

GOVERNANCE PRESENTATION MERCEDES-BENZ GROUP AG

ANNUAL GENERAL MEETING 2025

APRIL 2025












AGENDA

- I. Corporate Profile
- II. Review FY 2024
- III. Strategy
- IV. Annual General Meeting 2025
- V. Supervisory Board

WE ARE ONE OF THE LEADING GLOBAL SUPPLIERS OF HIGH-END CARS AND PREMIUM VANS

Mercedes-Benz Group AG¹

| | | | | | | |
|--|--|--|----------------------|--|--|--|
| Revenue: | €145.6 billion ² | Employees: | 175,264 ³ | | | |
| <table border="1"> <tr> <td> <p>Mercedes-Benz Cars</p> <p>Revenue: €107.8 billion Employees: 139,196</p>  <p>Mercedes-Benz MAYBACH AMG</p> </td> <td> <p>Mercedes-Benz Vans</p> <p>Revenue: €19.3 billion Employees: 18,871</p>  <p>Mercedes-Benz</p> </td> <td> <p>Mercedes-Benz Mobility</p> <p>Revenue: €25.1 billion Employees: 9,269</p> <p>Mercedes-Benz Bank Mercedes-Benz Financial Services</p>  </td> </tr> </table> | | | | <p>Mercedes-Benz Cars</p> <p>Revenue: €107.8 billion Employees: 139,196</p>  <p>Mercedes-Benz MAYBACH AMG</p> | <p>Mercedes-Benz Vans</p> <p>Revenue: €19.3 billion Employees: 18,871</p>  <p>Mercedes-Benz</p> | <p>Mercedes-Benz Mobility</p> <p>Revenue: €25.1 billion Employees: 9,269</p> <p>Mercedes-Benz Bank Mercedes-Benz Financial Services</p>  |
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¹ Figures FY 2024 ² Incl. Reconciliation €-6.6 billion; the reconciliation includes eliminations of intra-Group revenue between the segments

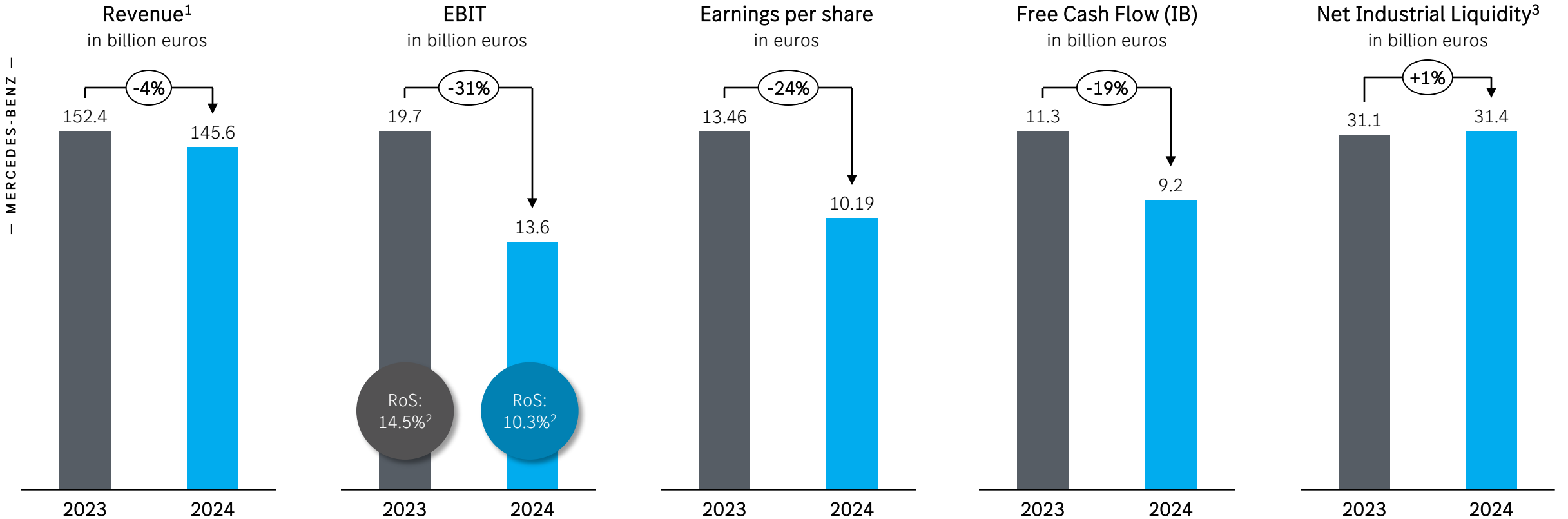
³ Active workforce including holiday workers excluding thesis writers, interns, working students, PhD students, senior experts and trainees as of 31 December 2024; Mercedes-Benz Group incl. central functions & service employees

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MERCEDES-BENZ GROUP: KEY FIGURES

Share buyback: EUR ~7 bn completed.
Dividend: EUR 5.5 bn paid out.



¹ 2023 revenue has been corrected in accordance with IAS 8 ² Group Return on Sales considering the Industrial Business ³ Accrued interests are now shown under financing liabilities leading to a change of Net Industrial Liquidity

DIVISIONAL REVIEW FY 2024

KEY MESSAGES

MERCEDES-BENZ CARS

Performance:

Top line development impacted by market dynamics, intensified cost efficiencies at work, RoS adj. at 8.1%.

Transformation:

PHEV sales growth in subdued EV environment, opening of new competence center for battery development.

Products:

Launch of new G-Class (ICE & BEV), updated EQS, SL Maybach, several premieres at AMG.

Technology:

Elevating digital in-car user experience, advancing ADAS technology in all regions.

MERCEDES-BENZ VANS

Performance:

Strong profitable growth by focusing on premium segments and portfolio adjustment. Digital services to enhance productivity of commercial customers.

Transformation:

Development and industrialization of one VAN architecture with both BEV and ICE.

Product:

Complete product portfolio renewed in 2024. First VAN.EA test vehicles on the road.

Footprint:

Continuous rightsizing of industrial base. Sale of business operations in Argentina.

Costs:

On track in all areas. 2024 fixed cost reduction of 3% vs. 2023.

MERCEDES-BENZ MOBILITY

Portfolio slightly up, new business impacted by high competition in China.

Acquisition margin stabilized in line with target return. Portfolio margin at subdued level.

Cost of credit risk on elevated level.

Efficiency measures led to significant cost improvements.

Charging Solutions continued to expand.



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DELIVERING ON THE MERCEDES-BENZ PROMISE

“Because it’s a Mercedes-Benz.”

We leverage the most valuable luxury car brand.

Biggest-ever product & tech launch program.

We up the ante in every segment we serve.

Next Level Performance.

We increase the resilience of our business.

What’s in it for investors?

We generate attractive shareholder returns.



