Management. I am confident that their varied perspectives and their expertise will lead the company on to further successes.

In a time of profound change, higher overall expenses were necessary for the Board of Management in 2025, incurred by temporary double appointments during the transition, as was a strategic investment to ensure stability and a seamless hand-over.

Outlook: 2026 Remuneration

In May 2025, the Annual General Meeting approved a revised remuneration system that was implemented in 2026. The updated system places a stronger focus on the performance-related remuneration for the Board of Management, while at the same time increasing the clarity and measurability of the underlying targets and reducing complicity. Strategically important long-term ESG targets continue to play a decisive role in ensuring the sustainable development of the Mercedes-Benz Group. The effects of these improvements will be visible in the 2026 Remuneration Report.

On behalf of the Supervisory Board, I would like to thank the teams that worked throughout the year on the implementation, goal setting and monitoring of further developments in relation to remuneration. I would also like to thank all of our shareholders for their continued commitment and their valuable feedback on this important issue.

Yours sincerely,



Dr Martin Brudermüller

Chairman of the
Supervisory Board

According to the requirements of Section 162 of the German Stock Corporation Act (Aktiengesetz, AktG), the Remuneration Report explains the application of the remuneration system for the members of the Board of Management and the Supervisory Board of Mercedes-Benz Group AG. Furthermore, it describes the amount and structure of the individual remuneration awarded and due for the current and former members of the Board of Management and Supervisory Board in financial year 2024. The remuneration system as well as the remuneration report comply with the recommendations and suggestions of the German Corporate Governance Code (Deutsche Corporate Governance Kodex, DCGK), as amended on April 28, 2022.

The remuneration system for members of the Board of Management is from the point of view of the Supervisory Board aligned with the business strategy as well as the sustainable and long-term growth of the company and was approved by the Annual Shareholders' Meeting according to Section 120a Subsection 1 AktG on May 3, 2023 with an approval rate of 91.00%. A new remuneration system will come into effect on January 1, 2026. It was submitted to the Annual Shareholders' Meeting in May 2025 for approval and achieved an approval rate of 92.20%. In the new remuneration system, the short-term variable remuneration component will be simplified and the overall target achievement will be more challenging. The current remuneration system can be accessed on the company's website at group.mercedes-benz.com/company/corporate-governance/board-of-management/remuneration. Remuneration of the Supervisory Board as well as the

corresponding amendment to the Articles of Incorporation were approved at the Annual Shareholders' Meeting according to Section 113 Subsection 3 AktG on May 7, 2025, with an approval rate of 99.18%. The remuneration system of the Supervisory Board can be accessed on the company's website at group.mercedes-benz.com/company/corporate-governance/supervisory-board/remuneration. The Remuneration Report 2024 was presented to the Annual Shareholders' Meeting for approval pursuant to Section 120a Subsection 4 AktG on May 7, 2025, and was approved with an approval rate of 92.64%. The high approval result encourages the Executive Board and the Supervisory Board in their approach to transparent reporting.

The Remuneration Report 2025 was audited by PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, exceeding the requirements of Section 162 Subsection 3 AktG according to both formal and substantial criteria. The auditor's opinion is enclosed with the Remuneration Report 2025.

Changes to the Board of Management in the 2025 financial year

During the financial year 2025, there were several changes in the Board of Management of Mercedes-Benz Group AG.

Mathias Geisen (Sales & Customer Experience) and Oliver Thöne (Greater China) were appointed to the Board of Management effective February 1, 2025.

Sabine Kohleisen (Human Relations & Labour Director) resigned from her position effective April 30, 2025. Effective May 1, 2025, Britta Seeger, who previously headed the Sales & Customer Experience division, succeeded Sabine Kohleisen.

Hubertus Troska (Greater China) resigned from his position effective July 31, 2025.

Renata Jungo Brüngger (Integrity, Governance & Sustainability) resigned from her position effective October 31, 2025. Olaf Schick was appointed to the Board of Management effective October 1, 2025, and assumed responsibility for the Integrity, Governance & Sustainability division.

Markus Schäfer (Chief Technology Officer, Development & Procurement) resigned from his position effective November 30, 2025. His position was taken over by Dr Jörg Burzer, who previously was responsible for Production, Quality & Supply Chain Management, effective December 1, 2025. Michael Schiebe succeeded Dr Jörg Burzer in the Production, Quality & Supply Chain Management division, effective December 1, 2025.

Principles of Board of Management remuneration¹

From the company's and the Supervisory Board's point of view, the Board of Management remuneration system makes a significant contribution to promoting the business strategy and the long-term and sustainable development of the company. It incentivizes the achievement of our strategic goals and provides effective incentives for the long-term, value-creating development of the company in the interests of all stakeholders: customers, investors, employees, business partners and society as a whole. Given the central importance of the topics of sustainability, integrity and diversity, which form the basis of the Mercedes-Benz Group's actions, in addition to financial performance criteria, ESG goals are also taken into account to a considerable extent within the variable remuneration.

In the opinion of the Supervisory Board, ensuring the appropriateness of the remuneration with regard to the performance of the Board of Management members is achieved, on the one hand, through a high proportion of variable remuneration components and, on the other hand, through ambitiously set targets in the performance criteria for the variable remuneration components. In addition, standard market practice is used, taking into account the size, complexity and economic situation of the company.

Remuneration guidelines

- The remuneration system as a whole contributes significantly to promoting the business strategy.
- The remuneration system and the performance criteria for its variable components incentivise the Group's long-term and sustainable development.
- The remuneration system is an important factor in linking the interests of the shareholders, customers, employees and other stakeholders.
- The performance of the Board of Management members is appropriately taken into account in the variable remuneration components by adequately and ambitiously set performance targets (pay for performance).

Review and determination of Board of Management remuneration

For each upcoming financial year, the Presidential Committee prepares the review of the remuneration system and the individual remuneration amount set by the Supervisory Board and, where necessary, prepares suggestions for changes. In the process, the Presidential Committee and the Supervisory Board make use of the advice of external remuneration experts if required. This was also done in the reporting period. No adjustments were made to the compensation levels for the Board of Management during the reporting year.

Based on the approved remuneration system and the recommendations of the Presidential Committee, the Supervisory Board determines the amount of the target total remuneration of the individual members of the Board of Management for each upcoming financial year. It shall be set in an adequate proportion to the

responsibilities and performance of each member of the Board of Management and to the situation of the company. In addition, the Supervisory Board ensures that the target total remuneration is in line with the market. For this purpose, it uses a horizontal as well as a vertical comparison. For the horizontal – external – comparison of the target total remuneration, with regard to the market position of the company (in particular sector, size and country), the DAX and a group of international competitors consisting of listed automotive manufacturers are used. The composition of the international comparison group for the horizontal comparison corresponds to the group of competitors considered for the performance criteria for the long-term variable remuneration component (Performance Phantom Share Plan).

In addition to the horizontal comparison, the Supervisory Board takes into account the development of the Board of Management remuneration in a vertical – internal – comparison with the remuneration of the senior executives and the total workforce (tariff and non-tariff employees, including senior executives) of the Group in Germany. This is done by comparing the ratio of the remuneration of the Board of Management with the remuneration of the defined groups of employees, including its development. In addition, a market comparison is carried out of the ratio of the remuneration of the Board of Management to that of the total workforce compared with the DAX companies. For this purpose, the Supervisory Board has defined

¹ This chapter contains disclosure obligations related to the European Sustainability Reporting Standards (ESRS) concerning the sustainability-related performance criteria of the Board of Management remuneration.

the group of senior executives as follows: It consists of the two management levels below the Board of Management at Mercedes-Benz Group AG within the Group in Germany. In the event of significant shifts in the horizontal comparison or significant changes of the ratio between the remuneration of the Board of Management and the vertical comparison groups, the Supervisory Board examines the causes and, in the absence of objective reasons, adjusts the remuneration of the Board of Management if necessary.

Overview of the components of the remuneration system

The remuneration system, which was approved by the Annual General Meeting on May 3, 2023, applies to all components of remuneration. Only the PPSP tranches allocated in the past are still measured exclusively on the basis of financial performance criteria based on the remuneration system valid in 2021. The remuneration system basically consists of fixed non-performance-related and variable performance-related remuneration components, the sum of which determines the total remuneration of a member of the Management Board.

The fixed non-performance-related remuneration consists of the base salary, the fringe benefits (non-cash benefits, mainly expenses assumed by the company for security services, taxes and the provision of company cars), which may vary each year based on individual and certain events, and the annual amounts for pension commitments of each member of the Board of Management.

The variable performance-related remuneration is divided into a short-term variable remuneration (annual bonus) and a long-term variable remuneration (PPSP). The annual bonus is paid out after the end of the financial year. Previously (up until Financial Year 2022), 50% of the annual bonus was paid out after the end of the financial year and 50% after the end of a further year (deferral), linked to relative share price performance. This was discontinued at the end of the 2022 financial year. The last payout from the deferral therefore took place in 2024. The amount to be paid out for the long-term variable remuneration component (PPSP) is determined and paid out after the end of the four-year plan period.

Overview of the components of the remuneration system

Fixed remuneration	Base salary	- A fixed contractually agreed remuneration that is paid in twelve monthly installments	
	Fringe benefits	- Mainly expenses for security precautions and the provision of company cars	
	Pension commitment/ pension compensation	- An annual contribution in the amount of 15% of the sum of the base salary and the total annual bonus as determined at the end of the reporting period	
Variable remuneration	Short-term variable remuneration (annual bonus)	Type	- Annual bonus
		Cap	- 200% of base salary
		Performance criteria	- Financial performance criteria
			- 50% EBIT target/actual comparison - 50% free cash flow (FCF) of the industrial business target/actual comparison - Range of possible target achievement: 0% - 200%
	Long-term variable remuneration	Performance criteria	- Non-financial performance criteria
			- Range of possible target achievement: -10% - +10%
		Payout	- Transformation targets
			- Range of possible target achievement: -25% - +25%
Long-term variable remuneration	Type	- Virtual performance share plan ("Performance Phantom Share Plan")	
	Cap	- 250% of the grant value	
	Performance criteria	- 40% relative return on sales - 40% relative share performance - 20% ESG criteria	
		Payout	- After three-year performance period and one-year holding period
Malus / Clawback	- Partial or full reduction or reclaim of the variable remuneration is possible		
Stock Ownership Guidelines (SOG)	- The number of the shares to be held is set between 20,000 and 75,000 shares - Up to 25% of the gross remuneration of each PPSP is generally to be used to acquire ordinary shares		

Structure and term of the target remuneration

Target remuneration	in %	€k	Term			
	approx. 40%	CBM ¹ : 2,717 OMB ² : 1,358	Performance Phantom Share Plan 3-year performance period			Performance Phantom Share Plan 1-year holding period
	approx. 30%	CBM: 1,876 OMB: 938 - 959	Annual bonus Pay out after the financial year			
	approx. 30%	CBM: 1,876 OMB: 938 - 959	Base salary			
	Payout, performance or commitment date		Fringe benefits			
		Pension commitment				
		Year 1	Year 2	Year 3	Year 4	

1 CBM: Chair of the Board of Management
2 OMB: Ordinary Member of the Board of Management

Structure of the target total remuneration of the members of the Board of Management

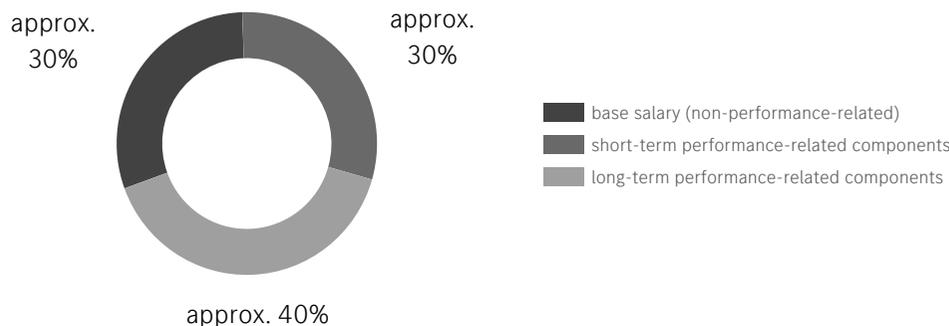
The base salary and the short-term variable remuneration (annual bonus) each contribute to approximately 30% of the target remuneration (excluding the pension commitments and fringe benefits), while the long-term variable remuneration (PPSP) makes up approximately 40% of the target remuneration. Thus, the long-term variable component exceeds the short-term variable component so that the focus is on the long-term and sustainable development of the company without neglecting the operational annual targets. Both the annual bonus and the long-term variable remuneration from PPSP with its link to additional, in the view of the Supervisory Board, ambitious comparative parameters and to the share price reflect the recommendations of the DCGK,

which stipulates the variable remuneration that results from the achievement of long-term targets should exceed that from short-term targets.

