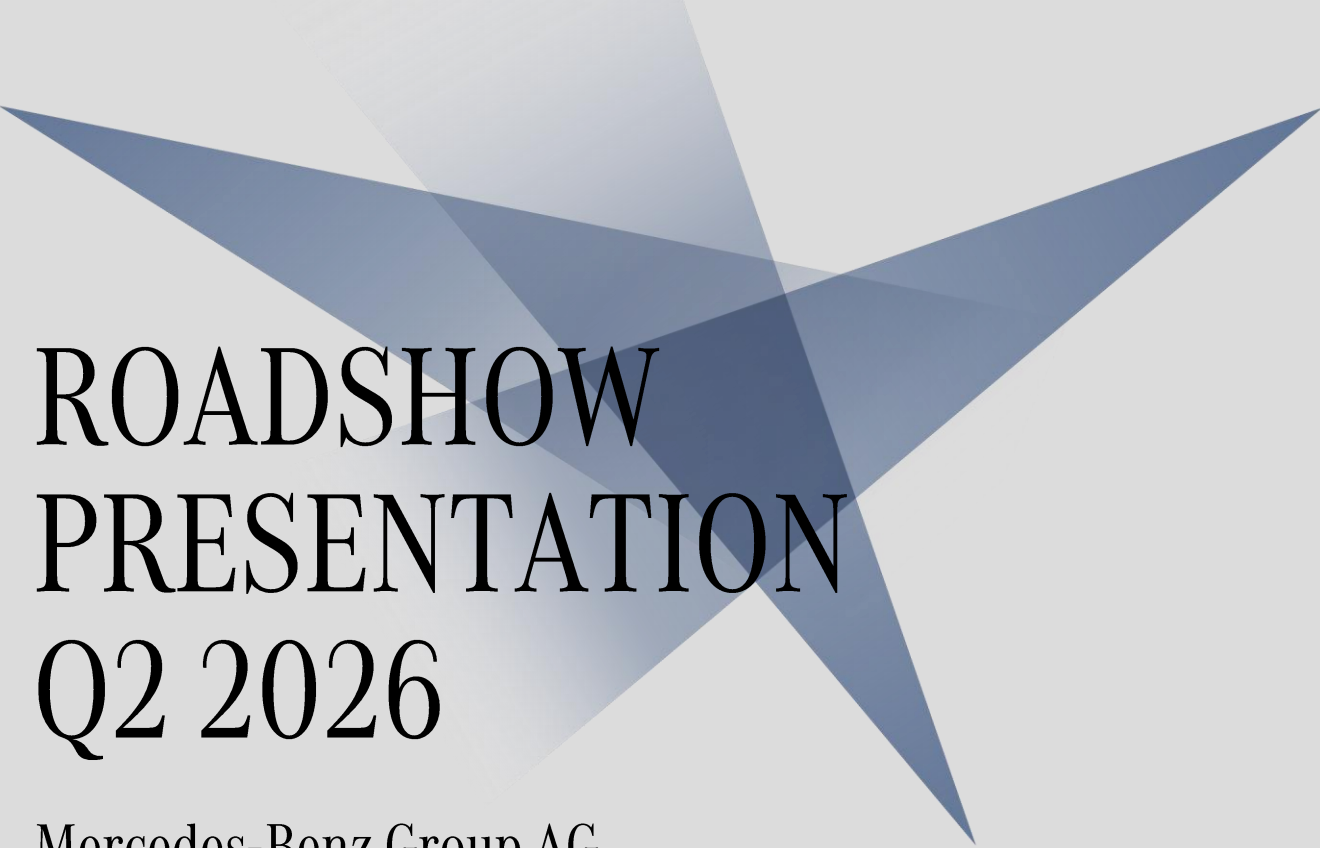


A large, stylized blue star graphic with five points, composed of overlapping translucent shapes, serves as a background for the title text.