WHAT MAKES A CAR A MERCEDES-BENZ? THE PERFECT COMBINATION OF EXTRAORDINARY DETAILS



— MERCEDES-BENZ —

— GOVERNANCE PRESENTATION AGM 2025 —

Safety

Trustworthy
responsibility

Quality

Engineering
excellence

Comfort

Effortless
comfort

Intelligence

Hyper-personalized
user experience

Design

Sensual
purity

OUR GOAL: WE BUILD THE WORLD'S MOST DESIRABLE CARS



OUR GOAL:
WE WILL BUILD THE WORLD'S MOST DESIRABLE CARS



WE ARE DEBUTING THE “ONE-LITRE CAR” FOR THE ELECTRIC AGE

792 km range (WLTP)

Energy consumption of 12.2 kWh / 100 km

150 kW to >400 kW output

Up to 325 km charge in 10 min

Technical requirements for
bidirectional charging

Premiere of MB.OS, full ADAS capability built-in



WE ARE COMMITTED TO OUR AMBITION 2039

Reducing CO₂ emissions

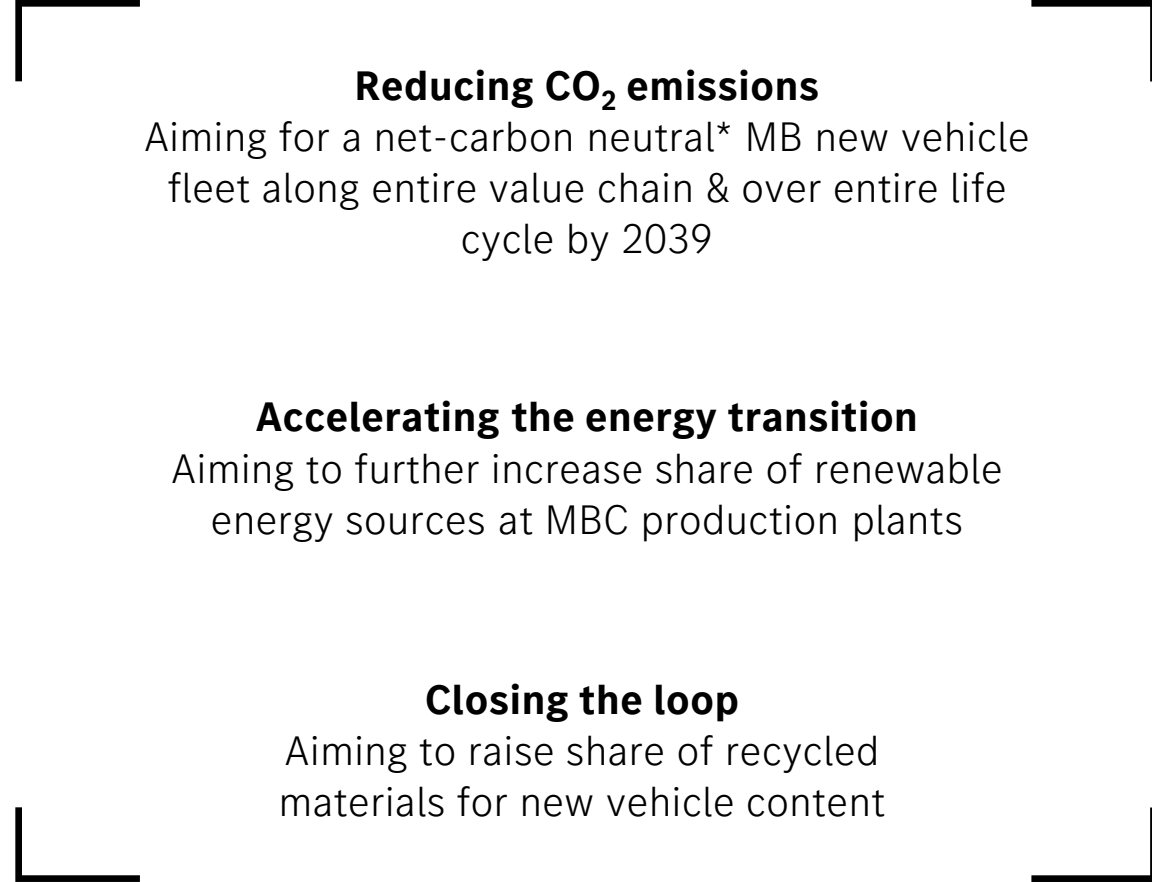
Aiming for a net-carbon neutral* MB new vehicle fleet along entire value chain & over entire life cycle by 2039

Accelerating the energy transition

Aiming to further increase share of renewable energy sources at MBC production plants

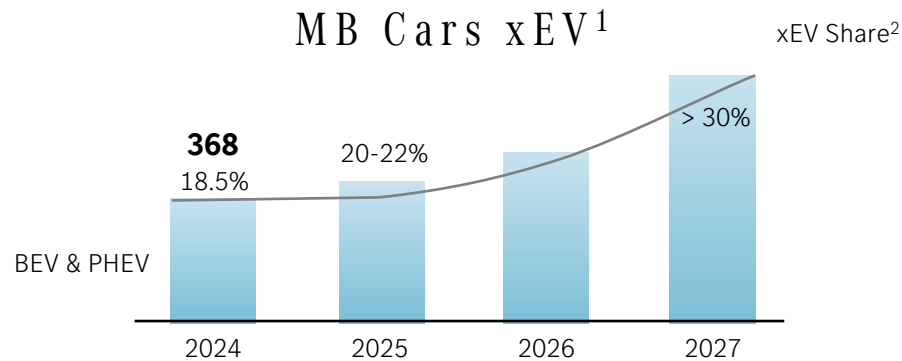
Closing the loop

Aiming to raise share of recycled materials for new vehicle content



*Carbon emissions that are not avoided or reduced at Mercedes-Benz are compensated for by certified offsetting projects.

WE PLAN TO BE IN A POSITION TO CATER TO DIFFERENT CUSTOMER NEEDS UNTIL WELL INTO THE 2030s



CLA as frontrunner of our new BEV line-up.

xEV share >30% in 2027 boosted by GLC and C-Class hitting the market.



ICE:
High-tech electrified combustion engines are setting new performance & efficiency standards



BEV:
Visionary EQXX technology in series production

¹ Schematic graph, in k units ² 2025-2027 as % of total sales according to plan

WE INCREASE THE RESILIENCE OF OUR BUSINESS

WE AIM TO SUSTAINABLY
IMPROVE OUR REVENUE
QUALITY

Direct sales

Leveraging data insights from sales and customers to use as a strategic asset for even more sales control

Optimized contribution margin

Utilizing micro-segment analysis, data-driven pricing and trade cycle management to tap growth potential and drive customer retention

Customer experience

Ensuring outstanding customer experience across all core processes & markets, one way of working for sales & financial services

Mercedes-Maybach SL 680 V12 S-Class (provisional figures, combined energy consumption: 17.1 kWh/100 km | combined CO₂ emissions: 312 g/km | CO₂ class: G)

WE ARE STRENGTHENING
OUR COMMITMENT TO CHINA

Building on strong TEV position

Defend market share & favorable pricing

Taking on challenge in Core segment

China-fit products for highly competitive environment

Delivering competitive technology

Boost local capabilities & enhance local tech cooperations with a focus on ADAS & infotainment

Improving our cost position

Build strong local sourcing capabilities, structural optimization, benchmark manufacturing costs