The pension contribution to the respective pension commitment of the members of the Board of Management is currently calculated as 15% of the sum of the base salary and the total annual bonus as determined at the end of the reporting period.

Remuneration structure

Target remuneration consists of non-performance-related and performance-related components:



Target total remuneration of the members of the Board of Management for the financial year 2025

The Supervisory Board has set the following target total remuneration for members of the Board of Management in the financial year 2025, calculated from

- The 2025 base salary;
- The taxable non-cash benefits and other fringe benefits in the financial year 2025;
- The short-term annual bonus for 2025 payable in the financial year 2026 at the value for target achievement of 100%;
- The grant value (this corresponds to the target value) of the long-term variable remuneration (PPSP tranche 2025-2028; dividend equivalents for the PPSP-tranches are not taken into account) at the time when granted in the financial year 2025 (payable in financial year 2029); and
- the pension expense in the financial year 2025 (service costs for the financial year 2025).

Target remuneration

	Ola Källenius¹		Dr Jörg Burzer²		Mathias Geisen	
	Chairman of the Board of Management		Chief Technology Officer, Development & Procurement		Sales & Customer Experience	
	January 1 - December 31, 2025		January 1 - December 31, 2025		February 1 - December 31, 2025	
	2025	2024	2025	2024	2025	2024
	in €k	in €k	in €k	in €k	in €k	in €k
Base salary	1,876	1,876	938	938	860	-
Taxable non-cash benefits and fringe benefits ³	70	505	310	611	35	-
Sum fixed remuneration	1,946	2,381	1,248	1,549	895	-
Short-term variable remuneration						
One-year variable remuneration 2025	1,876	-	938	-	860	-
One-year variable remuneration 2024	-	1,876	-	938	-	-
Long-term variable remuneration						
PPSP tranche 2025	2,717	-	1,358	-	1,245	-
PPSP tranche 2024	-	2,717	-	1,358	-	-
Sum variable remuneration	4,593	4,593	2,296	2,296	2,105	-
Pension expense (service costs)	568	570	285	286	225	-
Target total remuneration	7,107	7,544	3,829	4,131	3,225	-

1 Ola Källenius: Fringe benefits include in 2024 one-time expenses. In particular, this applies to safety-related modifications to Mr Källenius' residential property.

2 Dr Jörg Burzer was appointed to the Board of Management effective December 1, 2021. Fringe benefits include in 2024 and 2025 one-time expenses. In particular, this applies to safety-related modifications to Dr Burzer's residential property.

3 Taxable non-cash benefits and fringe benefits: actuals are shown.

Target remuneration

	Renata Jungo Brünger Integrity, Governance & Sustainability January 1 - October 31, 2025		Sabine Kohleisen ¹ Human Relations & Labour Director January 1 - April 30, 2025		Markus Schäfer Chief Technology Officer, Development & Procurement January 1 - November 30, 2025	
	2025	2024	2025	2024	2025	2024
	in €k	in €k	in €k	in €k	in €k	in €k
Base salary	782	938	313	938	860	938
Taxable non-cash benefits and fringe benefits ²	61	70	113	304	130	110
Sum fixed remuneration	843	1,008	426	1,242	990	1,048
Short-term variable remuneration						
One-year variable remuneration 2025	782	-	313	-	860	-
One-year variable remuneration 2024	-	938	-	938	-	938
Long-term variable remuneration						
PPSP tranche 2025	1,358	-	1,245	-	1,358	-
PPSP tranche 2024	-	1,358	-	1,358	-	1,358
Sum variable remuneration	2,140	2,296	1,558	2,296	2,218	2,296
Pension expense (service costs)	281	281	281	281	281	282
Target total remuneration	3,264	3,585	2,265	3,819	3,489	3,626

¹ Sabine Kohleisen was appointed to the Board of Management effective December 1, 2021. Fringe benefits accordingly include in 2024 one-time expenses. In particular, this applies to safety-related modifications to Sabine Kohleisen's residential property.

² Taxable non-cash benefits and fringe benefits: actuals are shown.

Target remuneration

	Olaf Schick Integrity, Governance & Sustainability October 1 - December 31, 2025		Michael Schiebe Production, Quality & Supply Chain Management December 1 - December 31, 2025		Britta Seeger Human Relations & Labour Director January 1 - December 31, 2025	
	2025	2024	2025	2024	2025	2024
	in €k	in €k	in €k	in €k	in €k	in €k
Base salary	234	-	78	-	938	938
Taxable non-cash benefits and fringe benefits ¹	10	-	9	-	76	111
Sum fixed remuneration	244	-	87	-	1,014	1,049
Short-term variable remuneration						
One-year variable remuneration 2025	234	-	78	-	938	-
One-year variable remuneration 2024	-	-	-	-	-	938
Long-term variable remuneration						
PPSP tranche 2025	340	-	113	-	1,358	-
PPSP tranche 2024	-	-	-	-	-	1,358
Sum variable remuneration	574	-	191	-	2,296	2,296
Pension expense (service costs)	41	-	12	-	285	286
Target total remuneration	859	-	290	-	3,595	3,631

¹ Taxable non-cash benefits and fringe benefits: actuals are shown.

Target remuneration

	Oliver Thöne ¹		Hubertus Troska ²		Harald Wilhelm	
	Greater China		Greater China		Finance & Controlling	
	February 1 - December 31, 2025	2024	January 1 - July 31, 2025	2024	January 1 - December 31, 2025	2024
	2025	2024	2025	2024	2025	2024
	in €k	in €k	in €k	in €k	in €k	in €k
Base salary	860	-	547	938	959	959
Taxable non-cash benefits and fringe benefits ³	409	-	300	532	43	47
Sum fixed remuneration	1,269	-	847	1,470	1,002	1,006
Short-term variable remuneration						
One-year variable remuneration 2025	860	-	938	-	959	-
One-year variable remuneration 2024	-	-	-	938	-	959
Long-term variable remuneration						
PPSP tranche 2025	1,245	-	1,358	-	1,358	-
PPSP tranche 2024	-	-	-	1,358	-	1,358
Sum variable remuneration	2,105	-	2,296	2,296	2,317	2,317
Pension expense (service costs)	185	-	281	281	289	292
Target total remuneration	3,559	-	3,424	4,047	3,608	3,615

1 Oliver Thöne: In connection with Oliver Thöne's activities abroad, costs were incurred with regard to Oliver Thöne's deployment location.

2 Hubertus Troska: In connection with Hubertus Troska's activities abroad, taxable non-cash benefits have accrued in arrears for previous years. In addition, costs were incurred with regard to Hubertus Troska's deployment location.

3 Taxable non-cash benefits and fringe benefits: actuals are shown.

Maximum amounts of remuneration and maximum total remuneration

Pursuant to Section 87a Subsection 1 Sentence 2 No. 1 of the German Stock Corporation Act (AktG), the remuneration system for the Board of Management provides for a maximum remuneration (cap) for members of the Board of Management. The maximum remuneration achievable for a financial year, comprising base salary, variable remuneration components, pension expense and fringe benefits, is capped at €12,000,000 gross for the Chair of the Board of Management and at €7,200,000 gross for each ordinary member of the Board of Management (“maximum total remuneration”).

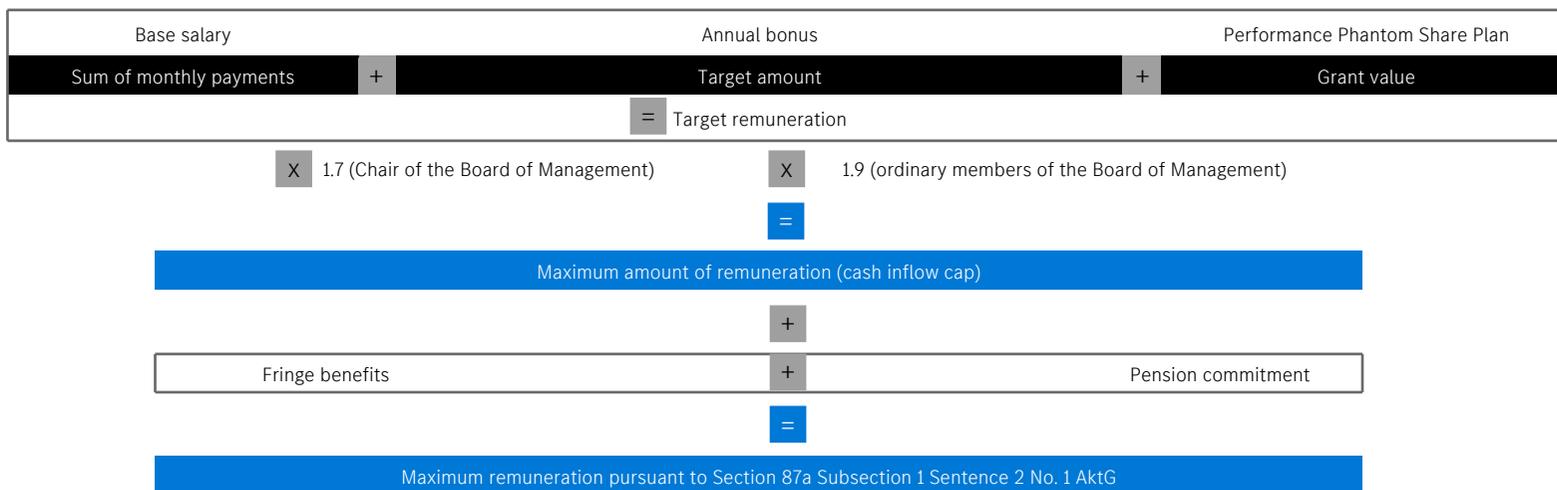
In addition to the maximum total remuneration, the remuneration of the members of the Board of Management also has already had caps on each of the variable remuneration components and a cap on the amount of the cash payments (“cash inflow cap”) for many years. For the Chair of the Board of Management, this maximum amount is set at 1.7 times, for the other members of the Board of Management at 1.9 times, the sum of the base salary, the target annual bonus and the PPSP value when granted.

The possible cap on the amount exceeding the maximum total remuneration and/or the maximum limit of the cash payments for financial year 2025 is

determined with the payment of the PPSP issued in the relevant financial year, i.e., for the financial year 2025, with payment of the PPSP 2025 in the financial year 2029.

In the financial year 2025, the Supervisory Board ensured that the maximum amount of the cash payments and statutory maximum total remuneration for the financial year 2021 were complied with (see table on p. 14). A final statement on compliance with the maximum total remuneration and the maximum amount of the cash payments for the financial year 2025 can only be made once the targets have been achieved and the PPSP issued in the financial year 2025 has been determined for the financial year 2029.

Calculation of the maximum amount of remuneration (cap of cash payments) and maximum total remuneration



Maximum total remuneration 2021

	Ola Källenius	Dr Jörg Burzer ²	Martin Daum ³	Renata Jungo Brüngger	Sabine Kohleisen ⁴	Wilfried Porth	Markus Schäfer	Britta Seeger	Hubertus Troska	Harald Wilhelm
	in €k	in €k	in €k	in €k	in €k	in €k	in €k	in €k	in €k	in €k
Base salary	1,664	69	763	832	69	832	832	832	832	850
Taxable non-cash benefits and fringe benefits	96	3	91	94	4	65	88	87	728	59
Pension expense (service costs)	518	-	250	251	-	-	253	255	250	278
Sum fixed remuneration	2,278	72	1,104	1,177	73	897	1,173	1,174	1,810	1,187
Short-term variable remuneration										
One-year variable remuneration 2021 (50% of the annual bonus 2021)	1,664	69	763	832	69	832	832	832	832	850
Deferral 2021 (50% of the annual bonus 2021)	1,664	69	763	832	69	832	832	832	832	850
Long-term variable remuneration										
PPSP 2021	3,918	-	-	1,959	-	2,048	1,959	1,959	1,959	1,959
Dividend equivalent PPSP 2021 in 2024	373	-	-	187	-	195	187	187	187	187
Dividend equivalent PPSP 2021 in 2023	239	-	-	120	-	125	120	120	120	120
Dividend equivalent PPSP 2021 in 2022	230	-	-	115	-	120	115	115	115	115
Dividend equivalent PPSP 2021 in 2021	51	-	25	25	-	27	25	25	25	25
Sum variable remuneration	8,139	138	1,551	4,070	138	4,179	4,070	4,070	4,070	4,106
Total remuneration 2021	10,417	210	2,655	5,247	211	5,076	5,243	5,244	5,880	5,293
Maximum total remuneration for 2021¹	12,000	600	6,766	7,200	600	7,200	7,200	7,200	7,200	7,200

1 The maximum total remuneration was adjusted pro rata temporis in the event of a board member joining or leaving during the financial year.