ROADSHOW PRESENTATION Q2 2026

Mercedes-Benz Group AG



Agenda

I. Mercedes-Benz Cars: Five reasons for confidence

1. Biggest product launch program in our history
2. Next generation of MB Tech
3. Taking performance to the next level
4. Increasing resilience and reshaping global footprint
5. Attractive shareholder returns

II. Mercedes-Benz Vans

III. Results Q2 2026



AS RULES SHIFT, WE GEAR UP WITH EVEN GREATER DRIVE.
WE ARE TURNING OUR STRENGTHS INTO MOMENTUM.



140 YEARS AGO, WE INVENTED THE AUTOMOBILE –
AND WE ARE STILL SHAPING ITS FUTURE



FIVE REASONS FOR CONFIDENCE. MERCEDES-BENZ IS DETERMINED TO DELIVER



Biggest product
launch
programme

Next
generation
of MB tech

Taking
performance
to next level

Increasing
resilience & reshaping
global footprint

Attractive
shareholder
returns

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MERCEDES-BENZ - THE ORIGINAL AND MOST VALUABLE LUXURY CAR BRAND

Heritage:

Mercedes-Benz is built on constant reinvention



\$50 bn

Mercedes-Benz brand value 2025 ¹

Formula 1:

The power of F1 for our brand

827 mn

global fanbase ²

114 mn

social media followers ²



¹ Interbrand: Best Global Brands 2025

² In 2025; Source: Formula One World Championship Limited

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



Safety
Trustworthy
responsibility

Quality
Engineering
excellence

Comfort
Effortless
comfort

Intelligence
Hyper-personalized
user experience

Design
Sensual
purity

THE DESTINATION IS SET: OUR STRATEGIC MID-TERM GOALS



~2.0 m

sales volume

>15%

Top-End sales growth

2x

xEV share

WE'LL HAVE A COMPLETE AND COMPELLING PORTFOLIO. OUR NEW DESIGN LANGUAGE: 100% MERCEDES-BENZ

2025

2026

2027

Top-End

ICE



MM SL SL PureSpeed



S-Class S-Class LWB GLS MM S-Class MM GLS



BEV



EQS GT 4DR



Core

ICE



GLE GLE Coupé



BEV



GLC GLC LWB C-Class



Entry

ICE



CLA



GLB CLA SB CLA LWB



BEV



CLA CLA LWB



GLB CLA SB



MM = Mercedes-Maybach
LWB = Long Wheelbase
SB = Shooting Brake

Mercedes-Maybach SL 680 Monogram Series | Energy consumption combined: 13,6 l/100km | CO₂ emissions combined: 309,0 g/km | CO₂ class: G
Mercedes-AMG PureSpeed | Energy consumption combined: 13,7 l/100 km | CO₂ emissions combined: 312 g/km | CO₂ class: G
Mercedes-Benz C 400 4MATIC electric | Energy consumption combined: 18.5-14.1 kWh/100 km | CO₂ emissions combined: 0.0 g/km | CO₂ class: A
Mercedes-Maybach GLS 680 | Energy consumption combined: 13,7-13,3 l/100 km | CO₂ emissions combined: 312-304 g/km | CO₂ class: G