WE ARE INTENSIFYING OUR
EFFORTS TO REDUCE COSTS
AND PRIORITIZE FUNDING

Industrial footprint

Rightsizing to market demand, substantially optimizing production costs

Material costs

Focusing on technical & commercial improvements jointly with suppliers

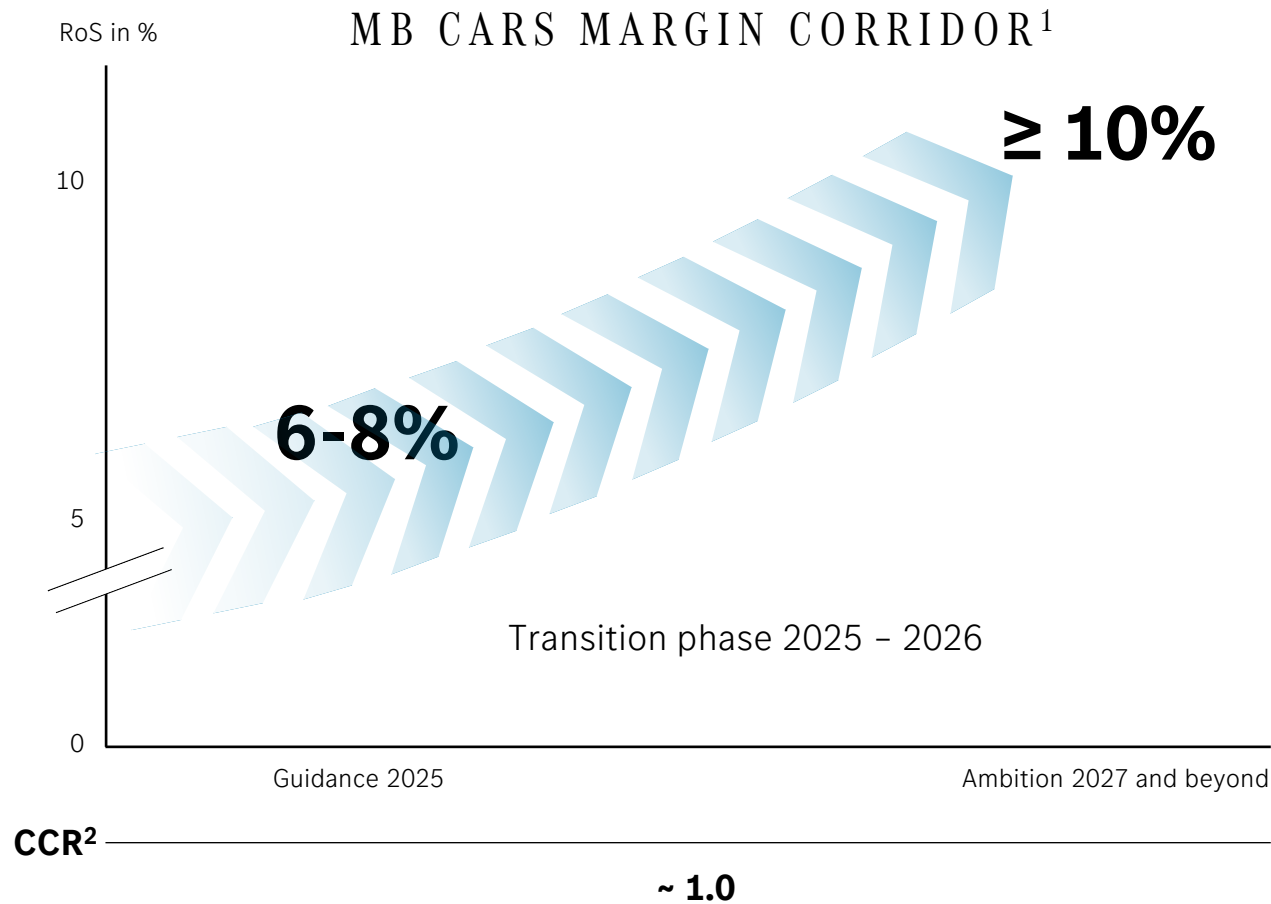
Investments

Reducing investments & allocating capital to most promising segments

Fixed costs

Continuing track record of fundamental cost savings

WE HAVE A ROAD MAP BACK TO DOUBLE-DIGIT ROS



MASTERING TRANSFORMATION

Prudent macro and market perspective.

Product momentum materializing in sales, revenues and margin.

Absorbing higher BEV share.

Next Level Performance yielding benefits over time in variable and fixed costs.

Investment decline post 2025.

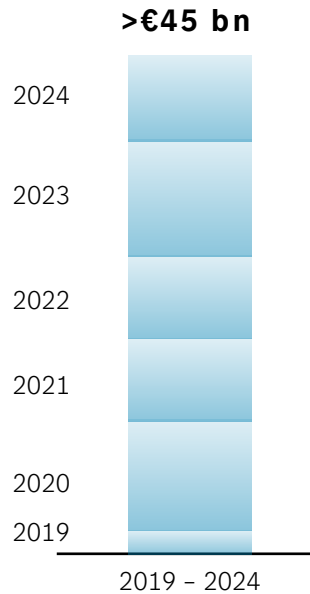
Roadmap to double digit.

Final tariff impact including latest tariff announcements currently under evaluation.

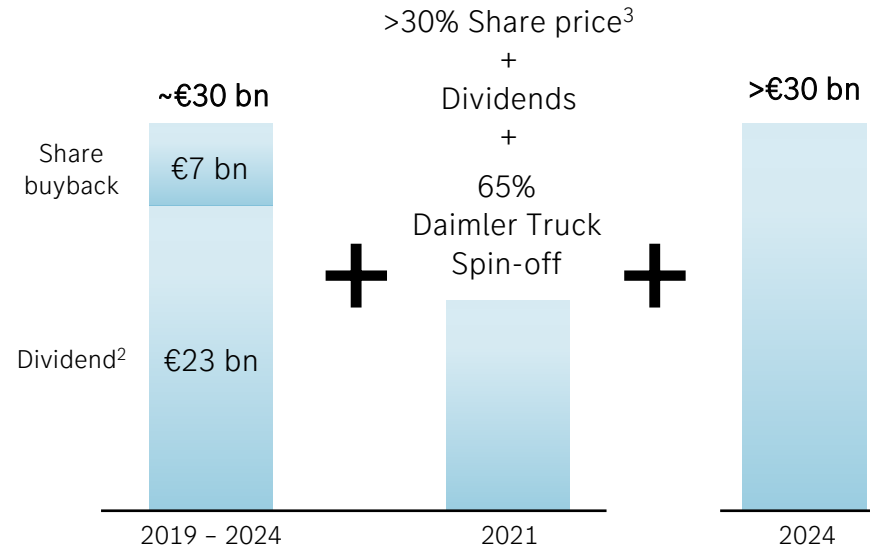
¹ Schematic graph ² Cash Conversion Rate

WE HAVE A SOLID TRACK RECORD IN GENERATING CASH

CASH GENERATED SINCE 2019¹



CASH RETURN TO SHAREHOLDERS¹



NET LIQUIDITY⁴



TOTAL SHAREHOLDER RETURN 2019 - 2024

>100%⁵

INTERNAL RATE OF RETURN 2019 - 2024

~13%⁵

¹ Schematic graph ² Dividend for the years 2019-2024 paid out in the following year ³ Daimler Truck share price development from 10 Dec 2021 to 31 Dec 2024 ⁴ Net liquidity of the industrial business as of 31 Dec 2024 ⁵ For an investment in the former Daimler AG shares considering all returns (incl. spin-off shares and dividend payouts from MB Group and Daimler Truck)