2 Dr Jörg Burzer was appointed as a Board member as of December 1, 2021.

3 Martin Daum was a Board member of Mercedes-Benz Group AG until December 9, 2021. The ongoing PPSP plans and the associated dividend equivalents were transferred to Daimler Truck Holding AG in 2021 with the spin-off.

4 Sabine Kohleisen was appointed as a Board member as of December 1, 2021.

Remuneration components of the Board of Management in financial year 2025 in detail¹

The individual components of the Board of Management's remuneration in detail are as follows:

Fixed remuneration components Base salary

The base salary is fixed remuneration relating to the entire year, oriented on the area of responsibility and experience of each Board of Management member and paid out in twelve monthly instalments.

Fringe benefits

Fringe benefits are an additional component of the fixed remuneration. These mainly comprise expenses for security precautions and the provision of company cars. In addition, special location-based benefits can be provided for Board of Management members who work abroad, as is the case with Mr Thöne and Mr Troska. In connection with Hubertus Troska's activities abroad, for example, subsequent, taxable non-cash benefits for previous years were accrued.

In the reporting period, the members of the Board of Management were also included in a financial loss and liability insurance policy in an adequate amount for executive bodies and certain executives (Directors & Officers insurance) taken out by the company in the

interest of the company with a corresponding deductible in accordance with Section 93 Subsection 2 AktG. The insurance premiums were paid by the company.

Retirement benefits

In the financial year 2012, the company introduced a new company retirement benefit plan for new entrants and new appointments both for employees paid in the area of collective bargaining agreements as well as for executives: the Mercedes-Benz Pensions Plan (MBPP). This retirement benefit system features the payment of annual contributions by the company and is aligned with the capital market. The company merely makes a commitment to guarantee the total of contributions paid, which are invested in the capital market according to a pension-oriented investment concept.

The Supervisory Board has approved the application of this retirement benefit plan for all members of the Board of Management newly appointed since 2012, therefore all active members have the MBPP. The amount of the annual contributions results from a fixed percentage of the base salary and the total annual bonus for the respective financial year calculated as of the end of the reporting period. This percentage in the financial year 2025 is 15%. Contributions to the retirement benefit plan are granted until the age of 62. The benefit from the MBPP is payable to living Board of Management members at the earliest at the age of 62, irrespective of an earlier termination of the service

relationship. If a member of the Board of Management terminates the service relationship due to the member being unfit for service, the benefit is paid as a limited capacity benefit, even before the age of 62.

Three options exist for the payout of the MBPP retirement benefit system:

- as a one-time payment;
- in twelve annual instalments, whereby interest accrues on each partial amount as of commencement of the insured event (at least 1% p.a., including any profit shares according to the insurance tariff defined in the pension commitment);
- or as a pension with annual increases (at least 1% p.a., including any profit shares according to the insurance tariff defined in the pension commitment)

The service agreements of Board of Management members contain provisions, according to which in the event of the passing of the Board of Management member before age-related retirement, the spouse/registered civil partner/named life partner or legally dependent children pursuant to Section 32 of the Income Tax Act (EStG) are entitled to receive the accumulated MBPP credit amount plus a surcharge for the remaining period until the calculated age of the Board of Management member would have reached 62.

¹ This chapter contains disclosure obligations related to the ESRS concerning the sustainability-related performance criteria of executive compensation.

If a Board of Management member passes away after retiring for reasons of age, the heirs are entitled to receive the benefits in the case of the payout option in twelve annual instalments. For the pension payout option with survivor benefits, the spouse/named life partner/registered civil partner are entitled to receive 60% of the actual pension amount.

The "Pension Capital" (PC) system, where a capital component was credited annually, was used from the beginning of 2006 until the end of 2011. The Board of Management members active in 2025 still have – except for Mr Thöne, Mr Schiebe and Mr Wilhelm – legacy commitments from this model that are payable. PC is paid out, regardless of an early termination of service, at the earliest at the age of 60 (amount paid is the total of the capital components including interest). If the service relationship ends due to the member being unfit for service, the pension is paid out as a limited capacity benefit up to the age of 60.

Payments under the PC retirement benefit system can also be made in three ways:

- as a one-time payment;
- in twelve annual instalments, whereby interest accrues on each partial amount from the time payments commence until the payout is complete (6% or 5% p.a.);
- as a pension with annual increases (3.5% p.a.).

The arrangements made for leaving the company prior to the appointment to the Board of Management – except for Mr Geisen, Mr Schick, Mr Schiebe, Mr Thöne and Mr Wilhelm – provide for a bridging allowance until the statutory retirement age is reached, which is based on the age at the time of leaving the company. The Supervisory Board reserves the right to revise this regulation under certain circumstances.

Departing Board of Management members are furthermore provided with a company car, in some cases for a defined period.

Service costs for pension obligations to Board of Management members in office during the reporting period in accordance with IAS 19 amounted to €1.9 million in the financial year 2025 (2024: €2.6 million). The present value of the total defined benefit obligation according to IAS 19 amounted to €18.3 million as at December 31, 2025 (2024: €25.7 million). Taking age and period of service into account, the following tables show the resulting service costs and present values:

Service costs and present value for members of the Board of Management

in €k	Year	Service costs	Present value of obligations
	2025	568	8,253
Ola Källenius	2024	570	7,340
	2025	285	1,521
Dr Jörg Burzer	2024	286	1,143
	2025	225	581
Mathias Geisen	2024	–	–
	2025	41	41
Olaf Schick	2024	–	–
	2025	12	355
Michael Schiebe	2024	–	–
	2025	285	4,184
Britta Seeger	2024	286	3,739
	2025	185	1,011
Oliver Thöne	2024	–	–
	2025	289	2,386
Harald Wilhelm	2024	292	1,983

Note: Some of the obligations relate to entitlements that were earned before the Board member joined the Board of Management.

Variable remuneration components

The variable remuneration is intended to provide the right incentives for the Board of Management to act in the interests of the corporate strategy, shareholders, customers, employees and other stakeholders. Annual operational targets of a financial and non-financial nature are derived from the long-term and sustainable development of the company to ensure the implementation of the corporate strategy; the achievement of these targets is incentivized by means of the annual bonus as short-term variable remuneration. In addition,

there is the long-term-oriented variable remuneration – the PPSP – which puts emphasis on the long-term success of the company compared to competitors and the long-term performance of the Mercedes-Benz Group share price and thus also the sustainable return for the shareholders. Moreover, strategically-relevant and demanding, according to the opinion of the Supervisory Board, ESG targets are integrated into the PPSP.

Annual bonus

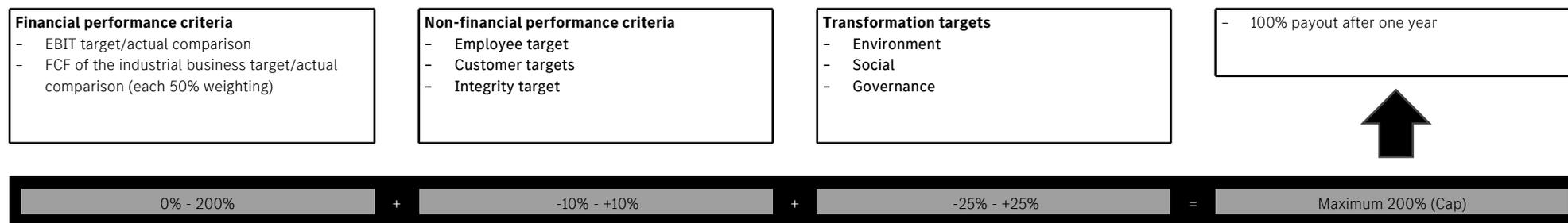
The annual bonus is a short-term variable remuneration component and is intended to incentivise for the contribution made in the financial year to the operational implementation of the corporate strategy, in particular the future-proof transformation through sustainable and technological realignment. With this in mind, the Supervisory Board derives ambitious operational targets

from the strategic business objectives for each upcoming financial year. In addition to financial performance criteria, these also include non-financial performance criteria and transformation targets.

Overview: Relation of the annual bonus to the business strategy

Components of the annual bonus	Overview: Relation of the annual bonus to the business strategy
Financial performance criteria - EBIT	Strong operational focus on strengthening the global core business and providing the financial means to achieve the corporate strategy objectives.
Financial performance criteria - FCF IB	Alignment of remuneration with the extensive investment requirements arising from the Group transformation and incentivisation of further optimisation of cash flow management.
Non-financial performance criteria	Inclusion of important non-financial strategic targets and thus building blocks, such as strengthening the core business, adjusting the corporate culture, and strengthening the customer- and market-oriented structure.
Transformation targets	Clear focus of cluster/target criteria on sustainability and ESG aspects as part of the corporate strategy.
Consideration of competitors	Integration of a relative success measurement and creation of incentives for an outperformance of relative competitors.

The target amount of the annual bonus, which is paid if target achievement is 100%, is currently set at 100% of the base salary. The total payout amount for the annual bonus is calculated as follows:



100% of the calculated annual bonus is paid out as a general rule in March of the following financial year.

Value at 100% target achievement (target annual bonus)

In the financial year 2025, it corresponds to the respective base salary.

Maximum annual bonus

The total payout amount for the annual bonus is limited to 2 times the base salary of the respective financial year.

Financial performance criteria

The structure of the financial performance criteria is to promote the long-term development of the company in terms of its financial ability to invest with its own funds in – for example – new technologies and business models. This is to effectively ensure the future viability of the company.

The financial performance criteria are based on the operating result of the Group (EBIT) and the free cash flow of the industrial business (FCF IB), both weighted at 50%. Besides revenue, EBIT and FCF IB are the key financial performance indicators for the Group’s operational financial performance.

Performance criteria in the financial year 2025:

- 50% comparison EBIT actual value 2025 to target value 2025;
- 50% comparison FCF IB actual value 2025 to target value 2025.

The measure of operating profit at the divisional level is EBIT. As earnings before interest and income taxes, EBIT reflects the divisions' responsibility for their earnings. The EBIT target value for each financial year is derived by the Supervisory Board based on the set medium-term return, which is ambitious and aligned with the competitive environment, and the growth targets. The starting point of the calculation is the revenue of the previous year.

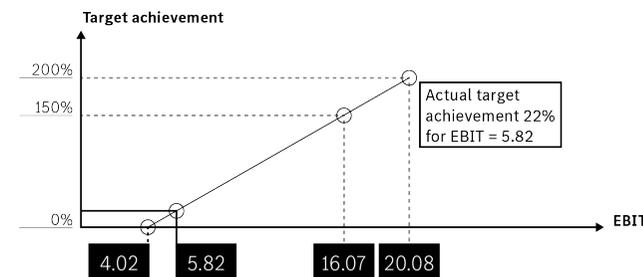
In addition to the cash flows of the automotive divisions, FCF IB also includes cash flows from taxes and other reconciliation items not attributable to the divisions and is of particular importance for the financial strength of the Group. The target value for FCF IB in the respective financial year is based on the defined EBIT target of the divisions of the automotive business as well as on a strategic target for the cash conversion rate. The cash conversion rate is the proportion of the period's result that is scheduled to flow into the Group's liquidity after the payments for the necessary investments in research and development, tangible fixed

assets and working capital are taken into account in accordance with the strategic growth target. When comparing the target 2025 FCF IB to the actual one, adjustments are made for certain factors that were taken into account in the target achievement of the annual bonus in the financial year 2024 or earlier. Actual cash flows are adjusted for certain provisions that were already taken into account in the corporate bonus for 2019 and earlier.

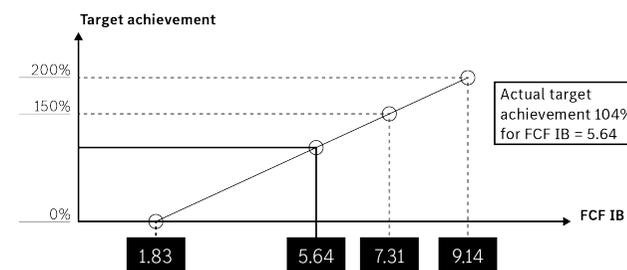
The range of possible target achievement for the two financial targets EBIT and FCF IB is between 0% and 200%. The lower limit of this range represents 25% of the target value; the upper limit 125% of the target value. If the value actually achieved is at or below the lower limit of the range, the degree of target achievement is always 0%. The total absence of a bonus is therefore possible. The target amount is set as 150% target achievement and is aligned with management and employee remuneration systems. If the value actually achieved is at or above the upper limit of the range, the degree of target achievement is 200%, which is the maximum it can reach. Within the range, target achievement develops in a linear way.