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AGENDA

01 Annual Report for financial year 2024 – *without voting*

05 Appointment of the auditors

09 Authorization to use derivative financial instruments for acquisition of treasury shares

13 Articles of Incorporation: Venue of the Shareholders' Meeting

02 Appropriation of distributable profit

06 Approval of the remuneration report for financial year 2024

10 Creation of Conditional Capital 2025

14 Articles of Incorporation: Authorization to hold virtual shareholders' meeting

03 Ratification of Board of Management members' actions in financial year 2024

07 Elections to the Supervisory Board

11 Remuneration for Supervisory Board members

04 Ratification of Supervisory Board members' actions in financial year 2024

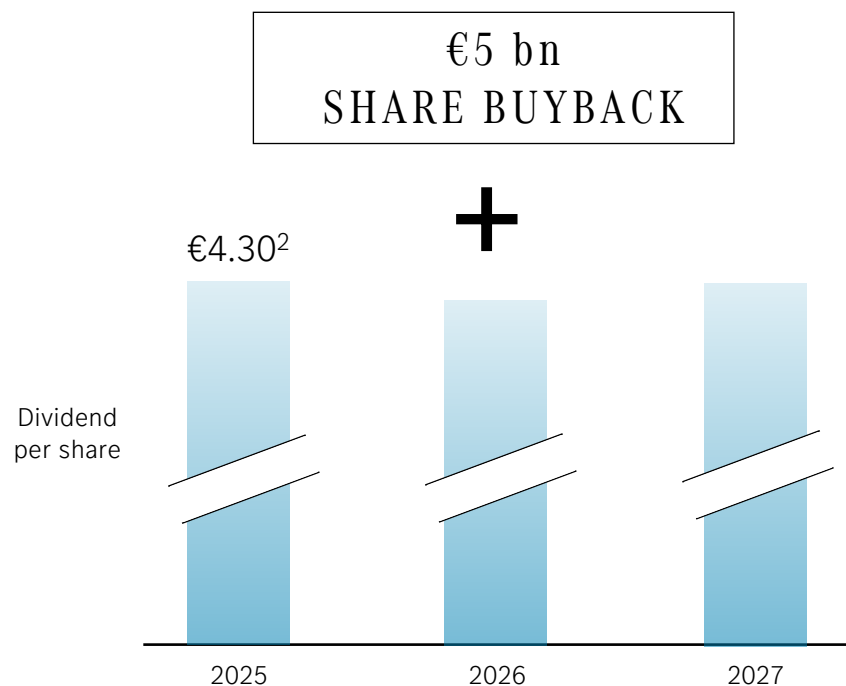
08 New authorization to acquire and use treasury shares

12 Approval of the remuneration system for the Board of Management members



BENCHMARK CAPITAL ALLOCATION FRAMEWORK IN PLACE

CAPITAL ALLOCATION¹



Capital allocation framework in place.

Dividend of €4.30²
equivalent to 41% payout ratio.

Intended renewal of the 10% authorization
for share buybacks at the AGM 2025 as a precondition
for new share buybacks.

New share buyback³ of up to €5 bn
in up to 24 months supported by continued cash
generation and potential monetization of a share of our
stake in Daimler Truck.

¹ Schematic graph ² Proposed to AGM 2025 ³ Subject to new AGM authorisation

DIESEL EMISSIONS ISSUES



- During the last business year, as in previous years, the **Supervisory Board paid close attention to the diesel emissions issue.**
- The Supervisory Board's **analysis of the potential liability of current and former Members of the Board of Management**, which has been ongoing for several years, **has been completed.**
- The Supervisory Board, together with its legal experts, has **examined what led to the diesel emissions issue and whether appropriate measures were omitted at Management Board level.** The analysis included, among other things, the actions of all Members of the Board of Management from 2005 onwards with regard to the emission control technologies and software functionalities used in diesel engines, as well as all related circumstances. It covered, among other regions, Germany, the EU, as well as the U.S. The **analysis concluded that there are no claims** against Members of the Board of Management. **This conclusion is consistent with the findings of the authorities and courts.**
- The Supervisory Board **assesses the still ongoing civil and administrative proceedings.** These are pursued in the company's best interests, consistent with the strategy jointly approved with the Supervisory Board.
- For details, please refer to the **statement of Professor Dr Roland Steinmeyer** ([🔗 Statement on the duties of the Supervisory Board in connection with the Diesel Emissions Matter](#)).

ANTITRUST MATTERS



- Furthermore, antitrust matters continue to be an important issue for the Supervisory Board.
- In the **concluded proceedings of the European Commission and the South Korean antitrust authority** relating to anticompetitive conduct with regard to exhaust aftertreatment systems for cars with diesel engines (SCR – Selective Catalytic Reduction) **the company did not have to pay a fine due to its cooperation with the authorities; no further fines are expected** in this antitrust matter. **This also applies to the investigations by the European Commission and the British Competition and Markets Authority (CMA) in the field of end-of-life vehicles disposal.** The company has been cooperating extensively with the authorities from an early stage.
- With regard to all mentioned proceedings, the **Supervisory Board is still reviewing potential compensation claims** against current or former members of the Board of Management. **The same holds true for potential claims with regard to the trucks proceedings** already concluded by the European Commission; those potential claims have remained with the company irrespective of the spinoff of the truck and bus business.
- The **Supervisory Board has fully performed its supervision tasks under stock corporation law.** This was confirmed again in February 2025 in an amended expert opinion by Professor Dr Mathias Habersack ([🔗 Statement on the duties of the Supervisory Board in connection with cartel matters](#)).

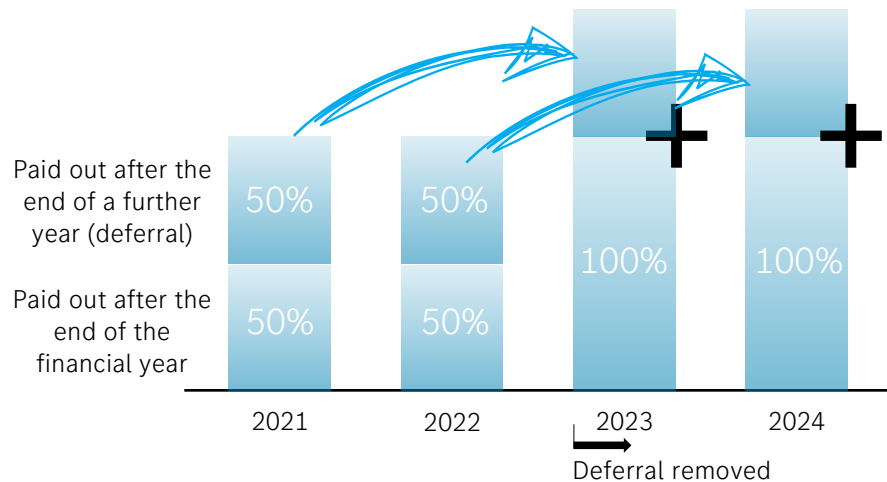


METHODOLOGICAL IMPACT & STAGGERED SALARY INCREASE EFFECT

Annual Bonus - Deferral 2022*

A **key change** in the remuneration system for the Board of Management members, approved by the 2023 Annual General Meeting, was the **removal of the so-called deferral**, whereby half of the annual bonus payout was delayed by a year.

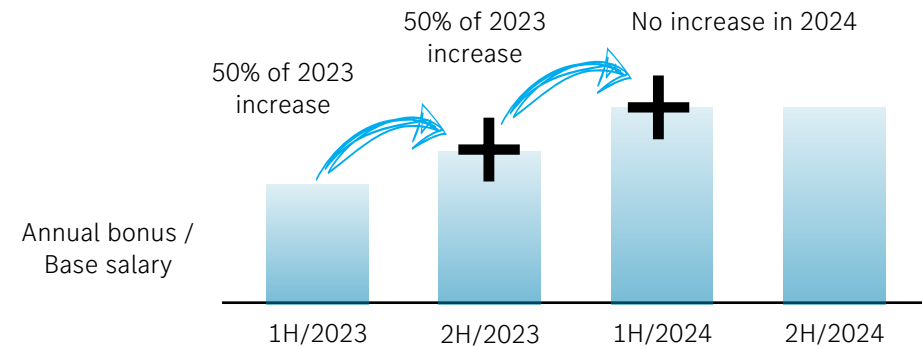
2024 is the **final year with an overlap** of the old and current system; the 2022 bonus deferral was paid out in March 2024, as well as the full annual bonus for the 2023 financial year.



Annual Bonus / Base Salary*

The Board of Management **last received a salary increase in 2023**, with the first part of the increase taking effect in mid-2023 and the **second part in the first half of 2024**.

The Supervisory Board decided that a **further increase to the Board of Management's salaries in 2024 was not appropriate**.



*Schematic graph



IN 2025, FIVE MEMBERS HAVE A REGULAR END OF TERM

SHAREHOLDER REPRESENTATIVE



Dr Martin Bruder Müller¹ (Chairman)

Timotheus Höttges

Ben van Beurden

Liz Centoni

Olaf Koch²

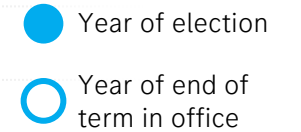
Professor Dr Helene Svahn²

Dame Polly Courtice

Marco Gobetti

Stefan Pierer

Dr Doris Höpke



¹ Re-elected at AGM 2024 with effect from AGM 2025 ² Extraordinary General Meeting 2021 (Oct)

ALL MEMBERS UP FOR RE-ELECTION ARE COMMITTED TO CONTINUING THEIR APPOINTMENT

SHAREHOLDER REPRESENTATIVE



Dr Martin Bruder Müller
Chairman

Joined board in

2021

Elected until

2028



Ben van Beurden

2021

2025



Liz Centoni

2021

2025



Dame Polly Courtice

2022

2026



Marco Gobbetti

2022

2026



Dr Doris Höpke

Joined board in

2024

Elected until

2028



Timotheus Höttges

2020

2025



Olaf Koch

2021

2025



Stefan Pierer

2023

2027



Professor Dr Helene Svahn

2021

2025



RECTIFYING COMMITTEE REMUNERATION ENTITLEMENTS

Components with changes and retroactive effect as of 1 January 2024 (proposal)

2023 - AGM approval
98% yes votes

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

+

Art. 10 (§ 10) Remuneration of the Supervisory Board, Liability Insurance:

“(3)...Committee activities are only taken into account if the **committee in question has met at least twice** in the financial year in the performance of its duties.”

“(5)...Proportionate remuneration for functions on committees requires that the **relevant committee has held at least two meetings** in discharge of its duties during the respective part of the financial year.”

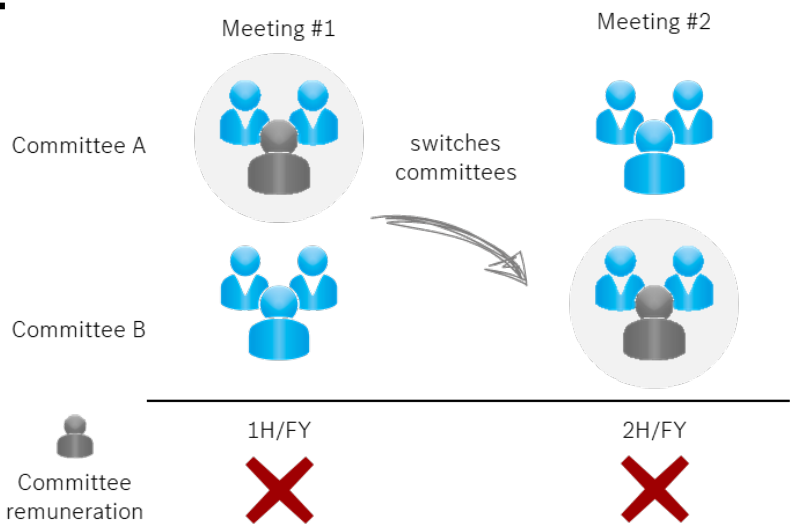


In the event of a change of committee of a member during the year, the current requirement means that the **relevant entitlements to committee remuneration lapse despite continuous committee membership**, albeit on different committees.

This **loophole with respect to the function-related remuneration of Supervisory Board members identified in 2024 is to be rectified** by means of the proposed adjustment with retroactive effect as of 1 January 2024.

— MERCEDES-BENZ —

— GOVERNANCE PRESENTATION AGM 2025 —



Components with changes for 2026 onwards (proposal)