For the financial year 2025, the Supervisory Board set the following financial targets, which were achieved as follows:

Financial targets in the annual bonus: EBIT (in billions of euros)



Financial targets in the annual bonus: FCF IB (in billions of euros)



Non-financial performance criteria

The Supervisory Board has defined non-financial performance criteria for the 2025 financial year from the four categories provided for in the compensation system: integrity and compliance, quality, employee engagement and customer surveys.

The non-financial performance criteria, which focus on sustainability and corporate cultural aspects, are assigned to four categories and, like the financial targets, apply uniformly to the entire Board of Management. These categories represent further building blocks of the corporate strategy and are

thus intended to promote the sustainable and long-term development of the company: for example, integrity and employee satisfaction as indispensable components of an agile, future-oriented corporate culture committed to social values, or quality and customer satisfaction as indispensable prerequisites for long-term and sustainable sales success.

For the 2025 financial year each category is weighted equally and receives an addition or a deduction of up to 2.5 percentage points each to or from the degree of achievement of the financial performance criteria. Across all four categories, the non-financial

performance criteria lead to an addition or deduction of up to 10 percentage points to the degree of target achievement for the financial performance criteria.

The addition or deduction is calculated based on measurable criteria, allowing target achievement to be clearly determined on the basis of a target/actual comparison at the end of the financial year. For the 2025 financial year this results in an addition of 7.5 percentage points.

Overview: Relation of the annual bonus to the business strategy

Non-financial performance criteria	Design	Target achievement 2025
Integrity	<ul style="list-style-type: none"> - Achievement of the Group-level targets regarding the further development and permanent establishment of the topic integrity was measured based on certain standardised questions in a global employee survey. - This measurement was based on the achieved approval rate of any questions, on the one hand, and the average approval rate achieved across all questions (integrity indicator), on the other. - Target achievement is derived at Group level at the end of the financial year. 	2.0%
Customer target: quality	<ul style="list-style-type: none"> - Quality (quality KPIs of all divisions) were defined by the individual divisions for the financial year. - With regard to vehicles, a comparison was carried out of the target number and the actual number of claims during a predefined period of time, MiS (Months in Service). - The level of target achievement at the Group level is derived as weighted average of the individual divisional levels of target achievement at the end of the financial year. 	1.0%
Customer target: customer satisfaction	<ul style="list-style-type: none"> - Customer satisfaction targets were measured using statistical measures such as Net Promoter Score and Customer Retention Rate. - The level of target achievement at the Group level is derived as a weighted average of the individual divisional levels of target achievement at the end of the financial year. 	2.0%
Employee engagement	<ul style="list-style-type: none"> - Employee engagement to the Group was calculated based on their answers to certain standardised questions in our global employee survey. - These answers, together with the participation rate achieved in the employee survey, are used to derive a level of target achievement at the Group level at the end of financial year for the maintenance and enhancement of a high level of satisfaction and motivation among the employees. 	2.5%

The following criteria are used for the evaluation:

Integrity			
Degree of target achievement	Addition/ deduction	Integrity + Indicator	Approval rate of any questions
Maximum	2.5%	> 80%	> 74%
High	2.0%	71-80%	65-74%
Low	1.0%	61-70%	60-64%
Minimum	-2.5%	≤ 60%	≤ 59%

Customer targets/quality			
Degree of target achievement	Addition/ deduction	Quality KPIs across all divisions	
Maximum	2.5%	The addition/deduction depends on the respective target value of the respective divisions or product.	
High	2.0%		
Low	1.0%		
Minimum	-2.5%		

Customer targets/customer satisfaction			
Degree of target achievement	Addition/ deduction	Customer satisfaction KPIs across all divisions	
Maximum	2.5%	The addition/deduction depends on the respective target value of the respective division or product.	
High	2.0%		
Low	1.0%		
Minimum	-2.5%		

Employee engagement			
Degree of target achievement	Addition/ deduction	Employee engagement +	Participation rate
Maximum	2.5%	> 35%	> 70%
High	2.0%	31-35%	66-70%
Low	1.0%	26-30%	61-65%
Minimum	-2.5%	≤ 25%	≤ 60%

Transformation targets

In order to take into account the implementation of the future-oriented measures for the technological and sustainable realignment of the Group, performance criteria and key performance indicators from the most important future-oriented fields were defined at the beginning of the financial year 2025. Here, as an integral component of the corporate strategy, sustainability/environmental, social and governance (ESG) aspects have an explicit significance for the business dealings of Mercedes-Benz Group AG.

The transformation targets represent both quantitative and qualitative aspects. They can add or deduct up to 25 percentage points to the degree to which the financial performance targets have been achieved.

For the financial year 2025, the Supervisory Board set transformation targets in the following topic areas of Environment / Social / Governance. Per the previous year, these include the following aspects:

- CO₂-emissions
- Safety innovation
- Digital trust

The Supervisory Board has a common level of target achievement based on the degree of target achievement for the transformation goals and the strategic, organizational and structural contribution of the entire

Executive Board, taking into account the economic environment and the competitive situation/positioning for the Board of Management that takes into account the economic environment and the competitive situation and positioning of the Group. This leads to the addition of 15 percentage points to the degree of target achievement for the financial performance criteria for the financial year 2025.

The achievement was discussed and evaluated both in the Presidential Committee and in the Supervisory Board itself, taking into account the quantitative and qualitative aspects of this category, which led to the aforementioned addition.

For the volume markets of Europe, China and the USA, the CO₂ fleet emissions were calculated based on internal data and compared against legal targets. Due to existing contracts for the acquisition of CO₂ credits and pooling in Europe, we were able to achieve legal targets.

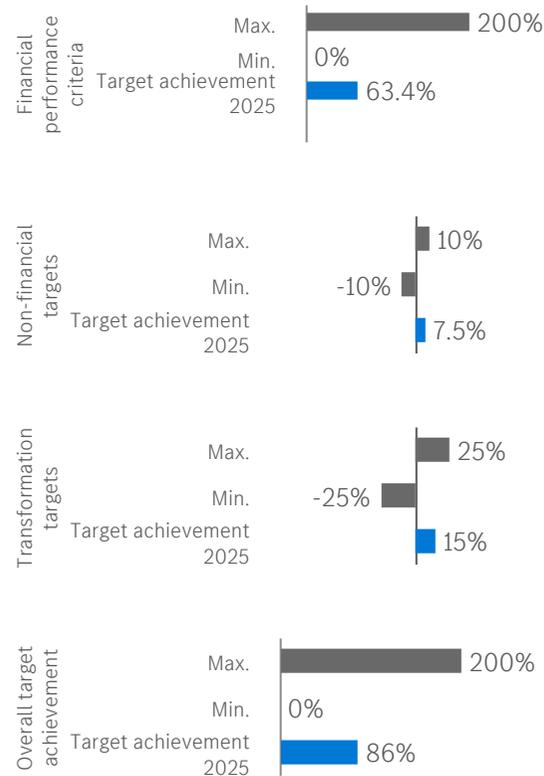
For 2025, safety innovations and commitment were firmly aligned with the vision of “Accident Free Driving”. Key areas of focus included the consistent further development and introduction of new safety technologies, achieving the best possible safety ratings and active public engagement in road safety, including the joint implementation of the innovative training concept “MB4Rescue” with and for rescue services.

In terms of digital trust, the “Digital Trust Index” newly developed in the previous year is applied here. This index is comprised of equally weighted components that reflect the defined focus areas “data responsibility”, “digital competence”, “responsible use of AI”, and “cyber security”. On the one hand, it examines the external perception of the company in terms of digital trust and, on the other hand, it considers internal measures in the focus areas and how these are perceived by employees.

Overall target achievement for the annual bonus 2025

The overall target achievement for the 2025 annual bonus is made up of the target achievements for the financial performance criteria, the non-financial performance criteria and the transformation targets, and amounts to 86% in the financial year 2025.

For the members of the Board of Management, this results in the following payout amount for the annual bonus 2025. This amount is to be paid out in March in the financial year 2026.



Total target achievement annual bonus

	Target amount in €k	Financial performance criteria	Non-financial performance criteria	Transformation targets	Overall target achievement ¹	Payout amount ²
		Target achievement in %	Target achievement in %	Target achievement in %	in %	in €k
Ola Källenius	1,876					1,613
Dr Jörg Burzer	938					807
Mathias Geisen	860					739
Renata Jungo Brüngger	782					672
Sabine Kohleisen	313					269
Markus Schäfer	860	63.4%	7.5%	15%	86%	739
Olaf Schick	234					202
Michael Schiebe	78					67
Britta Seeger	938					807
Oliver Thöne	860					739
Hubertus Troska	547					471
Harald Wilhelm	959					825

¹ Maximum target achievement 200%

² The actual calculation of the payout amount was based on the exact target amount.

Performance Phantom Share Plan (PPSP)

The PPSP is a long-term variable remuneration component that is intended to put the focus on the long-term success of the company compared to its competitors and the long-term performance of the Mercedes-Benz share, and thus also the sustainable return for shareholders.

The target achievement for the PPSP up to and including financial year 2022 was measured based on two performance criteria weighted at 50% each:

- First, the ‘relative return in sales’ in a three-year comparison with competitors is used as a

performance criterion that is to set incentives to ensure sustainable and profitable growth and enhance efficiency.

- Second, the ‘relative share performance’ is used, which links the interests of the Board of Management and shareholders.

The relevance of the share price and thus the alignment of the interests of the Board of Management and shareholders is further strengthened by the calculation of the payout amount only after the fourth year of the plan term at the share price then applicable.

The target achievement for the PPSP from financial year 2023 onwards includes ESG performance criteria with a weighting of 20%.

Before the start of the plan period, the Supervisory Board sets measurable and quantifiable ESG goals. The goals are derived from the sustainable business strategy of the Mercedes-Benz Group and are relevant for its promotion and implementation.

Overview: Relation of the Performance Phantom Share Plan (PPSP) to the business strategy

PPSP components	Relation to the business strategy/incentive effect
Relative return on sales	Increases the significance of the mid- to long-term profitability of the company and ensures sustainable and profitable growth.
Relative share performance	Links the interests of the Board of Management and shareholders.
Consideration of competitors	Integrates a relative measure of performance and thus creates incentive to outperform relevant competitors over the long run.
ESG targets (from Financial Year 2023 onwards)	Establishes the anchoring of sustainability goals into long-term variable remuneration.
Four-year duration	Ensures the sustainable and long-term growth of the Group.
Conversion into phantom shares	Strengthens the relation to the share price and thus the linking of interests of the Board of Management and shareholders.

At the beginning of the plan, the Supervisory Board sets a grant value in euro for every financial year in the context of setting the individual annual total target remuneration. This amount is divided by the relevant "initial share price" of Mercedes-Benz shares, which results in the number of the preliminary allocated phantom shares. The initial share price is defined as the average price of Mercedes-Benz shares between January 1 and January 31 in the relevant year.

Also at the beginning of the plan, performance criteria are set for a period of three years (performance period). Depending on the achievement of these performance criteria with a possible range of 0% to 200%, the phantom shares allocated at the beginning of the plan are then converted into the final number of phantom shares allocated after three years.

After another year has elapsed (retention period), this final number of phantom shares is multiplied by the final share price of Mercedes-Benz shares (the final share price is calculated as average price of Mercedes-Benz shares between January 1 and January 31 in the relevant year) to determine the payout amount. The share price relevant for the payout under this plan is also relevant for the allocation of the preliminary number of phantom shares for the newly issued plan in the respective financial year.

A dividend equivalent is applied for each phantom share held if a dividend is paid out for Mercedes-Benz shares in the respective year. The amount of the dividend equivalent is based on the dividend that is paid out during the respective year for an actual share in the company. During the performance period, it is granted for the preliminary number of phantom shares that have been allocated; in the year of the retention period, it is granted for the final number of phantom shares.

Value when granted

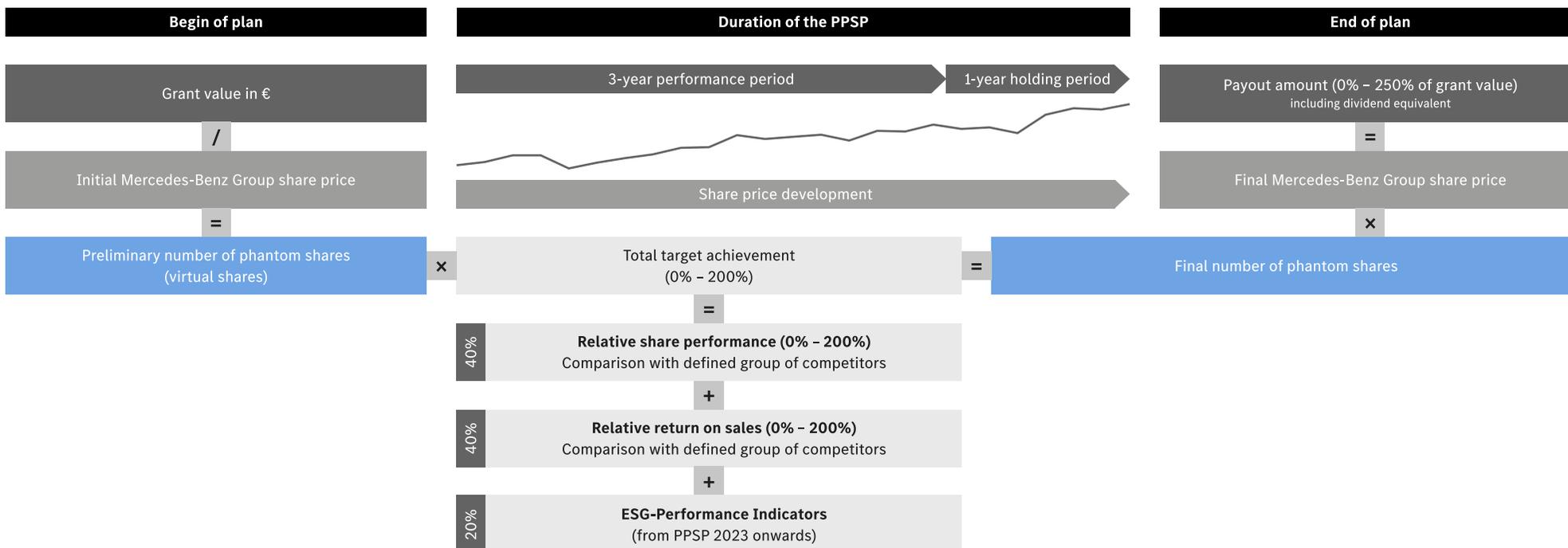
Determined by the Supervisory Board; for the financial year 2025 approximately 1.5 times the base salary.

Range of possible target achievement

0% to 200%, meaning that the plan is capped. It may also be zero.

Value of the phantom shares at payout

The value of the phantom shares to be paid out after the end of the plan period depends on the target achievement measured in accordance with the following performance criteria and the share price relevant for the payout. This share price is limited to 2.5 times the share price at the beginning of the plan. Furthermore, the final amount paid is limited to 2.5 times the value when granted at the beginning of the plan. This maximum amount also includes the dividend equivalent paid out during the four-year plan period. The total for the dividend equivalent is the addition of the dividend equivalent payments of EUR 4.30 per virtual share, paid out for the 2022 - 2025 plans in the 2025 financial year.



Performance criteria for the PPSP 2025

Relative return on sales (40%):

The achieved return on sales is determined in a three year comparison with the competitive group consisting of listed vehicle manufacturers with an automotive component of more than 70% by revenue and an investment-grade credit rating (BMW, GM, Honda, Hyundai, Kia, Porsche, Stellantis, Tesla, Toyota and VW).

To measure the performance, the average return on sales of the competitors is calculated over three years. Target achievement occurs to the extent to which Mercedes-Benz Group AG’s return on sales deviates by a maximum of +/-2 percentage points from 100% of the calculated average of the competitors.

- Maximum target achievement of 200% occurs if the return on sales of the Group exceeds 100% of the revenue-weighted average of the competitors by 2 percentage points or more.
- Target achievement of 0% for this performance criterion occurs in the event of a downward deviation of 2 percentage points or more. In the deviation range of +/- 2 percentage points, target achievement develops in a linear way.

Relative share performance (40%):

Relative share performance is measured by the performance of the Mercedes-Benz share in a three-year comparison with the performance of the defined group of competitors. If the performance of the Mercedes-Benz share price (in %) is the same as that of the group of competitors (in %), target achievement is deemed to be 100%. If the performance of the share price (in %) is 50 percentage points or more above (below) the performance of the group of competitors, target achievement is deemed to be 200% (0%). In the deviation range of +/- 50 percentage points, target achievement develops in a linear way.

ESG targets (20%):

Based on the target ranges defined by the Supervisory Board, a target achievement of 0% to 200% is possible for each ESG goal. For each ESG goal, the Supervisory Board sets a value for the 3-year performance period that corresponds to 100% target achievement, as well as a value that corresponds to 0% target achievement and a value that corresponds to 200% target achievement. To determine the target achievement per ESG goal after the 3-year performance period, the actual value achieved per ESG goal is compared to the

values set per ESG goal. Subsequently, the target achievement for ESG goals is calculated based on the target achievement per ESG goal multiplied by its respective weighting. The results are then added up to determine the target achievement of the ESG goals.

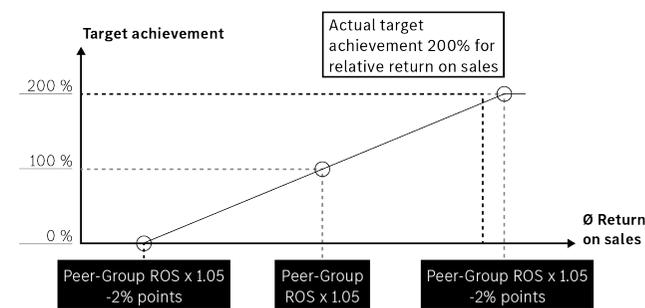
For the PPSP tranche 2025, which was allocated at the beginning of the 2025 financial year and whose plan period ends at the end of the 2028 financial year, the Supervisory Board determined ESG goals from the categories "Sustainable Urban Mobility & Electromobility," "Respect for Human Rights" or "Sustainable Supply Chains," and "Diversity & Equal Opportunities", per the previous year:

ESG targets PPSP tranche 2025			
Category	Sustainable Urban Mobility & Electromobility	Respect for Human Rights / Sustainable Supply Chains	Diversity & Equal Opportunities
Target	Share of PHEV/BEV sales	Review of high-risk materials	Diversity

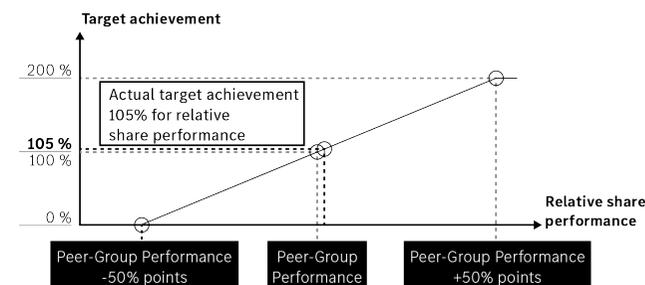
Target achievement for the PPSP 2021

For the PPSP 2021, which was paid out in the financial year 2025 at the end of the four-year plan period, the following target achievement was calculated:

Financial targets for PPSP: relative return on sales



Financial targets for PPSP: relative share performance



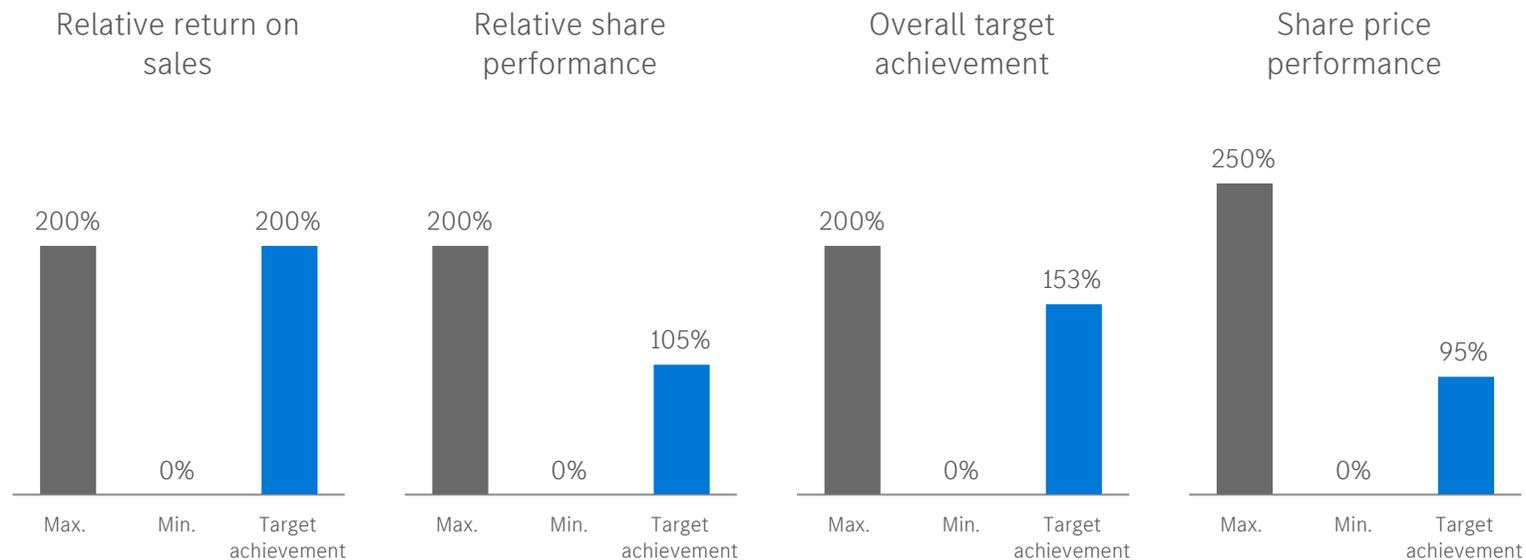
The spin-off of the commercial vehicle business, which was completed at the end of the financial year 2021, had an impact on the PPSP 2020. The PPSPs 2019 to 2021 continued as Group-specific plans following the successful spin-off of the commercial vehicle business.

On the basis of the allocation ratio of 1:2 defined for the shareholders and the share prices of Daimler AG and Daimler Truck Holding AG in the period from December 10 to December 31, 2021, a conversion factor of 1.2199 was determined for the phantom shares of Mercedes-Benz Group AG. This was applied to the previous number of phantom shares in order to continue the PPSP at the same value.

The maximum target achievement of 200% for the performance criteria of relative revenue return and relative stock performance was not reached by the PPSP 2021. The limit for the payout-relevant stock price, which was set at 2.5 times the stock price at the start of the plan, was also not achieved. The cap for the final payout amount (including the dividend equivalents paid out during the four-year plan period) at 2.5 times

the allocation value at the start of the plan (payout factor) was not reached for the PPSP 2021. Therefore, no cap was applied.

The following figure shows the target achievements and the share price performance of the PPSP 2021 in total:



The following table shows the grant value per Board of Management member and the payout amount of the PPSP 2021 resulting from overall target achievement and share performance:

Total target achievement PPSP 2021¹

	Value when granted	Share price when granted	Preliminary number of phantom shares ²	Overall target achievement	Final number of phantom shares	Share price at payout	Payout amount
	in €k	in €		in %		in €	in €k
Ola Källenius	2,200		46,035		70,434		3,918
Renata Jungo Brüngger	1,100		23,018		35,218		1,959
Markus Schäfer	1,100	58.30	23,018	153%	35,218	€55.63	1,959
Britta Seeger	1,100		23,018		35,218		1,959
Hubertus Troska	1,100		23,018		35,218		1,959
Harald Wilhelm	1,100		23,018		35,218		1,959

¹ Only Board members who received an allocation as Board member in the 2021 financial year are listed.

² A conversion factor of 1.2199 was used for PPSP 2019-2021 to determine the adjusted number of preliminary phantom shares after the spin-off of the Truck division.

Guidelines for share ownership

As a supplement to the remuneration components of the Board of Management, stock ownership guidelines exist for the Board of Management (Stock Ownership Guidelines). These guidelines require members of the Board of Management to invest in Mercedes-Benz Group shares over a period of several years and to hold those shares until two years after the end of their employment have passed. Depending on the functional responsibility of the respective Board of Management member, the number of shares to be held is between 20,000 and 75,000. In fulfilment of the policies, up to 25% of the gross remuneration out of each Performance Phantom Share Plan is generally to be used to purchase shares in the company, but the required shares can also be purchased in other ways.

As at December 31, 2025, the following status for the Stock Ownership Guidelines and their implementation resulted for the members of the Board of Management:

Stock Ownership Guidelines			
	SOG target		Status quo in % of the SOG target
	Number	Number	
Ola Källenius	75,000	63,750	85%
Dr Jörg Burzer	20,000	13,861	69%
Mathias Geisen	20,000	2,358	12%
Olaf Schick	20,000	0	0%
Michael Schiebe	20,000	3,300	17%
Britta Seeger	20,000	20,000	100%
Oliver Thöne	20,000	2,255	11%
Harald Wilhelm	25,000	22,142	89%

Malus/Clawback

Malus and clawback provisions are implemented in the service contracts and the PPSP plan conditions.