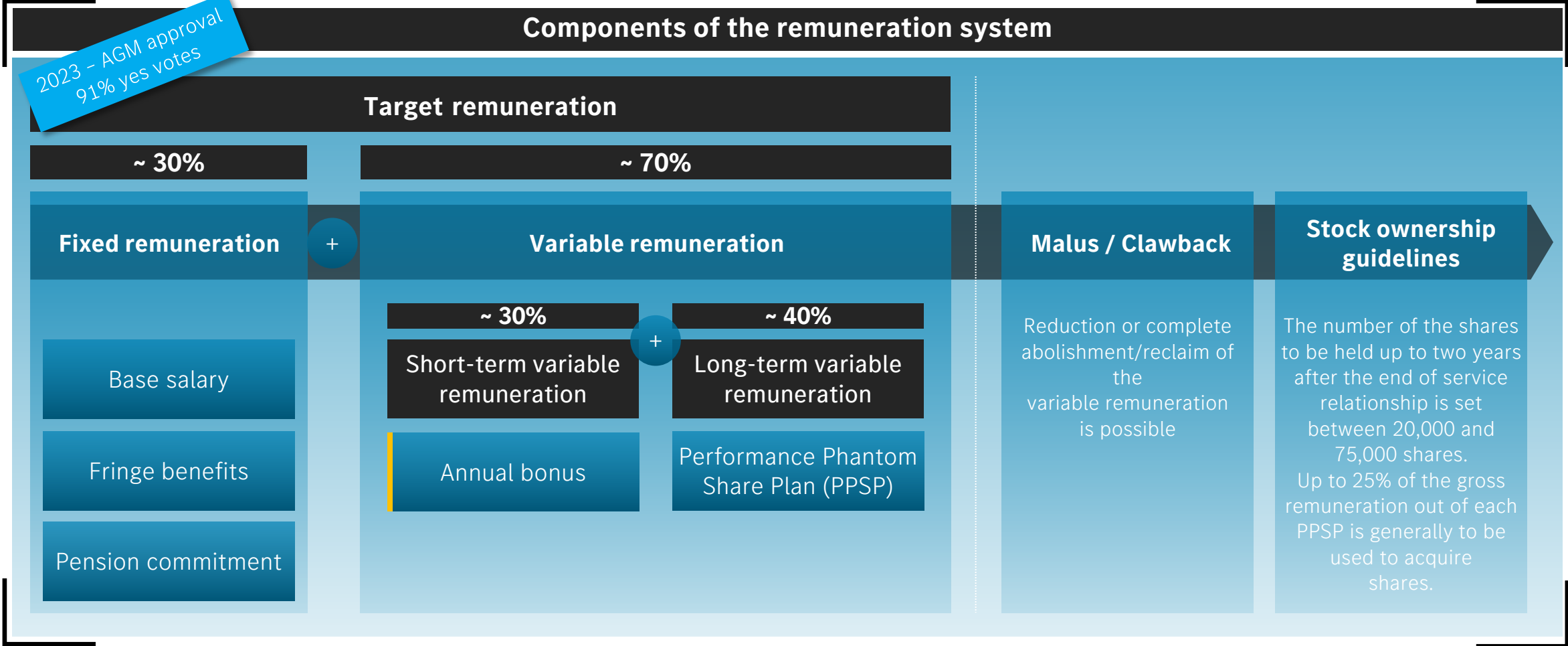
ALIGNED WITH BUSINESS STRATEGY, SUSTAINABLE AND LONG-TERM GROWTH

Components of the remuneration system

2023 – AGM approval
91% yes votes

— MERCEDES-BENZ —

— GOVERNANCE PRESENTATION AGM 2025 —



Components with changes for 2026 onwards (proposal)

VARIABLE REMUNERATION CURRENT SYSTEM

Variable remuneration (short-term & long-term)

— MERCEDES-BENZ —

— GOVERNANCE PRESENTATION AGM 2025 —

| | | Annual bonus | | Performance Phantom Share Plan | | | | |
|---|------------------------|-----------------|---|--------------------------------|-----------------------------------|---------------------|--------------------------|----------------------------|
| | | Target / cap | Performance criteria | Target / cap | Performance criteria | | | |
| + | Financial targets | 0% - 200% | Target/actual comparison: EBIT (weighting 50%) FCF of IB ¹ (weighting 50%) | + | Financial targets (weighting 80%) | 0% - 200% | Relative return on sales | |
| | Non-financial targets | -10% - 10% | Employee, Customer (quality, satisfaction), Integrity | | + | ESG (weighting 20%) | 0% - 200% | Relative share performance |
| | Transformation targets | -25% - 25% | Environment, Social, Governance | | | = | Payout | max. 250% (cap) |
| | Payout | max. 200% (cap) | 100% of target achievement paid out after one year | | | | | |

¹ IB = Industrial Business ² The Supervisory Board generally chooses between one and up to four ESG targets for the plan term that it derives from the corporate strategy of the Mercedes-Benz Group and which are relevant for supporting and implementing of this.

Components with changes for 2026 onwards (proposal)

SHORT-TERM VARIABLE REMUNERATION PROPOSED AMENDMENTS

Short-term variable remuneration

— MERCEDES-BENZ —

— GOVERNANCE PRESENTATION AGM 2025 —

| | Annual bonus since FY 2023 | | Annual bonus FY 2026* | |
|------------------------|----------------------------|--|---------------------------------------|---|
| | Target / cap | Performance criteria | Target / cap | Performance criteria |
| Financial targets | 0% - 200% | Target/actual comparison: EBIT (weighting 50%) FCF of IB (weighting 50%) | Financial targets (weighting 70%) | Return on sales (RoS) target/actual comparison (weighting 50%) |
| Non-financial targets | -10% - 10% | Employee, Customer (quality, satisfaction), Integrity | Non-financial targets (weighting 30%) | FCF of IB target/actual comparison (weighting 50%) |
| Transformation targets | -25% - 25% | Environment, Social, Governance | | Integrity & Employee, Customer, Quality, Occupational safety, xEV |
| Payout | max. 200% (cap) | 100% of target achievement paid out after one year | Payout | max. 200% (cap) 100% of target achievement paid out after one year |

* Amendment to be submitted to AGM for approval; with effect from 1 January 2026

AMENDMENTS REMAIN ALIGNED WITH SUSTAINABLE BUSINESS STRATEGY AND LONG-TERM GROWTH¹

Variable remuneration (short-term & long-term)

— MERCEDES-BENZ —

— GOVERNANCE PRESENTATION AGM 2025 —

| Annual bonus FY 2026 ¹ | | | PPSP FY 2026 ¹ | | | |
|---------------------------------------|-----------------|---|---------------------------|-----------------------------------|----------------------|---|
| | Target / cap | Performance criteria | | Target / cap | Performance criteria | |
| Financial targets (weighting 70%) | 0% - 200% | Return on sales (RoS) target/actual comparison (weighting 50%) | + | Financial targets (weighting 80%) | 0% - 200% | Relative return on sales |
| | 0% - 200% | FCF of IB target/actual comparison (weighting 50%) | | | 0% - 200% | Relative share performance |
| Non-financial targets (weighting 30%) | 0% - 200% | Integrity & Employee, Customer, Quality, Occupational safety, xEV | | | 0% - 200% | Criteria catalogue for the selection of ESG targets (e.g. CO ₂ fleet emissions) ² |
| Payout | max. 200% (cap) | 100% of target achievement paid out after one year | = | Payout | max. 250% (cap) | After the three-year performance period and an obligatory one-year retention period |

¹ Amendment to be submitted to AGM for approval; with effect from 1 January 2026 ² The Supervisory Board generally chooses between one and up to four ESG targets for the plan term that it derives from the corporate strategy of the Mercedes-Benz Group and which are relevant for supporting and implementing of this.

PRESERVING SHAREHOLDER RIGHTS AND NEW AUTHORIZATION ON SIGHT

2025 Annual General Meeting

Investor feedback, preservation of shareholder rights, cost, sustainability and the agenda considered in decision for virtual format