These provisions allow for the partial or complete reduction of the annual bonus for any Board of Management member who violates the duties pursuant to Section 93 AktG and, in particular, the principles laid down in the company's Integrity Code. If it is not possible to reduce a future bonus payment or a payment that has yet to be made, the Board of Management member in question will be required to pay back the amount of the bonus reduction from already paid bonuses. The Supervisory Board decides on such bonus reductions.

The terms governing the PPSP include a provision that allows for the partial or complete reduction of the payout for any member of the Board of Management who clearly violates the principles laid down in the company's Integrity Code or any other professional obligations prior to the payout of the plan proceeds. The Supervisory Board decides on such bonus reductions.

There were no reasons for applying the malus or clawback provisions in the financial year 2025, which is why there were no reductions or repayments.

Early termination of service

The durations of the service contracts of the members of the Board of Management correspond to their terms of appointment.

If the appointment of a member of the Board of Management is revoked pursuant to Section 84 Sub-section 4 of the German Stock Corporation Act (AktG) and there is good cause as defined in Section 626 of the German Civil Code (Bürgerliches Gesetzbuch, BGB), the service contract shall also end at the time the revocation of the appointment takes effect. In this case, no payments are made to the Board of Management member for the period from the effective date of the revocation.

In the case of early termination of the service contract without good cause within the meaning of Section 626 of the BGB, Board of Management service contracts include commitments to payment of the base salary and provision of a company car until the end of the original service period at a maximum. Such persons are only entitled to payment of the annual bonus pro rata for the period until the end of the membership in the Board of Management. Entitlement to payment of the performance-based components of remuneration with a long-term incentive effect (PPSP) that has already been allocated is determined by the conditions of the respective plans. In the event of retirement for age reasons, for example, or if mutually agreed, the plans are paid out in arrears. Already allocated plans are lost in the event of a unilateral resignation from the Board of Management position. To the extent that the

payments described above are subject to the provisions of the severance cap of the German Corporate Governance Code (DCGK), their total including fringe benefits is limited to twice the value of the annual remuneration and may not exceed the total remuneration for the remaining period of the service contract.

In the event of an early or regular termination of the service contract, both the short-term annual bonus and the proceeds from the long-term PPSP are not paid out in advance but instead at the points in time agreed upon in the service contract or in the terms and conditions of the PPSP plan. The entitlements are inheritable.

A post-contractual non-competition clause is not included in the contracts of the Board of Management members. There are likewise no commitments in the event of early termination of Board of Management membership due to a change of control, nor are there any commitments regarding severance payments.

Information on benefits in the event of regular termination of employment can be found in the section 'Retirement benefits.'

Secondary activities of Board of Management members

The members of the Board of Management should accept management board or supervisory board positions and/or any other administrative or honorary functions outside the Group only to a limited extent.

Furthermore, they require the consent of the Supervisory Board before commencing any sideline activities. In the opinion of the Supervisory Board, this ensures that neither the time required nor the remuneration paid for such activities leads to any conflict with the members' duties to the Group. Insofar as such secondary activities are memberships of statutory supervisory boards or comparable boards of business enterprises, they are disclosed in the notes to the annual financial statements of Mercedes-Benz Group AG, which are published on the website. Up to a certain amount, the remuneration for mandates in listed companies in which Mercedes-Benz Group holds a direct or indirect interest is not offset. If the remuneration exceeds this set amount, it is partially offset against the Board of Management remuneration. When accepting mandates in companies in which Mercedes-Benz Group AG holds no direct or indirect interest, the remuneration for these mandates is not offset. In the financial year 2025, Renata Jungo Brüngger and Harald Wilhelm were members of the Supervisory Board of Daimler Truck Holding AG. The remuneration due by Daimler Truck Holding AG (payout in 2026) will be offset pro rata against the annual bonus for 2025 (payout also in 2026) in accordance with the applicable provisions. The approach is also described in the table 'Remuneration awarded and due.'

Remuneration from third parties

No remuneration was paid to members of the Board of Management by third parties with regard to their activities on the Board of Management in the financial year 2025.

Remuneration of the members of the Board of Management in office in the financial year 2025

The following tables show the remuneration awarded and due for each individual member of the Mercedes-Benz Group AG Board of Management in the financial year 2025 in accordance with Section 162 Subsection 1 Sentence 1 AktG, including the respective relative proportions of their components.

The disclosure corresponds to the disclosure already made in the past in accordance with the model table ('Benefits received') of the German Corporate Governance Code (DCGK) in its version of February 7, 2017, and thus ensures a consistently transparent and comparable presentation of the individual remuneration of the members of the Board of Management of Mercedes-Benz Group AG. For this purpose, clusters were defined for the respective remuneration components, based on the disclosure logic described as follows:

The one-year variable remuneration 2025 is disclosed in accordance with a vesting-oriented interpretation. This means that the one-year variable remuneration is disclosed for the financial year in which the performance measurement is completed and is therefore vested. The one-year variable remuneration is therefore disclosed for the financial year 2025, although the actual payout will not take place until the financial year 2026. For the PPSP, on the other hand, a disclosure logic is chosen that corresponds to a payout-oriented interpretation. This ensures that all conditions subsequent or conditions precedent of the long-term oriented variable remuneration have lapsed or have been fulfilled and that the actual amount of the remuneration components can be disclosed in accordance with the actual payout.

The total remuneration awarded and due in the financial year 2025 is calculated as the total of:

- the 2025 base salary;
- the taxable non-cash benefits and other fringe benefits in the financial year 2025;
- the annual bonus 2025 determined for the financial year 2025 and paid in the financial year 2026 (one-year variable remuneration);
- the value of the long-term share-based remuneration (PPSP 2021) paid in the financial year 2025;
- the dividend equivalents of the current PPSP (2022, 2023, 2024 and 2025) paid in the financial year 2025.

Furthermore, the pension expense in the financial year 2025 (service costs in the financial year 2025) is shown.

Remuneration awarded and due

	Ola Källenius				Dr Jörg Burzer			
	Chair of the Board of Management				Chief Technology Officer, Development & Procurement			
	January 1 - December 31, 2025				January 1 - December 31, 2025			
	2025		2024		2025		2024	
	in €k	in %	in €k	in %	in €k	in %	in €k	in %
Base salary	1,876	23%	1,876	16%	938	39%	938	17%
Taxable non-cash benefits and fringe benefits	70	1%	505	4%	310	13%	611	11%
Sum fixed remuneration	1,946		2,381		1,248		1,549	
Short-term variable remuneration ¹								
One-year variable remuneration 2025	1,613	20%	-	-	807	33%	-	-
One-year variable remuneration 2024	-	-	2,626	22%	-	-	1,313	23%
Offsets from mandate remuneration	-	-	-	-	-	-	-	-
Mid-term variable remuneration								
Deferral 2022 (50% of annual bonus 2022)	-	-	1,431	12%	-	-	716	13%
Long-term variable remuneration ²								
PPSP 2021	3,918	48%	-	-	-	-	-	-
PPSP 2020	-	-	4,497	38%	-	-	1,628	29%
Dividend equivalent PPSP 2025	210	3%	-	-	105	4%	-	-
Dividend equivalent PPSP 2024	190	2%	234	2%	95	4%	117	2%
Dividend equivalent PPSP 2023	173	2%	214	2%	87	4%	107	2%
Dividend equivalent PPSP 2022	164	2%	162	1%	82	3%	81	1%
Dividend equivalent PPSP 2021	-	-	373	3%	-	-	85	2%
Sum variable remuneration	6,268		9,537		1,176		4,047	
Total remuneration in terms of Sect. 162 AktG	8,214	100%	11,918	100%	2,424	100%	5,596	100%
Pension expense (service cost)	568	-	570	-	285	-	286	-
Total remuneration (incl. service costs)	8,782		12,488		2,709		5,882	

1 100% of the annual bonus is paid out in March of the following financial year. The disclosure corresponds to the disclosure already made in the past in accordance with the model table ('Benefits received') of the German Corporate Governance Code (DCGK) in its version of February 7, 2017 and thus ensures a consistently transparent and comparable presentation of the individual remuneration of the members of the Board of Management. The one-year variable remuneration is therefore disclosed for the financial year 2024, although the actual payout will not take place until the financial year 2025. For the deferral (Mid-Term Incentive) and the PPSP (Long-Term Incentive), on the other hand, a disclosure logic is chosen that corresponds to a payout-oriented interpretation.

2 Dr Jörg Burzer: The payments from the long-term-oriented variable remuneration in 2024 also include amounts issued before the appointment as a member to the Board of Management.

Remuneration awarded and due

	Mathias Geisen				Renata Jungo Brünger			
	Sales & Customer Experience				Integrity, Governance & Sustainability			
	February 1 - December 31, 2025				January 1 - November 30, 2025			
	2025		2024		2025		2024	
	in €k	in %	in €k	in %	in €k	in %	in €k	in %
Base salary	860	50%	-	-	782	21%	938	16%
Taxable non-cash benefits and fringe benefits	35	2%	-	-	61	2%	70	1%
Sum fixed remuneration	895		-	-	843		1,008	
Short-term variable remuneration ¹								
One-year variable remuneration 2025	739	43%	-	-	672	18%	-	-
One-year variable remuneration 2024	-	-	-	-	-	-	1,313	23%
Offsets from mandate remuneration	-	-	-	-	-51	-1%	-53	-1%
Mid-term variable remuneration								
Deferral 2022 (50% of annual bonus 2022)	-	-	-	-	-	-	716	13%
Long-term variable remuneration ²								
PPSP 2021	-	-	-	-	1,959	52%	-	-
PPSP 2020	-	-	-	-	-	-	2,248	39%
Dividend equivalent PPSP 2025	96	6%	-	-	105	3%	-	-
Dividend equivalent PPSP 2024	-	-	-	-	95	3%	117	2%
Dividend equivalent PPSP 2023	-	-	-	-	87	2%	107	2%
Dividend equivalent PPSP 2022	-	-	-	-	82	2%	81	1%
Dividend equivalent PPSP 2021	-	-	-	-	-	-	187	3%
Sum variable remuneration	835		-	-	2,949		4,716	
Total remuneration in terms of Sect. 162 AktG	1,730	100%	-	-	3,792	100%	5,724	100%
Pension expense (service cost)	225		-		281		281	
Total remuneration (incl. service costs)	1,955		-		4,073		6,005	

1 100% of the annual bonus is paid out in March of the following financial year. The disclosure corresponds to the disclosure already made in the past in accordance with the model table ('Benefits received') of the German Corporate Governance Code (DCGK) in its version of February 7, 2017 and thus ensures a consistently transparent and comparable presentation of the individual remuneration of the members of the Board of Management. The one-year variable remuneration is therefore disclosed for the financial year 2024, although the actual payout will not take place until the financial year 2025. For the deferral (Mid-Term Incentive) and the PPSP (Long-Term Incentive), on the other hand, a disclosure logic is chosen that corresponds to a payout-oriented interpretation.

2 Mathias Geisen: The PPSP grants for 2024 and earlier were awarded prior to his appointment to the Board of Management.

Remuneration awarded and due

	Sabine Kohleisen				Markus Schäfer			
	Human Relations & Labour Director				Chief Technology Officer, Development & Procurement			
	January 1 - April 30, 2025				January 1 - November 30, 2025			
	2025		2024		2025		2024	
	in €k	in %	in €k	in %	in €k	in %	in €k	in %
Base salary	313	45%	938	20%	860	21%	938	16%
Taxable non-cash benefits and fringe benefits	113	16%	304	7%	130	3%	110	2%
Sum fixed remuneration	426		1,242		990		1,048	
Short-term variable remuneration ¹								
One-year variable remuneration 2025	269	39%	-	-	739	18%	-	-
One-year variable remuneration 2024	-	-	1,313	28%	-	-	1,313	23%
Offsets from mandate remuneration	-	-	-	-	-	-	-	-
Mid-term variable remuneration								
Deferral 2022 (50% of annual bonus 2022)	-	-	716	15%	-	-	716	12%
Long-term variable remuneration ²								
PPSP 2021	-	-	-	-	1,959	48%	-	-
PPSP 2020	-	-	977	21%	-	-	2,248	39%
Dividend equivalent PPSP 2025	-	-	-	-	105	3%	-	-
Dividend equivalent PPSP 2024	-	-	117	3%	95	2%	117	2%
Dividend equivalent PPSP 2023	-	-	107	2%	87	2%	107	2%
Dividend equivalent PPSP 2022	-	-	81	2%	82	2%	81	1%
Dividend equivalent PPSP 2021	-	-	68	1%	-	-	187	3%
Sum variable remuneration	269		3,379		3,067		4,769	
Total remuneration in terms of Sect. 162 AktG	695	100%	4,621	100%	4,057	100%	5,817	100%
Pension expense (service cost)	281		281		281		282	
Total remuneration (incl. service costs)	976		4,902		4,338		6,099	

1 100% of the annual bonus is paid out in March of the following financial year. The disclosure corresponds to the disclosure already made in the past in accordance with the model table ('Benefits received') of the German Corporate Governance Code (DCGK) in its version of February 7, 2017 and thus ensures a consistently transparent and comparable presentation of the individual remuneration of the members of the Board of Management. The one-year variable remuneration is therefore disclosed for the financial year 2024, although the actual payout will not take place until the financial year 2025. For the deferral (Mid-Term Incentive) and the PPSP (Long-Term Incentive), on the other hand, a disclosure logic is chosen that corresponds to a payout-oriented interpretation.