Positive experience

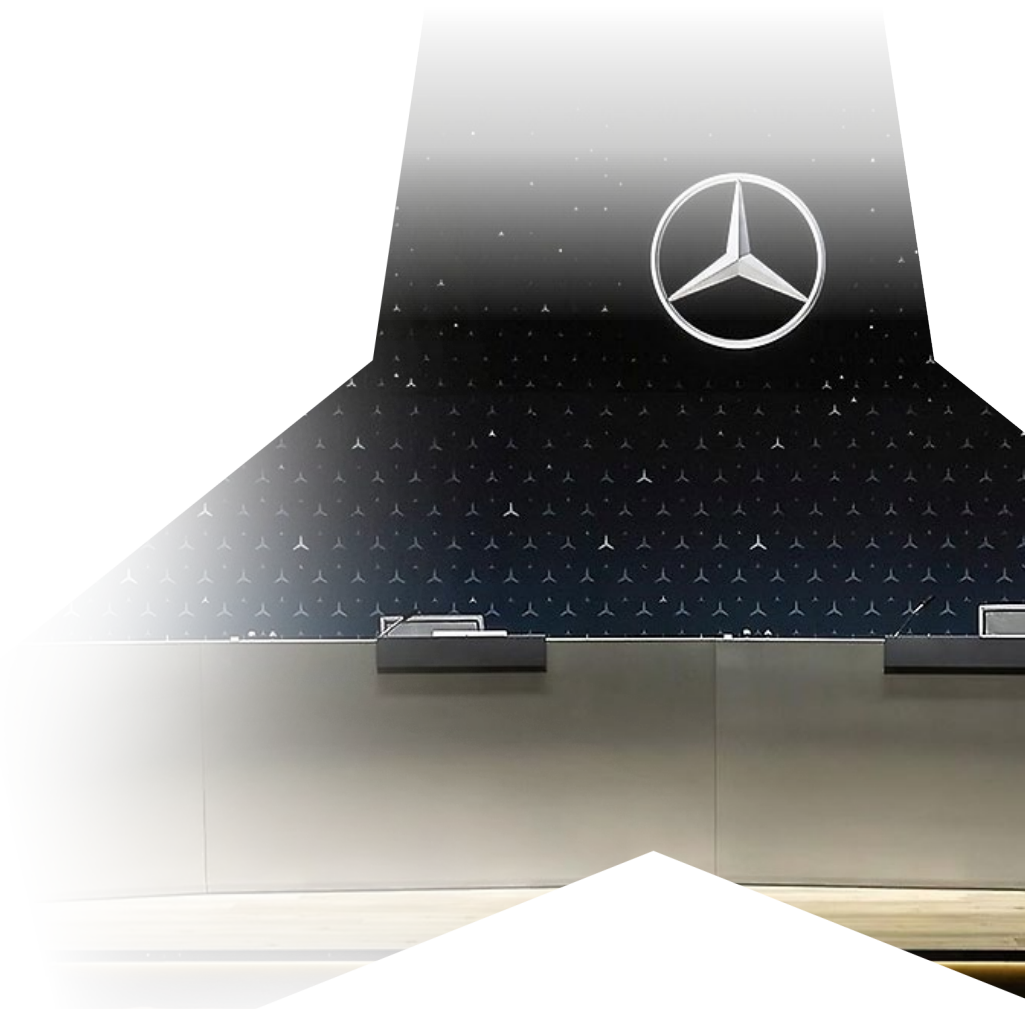
Virtual AGM's 2023 and 2024 held in full compliance with shareholder rights and with a pleasantly high attendance

New authorisation

Proposal to AGM 2025 based on positive experience and company's own aspiration to assume a significant position in the field of digitalisation; Chairman of the Supervisory Board as the statutory chairman of the meeting to be included in Board of Management decision in the future

Authorisation period

New authorization limited to two years for reassessment by shareholders



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ADJUSTED COMPETENCE PROFILE WITH REGIONAL EXPERTISE AS NEW REQUIREMENT

COMPETENCIES / EXPERIENCE

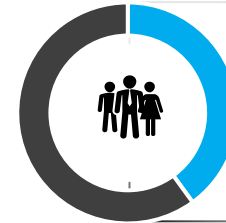
share of 10 shareholder representatives (with effect from 1 January 2025)



SELECTED KEY FIGURES

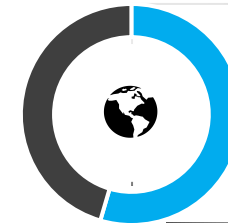
10 shareholder representatives

Gender



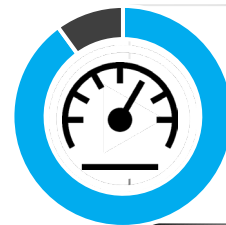
40%
women

Internationality¹



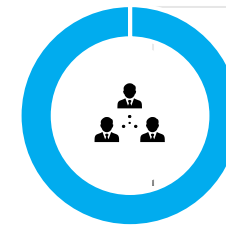
60%
non-German

Tenure²



Ø 3.2
years

Independence³



100%
independent

¹ e.g. Production, Procurement, Software, Processes, Data protection ² Especially: Environment: Green Production & Logistics, Climate & Decarbonisation Strategy; Social: People Plan, Sustainable Supply Chains; Governance: Sustainable Corporate Governance, Sustainable Finance

¹ Internationality: In addition to nationality, the international experience is a further criterion ² as of March 2025

³ Within the meaning of the German Corporate Governance Code

QUALIFICATION MATRIX SHAREHOLDER REPRESENTATIVES

(WITH EFFECT FROM 1 JANUARY 2025)



Dr Martin Bruder Müller
Chairman



Ben van Beurden



Liz Centoni



Dame Polly Courtice



Marco Gobbetti

— MERCEDES-BENZ —

| Tenure | | Dr Martin Bruder Müller <i>Chairman</i> | | Ben van Beurden | | Liz Centoni | | Dame Polly Courtice | | Marco Gobbetti | |
|---------------------------------------|--|--|--|----------------------|--|------------------------------------|--|----------------------------------|--|--------------------------------|--|
| Joined board in | | 2021 | | 2021 | | 2021 | | 2022 | | 2022 | |
| Term limit not breached | | ✓ | | ✓ | | ✓ | | ✓ | | ✓ | |
| Diversity | | | | | | | | | | | |
| Gender | | Male | | Male | | Female | | Female | | Male | |
| Year of birth | | 1961 | | 1958 | | 1964 | | 1952 | | 1958 | |
| Nationality | | German | | Dutch | | US-American | | British / South Africa | | Italian | |
| International experience | | ✓ | | ✓ | | ✓ | | ✓ | | ✓ | |
| Educational / professional background | | Chemistry | | Chemical engineering | | Chemistry/MBA/software engineering | | History/marketing/sustainability | | International management/sales | |
| Formal Suitability | | | | | | | | | | | |
| Independence ¹ | | ✓ | | ✓ | | ✓ | | ✓ | | ✓ | |
| Age limit not breached | | ✓ | | ✓ | | ✓ | | ✓ | | ✓ | |

— GOVERNANCE PRESENTATION AGM 2025 —

¹ Within the meaning of the German Corporate Governance Code

QUALIFICATION MATRIX SHAREHOLDER REPRESENTATIVES

(WITH EFFECT FROM 1 JANUARY 2025)



Dr Martin Bruder Müller
Chairman



Ben van Beurden



Liz Centoni



Dame Polly Courtice



Marco Gobetti

— MERCEDES-BENZ —

| Competencies / Experiences | Dr Martin Bruder Müller <i>Chairman</i> | Ben van Beurden | Liz Centoni | Dame Polly Courtice | Marco Gobetti |
|--|--|-----------------|-------------|---------------------|---------------|
| Finance (e.g. accounting, controlling, risk management, audit, M&A) | ✓ | ✓ | ✓ | | ✓ |
| Strategy | ✓ | ✓ | ✓ | ✓ | ✓ |
| Industrie & Digitalisation/IT ¹ | ✓ | ✓ | ✓ | | |
| Transformation (e.g. product, working models) | ✓ | ✓ | ✓ | ✓ | ✓ |
| HR (e.g. personnel management, employee issues, working environment) | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sustainability/ESG ² | ✓ | ✓ | ✓ | ✓ | ✓ |
| Innovation, research and development, technology | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sales / Brand | ✓ | | ✓ | ✓ | ✓ |
| Capital market | ✓ | ✓ | | | ✓ |
| Regional Competencies / Experiences | | | | | |
| Germany | ✓ | ✓ | ✓ | | |
| Europe | ✓ | ✓ | ✓ | ✓ | ✓ |
| America | ✓ | ✓ | ✓ | | ✓ |
| Asia-Pacific (especially China) | ✓ | ✓ | ✓ | | ✓ |

— GOVERNANCE PRESENTATION AGM 2025 —

¹ e.g. Production, Procurement, Software, Processes, Data protection ² Especially: environmental – green production and logistics, climate and decarbonization strategy; social – people plan, sustainable supply chains; governance – sustainable corporate governance, sustainable finance.

QUALIFICATION MATRIX SHAREHOLDER REPRESENTATIVES

(WITH EFFECT FROM 1 JANUARY 2025)



Dr Doris Höpke



Timotheus Höttges



Olaf Koch



Stefan Pierer



Professor Dr
Helene Svahn

— MERCEDES-BENZ —

— GOVERNANCE PRESENTATION AGM 2025 —

| Tenure | | Dr Doris Höpke | Timotheus Höttges | Olaf Koch | Stefan Pierer | Professor Dr Helene Svahn |
|---------------------------------------|--|----------------|-----------------------------|-------------------------|---|--------------------------------------|
| Joined board in | | 2024 | 2020 | 2021 | 2023 | 2021 |
| Term limit not breached | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Diversity | | | | | | |
| Gender | | Female | Male | Male | Male | Female |
| Year of birth | | 1966 | 1962 | 1970 | 1956 | 1974 |
| Nationality | | German | German | German | Austrian | Swedish |
| International experience | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Educational / professional background | | Law/mediation | Business administration/MBA | Business administration | Integrated master's degree in engineering -business and energy management | Biotechnology/electrical engineering |
| Formal Suitability | | | | | | |
| Independence ¹ | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Age limit not breached | | ✓ | ✓ | ✓ | ✓ | ✓ |

¹ Within the meaning of the German Corporate Governance Code

QUALIFICATION MATRIX SHAREHOLDER REPRESENTATIVES

(WITH EFFECT FROM 1 JANUARY 2025)



Dr Doris Höpke



Timotheus Höttges



Olaf Koch



Stefan Pierer



Professor Dr
Helene Svahn

— MERCEDES-BENZ —

| Competencies / Experiences | Dr Doris Höpke | Timotheus Höttges | Olaf Koch | Stefan Pierer | Professor Dr Helene Svahn |
|--|----------------|-------------------|----------------|---------------|---------------------------|
| Finance (e.g. accounting, controlling, risk management, audit, M&A) | ✓ | ✓ ³ | ✓ ³ | ✓ | ✓ |
| Strategy | ✓ | ✓ | ✓ | ✓ | ✓ |
| Industrie & Digitalisation/IT ¹ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Transformation (e.g. product, working models) | ✓ | ✓ | ✓ | ✓ | ✓ |
| HR (e.g. personnel management, employee issues, working environment) | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sustainability/ESG ² | ✓ | ✓ | ✓ | ✓ | ✓ |
| Innovation, research and development, technology | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sales / Brand | | ✓ | ✓ | ✓ | |
| Capital market | ✓ | ✓ | ✓ | ✓ | ✓ |
| Regional Competencies / Experiences | | | | | |
| Germany | ✓ | ✓ | ✓ | ✓ | ✓ |
| Europe | ✓ | ✓ | ✓ | ✓ | ✓ |
| America | ✓ | ✓ | ✓ | ✓ | ✓ |
| Asia-Pacific (especially China) | ✓ | | ✓ | ✓ | ✓ |

— GOVERNANCE PRESENTATION AGM 2025 —

¹ e.g. Production, Procurement, Software, Processes, Data protection ² Especially: environmental – green production and logistics, climate and decarbonization strategy; social – people plan, sustainable supply chains; governance – sustainable corporate governance, sustainable finance. ³ Financial expert in accordance with Section 107(4) in conjunction with Section 100(5) of the German Stock Corporation Act (AktG), Recommendation D.3 DCGK (German Corporate Governance Code).

COMMITTEES SUPPORTING THE WORK OF THE SUPERVISORY BOARD

Committees of the Supervisory Board and their shareholder representative members¹

| Presidential Committee | Audit Committee | Legal Affairs Committee | Nomination Committee | Mediation Committee |
|---|---|--|--|--|
|  Dr Martin Brudermüller <i>Chairman</i> |  Olaf Koch* <i>Chairman</i> |  Olaf Koch <i>Chairman</i> |  Dr Martin Brudermüller <i>Chairman</i> |  Dr Martin Brudermüller <i>Chairman</i> |
|  Ben van Beurden |  Timotheus Höttges* |  Dame Polly Courtice |  Ben van Beurden |  Ben van Beurden |
| | * Financial expert in accordance with Section 107(4) in conjunction with Section 100(5) of the German Stock Corporation Act (AktG), Recommendation D.3 DCGK (German Corporate Governance Code). |  Dr Doris Höpke |  Liz Centoni | |
| <ul style="list-style-type: none"> • makes recommendations to the Supervisory Board on the appointment or reappointment of members of the Board of Management • advises and decides on issues relating to corporate governance and issues recommendations on such issues to the extent Supervisory Board approval is required • assists and counsels the Chairman and Vice Chairman of the Supervisory Board | <ul style="list-style-type: none"> • responsible for examining the interim accounts as well as the preliminary examination of the annual financial statements and the consolidated financial statements of Mercedes-Benz Group AG • prepares the decisions of the Supervisory Board concerning the approval of the annual financial statements and the endorsement of the consolidated financial statement • authorized to engage the annual auditor appointed by the Annual Meeting of Shareholders on behalf of the Supervisory Board and to determine the audit emphasis • gives recommendations to the Supervisory Board on the appropriation of net income, financial measures and the like | <ul style="list-style-type: none"> • coordinates the exercise of the rights and duties of the Supervisory Board with regard to the emissions- and antitrust-related proceedings • prepares resolutions of the Supervisory Board in this context and makes appropriate recommendations for resolutions | <ul style="list-style-type: none"> • propose candidates representing the shareholders for the Supervisory Board's election proposals the General Meeting | <ul style="list-style-type: none"> • established by the Supervisory Board pursuant to its obligations under § 27 (3) Co-Determination Act |

¹ Except for the Nomination Committee, which will be comprised only of shareholder representatives, there shall be equal representation (parity) of shareholder and employee representatives among the members of the Committees.



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Erwin Bacher

Annual General Meeting & Share Register

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DISCLAIMER

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate”, “assume”, “believe”, “estimate”, “expect”, “intend”, “may”, “can”, “could”, “plan”, “project”, “should” and similar expressions are used to identify forward-looking statements. These statements are subject to many risks and uncertainties, including an adverse development of global economic conditions, in particular a negative change in market conditions in our most important markets; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, pandemics, acts of terrorism, political unrest, armed conflicts, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates, customs and foreign trade provisions; changes in laws, regulations and government policies (or changes in their interpretation), particularly those relating to vehicle emissions, fuel economy and safety or to the communication regarding sustainability topics (environmental, social or governance topics); price increases for fuel, raw materials or energy; disruption of production due to shortages of materials or energy, labour strikes or supplier insolvencies; a shift in consumer preferences towards smaller, lower-margin vehicles; a limited demand for all-electric vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; a decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization measures; the business outlook for companies in which we hold a significant equity interest; the successful implementation of strategic cooperations and joint ventures; the resolution of pending governmental investigations or of investigations requested by governments and the outcome of pending or threatened future legal proceedings; and other risks and uncertainties, some of which are described under the heading “Risk and Opportunity Report” in the current Annual Report. If any of these risks and uncertainties materializes or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the actual results may be materially different from those we express or imply by such statements. We do not intend or assume any obligation to update these forward-looking statements since they are based solely on the circumstances at the date of publication.