2 Sabine Kohleisen: The payments from the long-term-oriented variable remuneration in 2024 also include amounts issued before the the appointment as a member to the Board of Management.

Remuneration awarded and due

	Olaf Schick				Michael Schiebe			
	Integrity, Governance & Sustainability				Production, Quality & Supply Chain Management			
	October 1 - December 31, 2025				December 1 - December 31, 2025			
	2025		2024		2025		2024	
	in €k	in %	in €k	in %	in €k	in %	in €k	in %
Base salary	234	53%	-	-	78	51%	-	-
Taxable non-cash benefits and fringe benefits	10	2%	-	-	9	6%	-	-
Sum fixed remuneration	244		-		87		-	
Short-term variable remuneration ¹								
One-year variable remuneration 2025	201	45%	-	-	67	44%	-	-
One-year variable remuneration 2024	-	-	-	-	-	-	-	-
Offsets from mandate remuneration	-	-	-	-	-	-	-	-
Mid-term variable remuneration								
Deferral 2022 (50% of annual bonus 2022)	-	-	-	-	-	-	-	-
Long-term variable remuneration ²								
PPSP 2021	-	-	-	-	-	-	-	-
PPSP 2020	-	-	-	-	-	-	-	-
Dividend equivalent PPSP 2025	-	-	-	-	-	-	-	-
Dividend equivalent PPSP 2024	-	-	-	-	-	-	-	-
Dividend equivalent PPSP 2023	-	-	-	-	-	-	-	-
Dividend equivalent PPSP 2022	-	-	-	-	-	-	-	-
Dividend equivalent PPSP 2021	-	-	-	-	-	-	-	-
Sum variable remuneration	201		-		67		-	
Total remuneration in terms of Sect. 162 AktG	445	100%	-	-	154	100%	-	-
Pension expense (service cost)	41		-		12		-	
Total remuneration (incl. service costs)	486		-		166		-	

1 100% of the annual bonus is paid out in March of the following financial year. The disclosure corresponds to the disclosure already made in the past in accordance with the model table ('Benefits received') of the German Corporate Governance Code (DCGK) in its version of February 7, 2017 and thus ensures a consistently transparent and comparable presentation of the individual remuneration of the members of the Board of Management. The one-year variable remuneration is therefore disclosed for the financial year 2024, although the actual payout will not take place until the financial year 2025. For the deferral (Mid-Term Incentive) and the PPSP (Long-Term Incentive), on the other hand, a disclosure logic is chosen that corresponds to a payout-oriented interpretation.

2 Michael Schiebe: The PPSP grants for 2024 and earlier were awarded prior to his appointment to the Board of Management.

Remuneration awarded and due

	Britta Seeger Human Relations & Labour Director January 1 - December 31, 2025				Oliver Thöne Greater China February 1 - December 31, 2025			
	2025		2024		2025		2024	
	in €k	in %	in €k	in %	in €k	in %	in €k	in %
Base salary	938	23%	938	16%	860	41%	-	-
Taxable non-cash benefits and fringe benefits ¹	76	2%	111	2%	409	19%	-	-
Sum fixed remuneration	1,014		1,049		1,269		-	
Short-term variable remuneration ²								
One-year variable remuneration 2025	807	19%	-	-	739	35%	-	-
One-year variable remuneration 2024	-	-	1,313	23%	-	-	-	-
Offsets from mandate remuneration	-	-	-	-	-	-	-	-
Mid-term variable remuneration								
Deferral 2022 (50% of annual bonus 2022)	-	-	716	12%	-	-	-	-
Long-term variable remuneration ³								
PPSP 2021	1,959	47%	-	-	-	-	-	-
PPSP 2020	-	-	2,248	39%	-	-	-	-
Dividend equivalent PPSP 2025	105	3%	-	-	96	5%	-	-
Dividend equivalent PPSP 2024	95	2%	117	2%	-	-	-	-
Dividend equivalent PPSP 2023	87	2%	107	2%	-	-	-	-
Dividend equivalent PPSP 2022	82	2%	81	1%	-	-	-	-
Dividend equivalent PPSP 2021	-	-	187	3%	-	-	-	-
Sum variable remuneration	3,135		4,769		835		-	
Total remuneration in terms of Sect. 162 AktG	4,149	100%	5,818	100%	2,104	100%	-	-
Pension expense (service cost)	285		286		185		-	
Total remuneration (incl. service costs)	4,434		6,104		2,289		-	

1 Oliver Thöne: In connection with Oliver Thöne's activities abroad, there are still ongoing taxable non-cash benefits for previous years and location benefits.

2 100% of the annual bonus is paid out in March of the following financial year. The disclosure corresponds to the disclosure already made in the past in accordance with the model table ('Benefits received') of the German Corporate Governance Code (DCGK) in its version of February 7, 2017 and thus ensures a consistently transparent and comparable presentation of the individual remuneration of the members of the Board of Management. The one-year variable remuneration is therefore disclosed for the financial year 2024, although the actual payout will not take place until the financial year 2025. For the deferral (Mid-Term Incentive) and the PPSP (Long-Term Incentive), on the other hand, a disclosure logic is chosen that corresponds to a payout-oriented interpretation.

3 Oliver Thöne: The PPSP grants for 2024 and earlier were awarded prior to his appointment to the Board of Management.

Remuneration awarded and due

	Hubertus Troska				Harald Wilhelm			
	Greater China				Finance & Controlling			
	January 1 - July 31, 2025				January 1 - December 31, 2025			
	2025		2024		2025		2024	
	in €k	in %	in €k	in %	in €k	in %	in €k	in %
Base salary	547	15%	938	15%	959	23%	959	17%
Taxable non-cash benefits and fringe benefits ¹	300	8%	532	9%	43	1%	47	1%
Sum fixed remuneration	847		1,470		1,002		1,006	
Short-term variable remuneration ²								
One-year variable remuneration 2025	471	13%	-	-	825	20%	-	-
One-year variable remuneration 2024	-	-	1,313	21%	-	-	1,342	23%
Offsets from mandate remuneration	-	-	-	-	-72	-2%	-72	-1%
Mid-term variable remuneration								
Deferral 2022 (50% of annual bonus 2022)	-	-	716	11%	-	-	731	13%
Long-term variable remuneration								
PPSP 2021	1,959	54%	-	-	1,959	48%	-	-
PPSP 2020	-	-	2,248	36%	-	-	2,248	39%
Dividend equivalent PPSP 2025	105	3%	-	-	105	3%	-	-
Dividend equivalent PPSP 2024	95	3%	117	2%	95	2%	117	2%
Dividend equivalent PPSP 2023	87	2%	107	2%	87	2%	107	2%
Dividend equivalent PPSP 2022	82	2%	81	1%	82	2%	81	1%
Dividend equivalent PPSP 2021	-	-	187	3%	-	-	187	3%
Sum variable remuneration	2,799		4,769		3,081		4,741	
Total remuneration in terms of Sect. 162 AktG	3,646	100%	6,239	100%	4,083	100%	5,747	100%
Pension expense (service cost)	281		281		289		292	
Total remuneration (incl. service costs)	3,927		6,520		4,372		6,039	

¹ Hubertus Troska: In connection with Hubertus Troska's activities abroad, there are still ongoing taxable non-cash benefits for previous years and location benefits.

² 100% of the annual bonus is paid out in March of the following financial year. The disclosure corresponds to the disclosure already made in the past in accordance with the model table ('Benefits received') of the German Corporate Governance Code (DCGK) in its version of February 7, 2017 and thus ensures a consistently transparent and comparable presentation of the individual remuneration of the members of the Board of Management. The one-year variable remuneration is therefore disclosed for the financial year 2024, although the actual payout will not take place until the financial year 2025. For the deferral (Mid-Term Incentive) and the PPSP (Long-Term Incentive), on the other hand, a disclosure logic is chosen that corresponds to a payout-oriented interpretation.

Remuneration of former Board of Management members in the financial year 2025

Dr Manfred Bischoff received pension payments in the amount of €906,382 in the financial year 2025. In addition, Dr Manfred Bischoff received fringe benefit payments in the amount of €25,545. The fixed remuneration components therefore account for 100% of the remuneration.

Martin Daum received a payment of €229,608 from the company pension plan. The fixed remuneration components account for 100% of the remuneration.

Renata Jungo Brüngger resigned from the Board of Management, responsible for Integrity, Governance & Sustainability, at the end of October 31, 2025. Her service contract ends at the close of December 31, 2025. During the remaining term of her service contract, Renata Jungo Brüngger will continue to receive the contractually agreed remuneration. The ongoing PPSP plans will be paid out in accordance with the plan conditions and on the agreed dates. For the remainder of the financial year 2025 following her resignation, the remuneration awarded and due totaled €170,439 and consists of the following components: €156,328 base salary and €14,111 fringe benefits. The fixed remuneration components account for 100% of the remuneration.

Sabine Kohleisen resigned from the Board of Management, responsible for Human Relations & Labour Director, at the end of April 30, 2025. Her service contract ends at the close of November 30, 2025. During the remaining term of her service contract, Sabine Kohleisen will continue to receive the contractually agreed remuneration. The ongoing PPSP plans will be paid out in accordance with the plan conditions and on the agreed dates. For the remainder of the financial year 2025 following her resignation, the remuneration awarded and due totaled €1,236,270 and consists of the following components: €547,148 base salary, dividend equivalents in the amount of €360,043 from the current PPSP (2022-2025); €266,000 bridging allowance (payment will be made in January 2026) and €63,079 fringe benefits. The fixed remuneration components accordingly account for 71% and the variable remuneration components for 29% of the remuneration.

Wilfried Porth received payments from the PPSP 2021 in the amount of €2,048,185, dividend equivalents in the amount of €28,651 from the current PPSP (2022) and pension payments in the amount of €164,266, as well as a payment of €419,519 from the company pension plan. In addition, Wilfried Porth received fringe benefit payments in the amount of €19,719. The fixed remuneration components accordingly account for 23% and the variable remuneration components for 77% of the remuneration.

Markus Schäfer resigned from the Board of Management, responsible for Chief Technology Officer, Development & Procurement, at the end of November 30, 2025. His service contract ends at the close of May 21, 2026. During the remaining term of his service contract, Markus Schäfer will continue to receive the contractually agreed remuneration. The ongoing PPSP plans will be paid out in accordance with the plan conditions and on the agreed dates. For the remainder of the financial year 2025 following his resignation, the remuneration awarded and due totaled €496,778 and consists of the following components: €443,770 continuation of base salary and €53,008 fringe benefits until May 2026. The fixed remuneration components account for 100% of the remuneration.

Hubertus Troska resigned from the Board of Management, responsible for Greater China, at the end of July 31, 2025. His service contract ends at the close of December 31, 2025. During the remaining term of his service contract, Hubertus Troska will continue to receive the contractually agreed remuneration. The ongoing PPSP plans will be paid out in accordance with the plan conditions and on the agreed dates. For the remainder of the financial year 2025 following his resignation, the remuneration awarded and due totaled €450,976 and consists of the following components: €390,821 base salary and €60,155 fringe benefits. The fixed remuneration components account for 100% of the remuneration.

In financial year 2025, Bodo Uebber received pension payments in the amount of €349,135. In addition, he received fringe benefit payments in the amount of €24,555. The fixed remuneration components accordingly account for 100% of the remuneration.

Prof Dr Thomas Weber received pension payments in the amount of €422,287 in the financial year 2025. Furthermore, Prof Dr Thomas Weber received a payment in the amount of €548,416 from the company pension plans. In addition, he received fringe benefit payments in the amount of €8,703. The fixed remuneration components therefore account for 100% of the remuneration.

In the financial year 2025, Dr Dieter Zetsche received pension payments in the amount of €1,269,364. Furthermore, Dr Dieter Zetsche received a payment in the amount of €953,384 from the company pension plan. In addition, Dr Dieter Zetsche received fringe benefit payments in the amount of €18,507. The fixed remuneration components accordingly account for 100% of the remuneration.

The remuneration awarded and due in the financial year 2025 to the other former members of the Board of Management of Mercedes-Benz Group AG, who resigned more than 10 years ago, amounted to €11.1 million (financial year 2024: €12.2 million) in total.

Remuneration of the Supervisory Board

Principles of Supervisory Board remuneration

Pursuant to Section 113 Subsection 3 AktG, the Annual Shareholders' Meeting of Mercedes-Benz Group AG must resolve upon the remuneration of the members of the Supervisory Board at least every four years. The Supervisory Board new remuneration resolution was adopted by the 2025 Annual Shareholders' Meeting with an approval rate of 99.18%. Article 10 of the Articles of Incorporation of Mercedes-Benz Group AG was adjusted accordingly. The change to committee remuneration is described on the following page.

The remuneration of the Supervisory Board members is set, in the view of the company, in an appropriate relationship to their responsibilities and to the situation of the company and takes into account the recommendations of the German Corporate Governance Code (DCGK) as well as the

remuneration of the supervisory boards of other large, listed companies. An appropriate and relevant remuneration makes an important contribution to the competition for outstanding talent for composition of the Supervisory Board and as a result for the best possible supervision and advice of the Board of Management. This in turn is a precondition for the long-term success of the company.

The members of the Supervisory Board receive a function-related, fixed remuneration without variable components, to strengthen, in the opinion of the company, their independence in the performance of monitoring and advisory duties and in personnel and remuneration decisions. In addition, especially in economically strained situations in which variable remuneration components generally decrease, there is a need to more intensively monitor and advise the Board of Management, accompanied by an increased workload and increased liability risk for Supervisory Board members.

Furthermore, the members of the Supervisory Board are reimbursed for expenses incurred for Supervisory Board activities.

Fixed remuneration		
Chairman	Deputy Chairman	Audit Committee Chairman
€600,000	€475,000	€450,000
Ordinary member	Other committee member	Audit committee member
€200,000	€300,000	€400,000

Committee compensation

No additional remuneration is granted for chairing the committees of the Supervisory Board, with the exception of the Audit Committee, as this activity is generally included in the remuneration of the Chairman of the Supervisory Board, who also assumes these functions by law or in accordance with the rules of procedure of the Supervisory Board and its committees.

If a member of the Supervisory Board performs several higher-paid functions, the remuneration is based exclusively on the highest-paid function. The change to the remuneration system applies retrospectively from 1 January 2024 and provides for a lump-sum remuneration for membership of a committee. This remuneration is granted regardless of the number of meetings actually held, in order to reward committee membership as such.

Additional benefits

No remuneration was paid in the financial year 2024 for services provided personally beyond the aforementioned board and committee activities, in particular for advisory or agency services, except for the remuneration paid to the members of the Supervisory Board representing the employees in accordance with their contracts of employment

The members of the Supervisory Board were also covered in the year under review by a financial loss and liability insurance policy for executive bodies and certain executives (Directors & Officers insurance) taken out by and in the interest of the company. The insurance premiums were paid by the company. This approach is in line with market practice and appropriate, in the view of the company.

Remuneration of Supervisory Board members in the financial year 2025

The individual remuneration awarded and due to Supervisory Board members, which consists of 100% fixed remuneration components, is shown in the table below as vested remuneration for 2025 because the underlying activities have been fully performed.

The total remuneration for the activities of the members of the Supervisory Board of Mercedes-Benz Group AG in the financial year 2025 amounted to €6.0 million (financial year 2024: €5.8 million).

Supervisory Board remuneration

	Total remuneration	
	2025	2024
in €k		
Dr Martin Brudermüller (Chair)	600	495
Ergun Lümali (Deputy Chair)	475	475
Michael Bettag	200	200
Ben van Beurden	300	300
Nadine Boguslawski	200	200
Elizabeth Centoni ¹	400	200
Dame Polly Courtice	300	300
Sebastian Fay	400	231
Marco Gobetti	200	200
Michael Häberle	300	300
Dr Doris Höpke	300	195
Timotheus Höttges	400	400
Olaf Koch	450	450
Gabriela Neher-Merkel	200	200
Michael Peters	200	200
Stefan Pierer	200	200
Barbara Resch	293	—
Pia Simon	200	117
Prof Dr Helene Svahn	200	200
Monika Tielsch	200	200

1 The amount received in 2025 includes the committee remuneration for 2024, which was paid retrospectively due to the amendment to the Articles of Incorporation.

Note: The table represents the members of the supervisory board who were active in 2025.

Comparative presentation of remuneration and company performance

The following table provides an overview of the company's earnings performance, the development of average employee remuneration and the remuneration of the members of the Board of Management and Supervisory Board of the previous five financial years. The company's earnings performance is presented based on the financial indicators of net income of the company in accordance with HGB and EBIT and FCF IB of the Group. The average remuneration of employees takes into account the annual personnel expenses in relation to the number of employees (employees, apprentices and interns) on a full-time equivalent (FTE) basis at Mercedes-Benz Group AG, adjusted for certain special items and without Long Term Incentive. In addition, the remuneration awarded and due to current and former members of the Board of Management and Supervisory Board in the financial year and the previous year is shown in its development.

Comparative presentation

	2025	2024	Change 2025/2024	2023	Change 2024/2023	2022	Change 2023/2022	2021	Change 2022/2021
	in €k	in €k	in %						
Earnings performance									
Net income of the company (HGB) in € million	1,534	8,572	-82%	12,098	-29%	8,877	36%	9,538	-7%
EBIT of the Group in € million ¹	5,820	13,599	-57%	19,660	-31%	20,458	-4%	29,069	-30%
FCF IB of the Group in €million ¹	5,414	9,479	-43%	11,881	-20%	9,156	30%	8,606	6%

Employees

Relative change of remuneration of employees of Mercedes-Benz AG ²	-	-	0%	-	-4%	-	5%	-	5%
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Members of the Board of Management active in the financial year

Ola Källenius	8,214	11,918	-31%	12,237	-3%	6,581	86%	4,284	54%
Dr Jörg Burzer ³	2,424	5,596	-57%	4,295	30%	2,265	90%	141	1506%
Mathias Geisen	1,730	-	-	-	-	-	-	-	-
Renata Jungo Brüngger	3,962	5,724	-31%	6,503	-12%	3,694	76%	2,469	50%
Sabine Kohleisen ³	1,931	4,621	-58%	4,051	14%	2,115	92%	142	1389%
Markus Schäfer	4,554	5,817	-22%	6,173	-6%	3,285	88%	2,100	56%
Olaf Schick	445	-	-	-	-	-	-	-	-
Michael Schiebe	154	-	-	-	-	-	-	-	-
Britta Seeger	4,149	5,818	-29%	6,582	-12%	3,727	77%	2,462	51%
Oliver Thöne	2,104	-	-	-	-	-	-	-	-
Hubertus Troska	4,097	6,239	-34%	7,159	-13%	4,214	70%	3,103	35%
Harald Wilhelm	4,083	5,747	-29%	5,944	-3%	2,923	103%	1,928	52%

Frühere Vorstandsmitglieder

Dr Manfred Bischoff (until 16.12.2003)	932	899	4%	880	2%	787	12%	814	-3%
Martin Daum (until 9.12.2021)	230	1,119	-79%	763	47%	690	11%	2,328	-70%
Wilfried Porth (until 30.11.2021)	2,680	2,990	-10%	4,238	-29%	2,406	76%	2,399	0%
Bodo Uebber (until 22.05.2019)	374	360	4%	3,189	-89%	2,652	20%	1,087	144%
Prof Dr Thomas Weber (until 31.12.2016)	979	939	4%	903	4%	835	8%	798	5%
Dr Dieter Zetsche (until 22.05.2019)	2,241	2,212	1%	8,173	-73%	4,394	86%	3,539	24%
Sum of other former members of the Board of Management (left more than 10 years ago)	11,050	12,154	-9%	11,463	6%	11,823	-3%	15,266	-23%

Comparative presentation

	2025	2024	Change 2024/2025	2023	Change 2023/2024	2022	Change 2023/2022	2021	Change 2022/2021
	in €k	in €k	in %						
Members of the Supervisory Board active in the financial year									
Dr Martin Bruder Müller (Chair)	600	495	21%	267	85%	151	77%	116	29%
Ergun Lümali (Deputy Chair)	475	475	0%	475	0%	429	11%	255	68%
Michael Bettag	200	200	0%	200	0%	152	32%	154	-1%
Ben van Beurden	300	300	0%	300	0%	240	25%	186	29%
Nadine Boguslawski	200	200	0%	200	0%	151	33%	63	138%
Elizabeth Centoni	400	200	100%	300	-33%	209	43%	117	80%
Dame Polly Courtice	300	300	0%	300	0%	143	110%	-	-
Sebastian Fay	400	231	73%	-	-	-	-	-	-
Marco Gobetti	200	200	0%	200	0%	102	96%	-	-
Michael Häberle	300	300	0%	300	0%	213	41%	216	-2%
Dr Doris Höpke	300	195	54%	-	-	-	-	-	-
Timotheus Höttges	400	400	0%	400	0%	204	96%	154	32%
Olaf Koch	450	450	0%	450	0%	378	19%	75	401%
Gabriela Neher-Merkel	200	200	0%	133	50%	-	-	-	-
Michael Peters	200	200	0%	133	50%	-	-	-	-
Stefan Pierer	200	200	0%	133	50%	-	-	-	-
Barbara Resch	293	-	-	-	-	-	-	-	-
Pia Simon	200	117	71%	-	-	-	-	-	-
Prof Dr Helene Svahn	200	200	0%	200	0%	152	32%	39	293%
Monika Tielsch	200	200	0%	200	0%	152	32%	9	1572%

1 EBIT and FCF IB 2021: incl. discontinued operations. Note: EBIT and FCF IB may be standardised for the purpose of remuneration.

2 Remuneration of employees of the company: adjusted for special items.

3 2021-2024: The payments from the long-term-oriented variable remuneration also include amounts issued before the the appointment as a member to the Board of Management

Note: In addition to his activities as member of the Board of Management, Dr Manfred Bischoff was also Chair of the Supervisory Board.

For the Board of Management



Ola Källenius
Chairman of the Board
of Management



Harald Wilhelm
Finance & Controlling

For the Supervisory Board



Dr Martin Brudermüller
Chairman of the
Supervisory Board

Auditor's Report

To Mercedes-Benz Group AG, Stuttgart

We have audited the remuneration report of Mercedes-Benz Group AG, Stuttgart, for the financial year from January 1 to December 31, 2025 including the related disclosures, which was prepared to comply with § [Article] 162 AktG [Aktengesetz: German Stock Corporation Act].

Responsibilities of the Board of Management and the Supervisory Board

The Board of Management and the Supervisory Board of Mercedes-Benz Group AG are responsible for the preparation of the remuneration report, including the related disclosures, that complies with the requirements of § 162 AktG. The Board of Management and the Supervisory Board are also responsible for such internal control as they determine is necessary to enable the preparation of a remuneration report, including the related disclosures, that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities

Our responsibility is to express an opinion on this remuneration report, including the related disclosures, based on our audit. We conducted our audit in accordance with German generally accepted standards for the audit of financial statements promulgated by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany) (IDW). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the remuneration report, including the related disclosures, is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts including the related disclosures stated in the remuneration report. The procedures selected depend on the auditor's judgment. This includes the assessment of the risks of material misstatement of the remuneration report including the related disclosures, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the preparation of the remuneration report including the related disclosures. The objective of this is to plan and perform audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Management and the Supervisory Board, as well as evaluating the overall presentation of the remuneration report including the related disclosures.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Audit Opinion

In our opinion, based on the findings of our audit, the remuneration report for the financial year from January 1 to December 31, 2025, including the related disclosures, complies in all material respects with the accounting provisions of § 162 AktG.

Reference to an Other Matter – Formal Audit of the Remuneration Report according to § 162 AktG

The audit of the content of the remuneration report described in this auditor's report includes the formal audit of the remuneration report required by § 162 Abs. [paragraph] 3 AktG, including the issuance of a report on this audit. As we express an unqualified audit opinion on the content of the remuneration report, this audit opinion includes that the information required by § 162 Abs. 1 and 2 AktG has been disclosed in all material respects in the remuneration report.

Restriction on use

We issue this auditor's report on the basis of the engagement agreed with Mercedes-Benz Group AG. The audit has been performed only for purposes of the company and the auditor's report is solely intended to inform the company as to the results of the audit. Our responsibility for the audit and for our auditor's report is only towards the company in accordance with this engagement. The auditor's report is not intended for any third parties to base any (financial) decisions thereon. We do not assume any responsibility, duty of care or liability towards third parties; no third parties are included in the scope of protection of the underlying engagement. § 334 BGB [Bürgerliches Gesetzbuch: German Civil Code], according to which objections arising from a contract may also be raised against third parties, is not waived.

Stuttgart, March 3, 2026

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Dietmar Prümm
Wirtschaftsprüfer
[German Public Auditor]

Thomas Tandetzki
Wirtschaftsprüfer
[German Public Auditor]