THE CORE SEGMENT REMAINS THE BACKBONE OF OUR BUSINESS. WE'LL COMPLETE OUR PORTFOLIO ACROSS ALL POWERTRAINS

GLE Coupé

Powerful, commanding,
intuitive, expressive



GLE

Modern intelligence meets
commanding performance



Electric C-Class

Redefining
the segment



EXPANDING AND PROTECTING THE SHARE OF TOP-END VEHICLES AND LEVERAGING THE POTENTIAL OF OUR LUXURY BRANDS

S-Class

Refined in every detail



Mercedes-Maybach S-Class

True class runs deep



GLS

The S-Class of SUVs redefines comfort



Mercedes-Maybach GLS

A cosmos of your own



THE FOCUS ON THE TOP-END SEGMENT REMAINS A CORNERSTONE OF OUR STRATEGY



New Mercedes-Maybach S-Class
for our most demanding
customers debuted in March



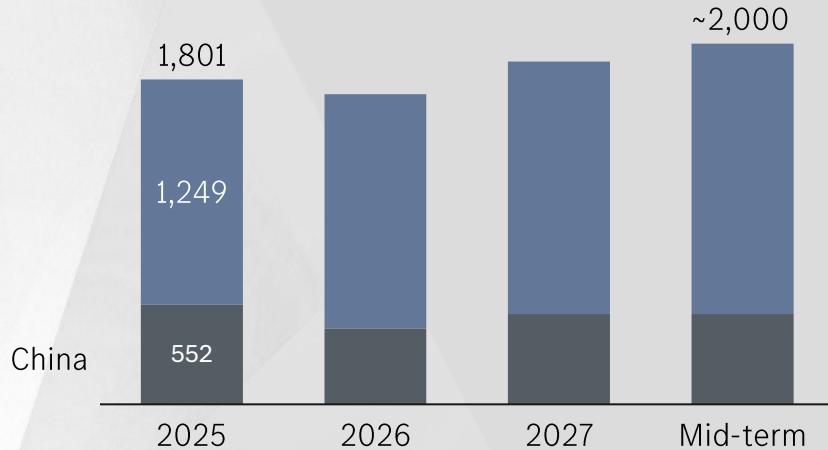
AMG.EA enters series production:
launch of new 4-door Coupé in May
followed by new SUV later this year



Best-ever sales in 2025;
premiere of cabriolet
next year

PRODUCT PIPELINE DRIVES MID-TERM GROWTH TARGET

GLOBAL SALES ¹



Short-term product ramp-up

- 2026 sales on prior year level; impacted by ongoing market dynamics in China
- Product momentum to further unfold in H2 2026 with new model introductions

Mid-term growth targets

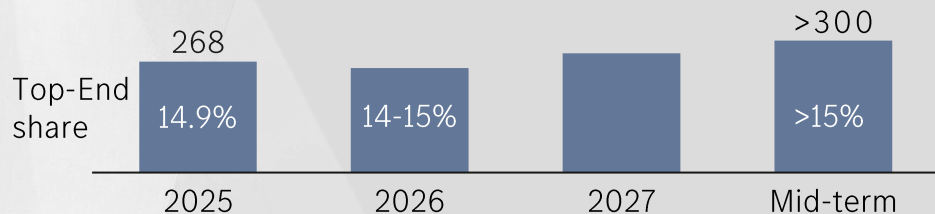
- Targeted sales of ~2.0 million units based on product momentum and market share recovery
- Exploitation of growth opportunities in the USA with attractive new products, particularly in Top-End, as well as in Europe and overseas

China competition and macro

- Adjusting volume to market realities. Closing portfolio white spots with new electric models

FOCUS ON TOP-END AND BEV

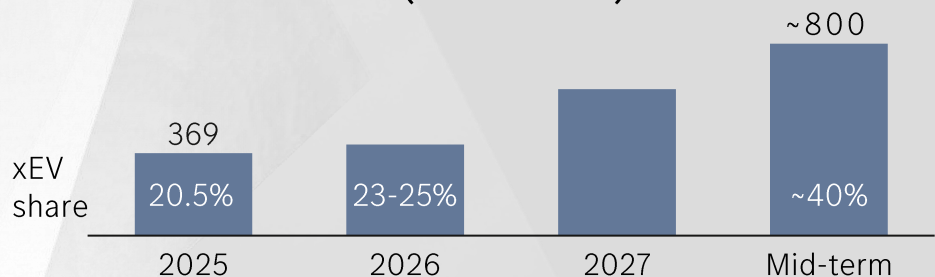
TOP-END¹



Top-End Vehicles

- Solidify Top-End share in target corridor from 14% to 15%
- Mid-term Top-End volume increase driven by AMG product momentum, including AMG.EA and new 6- and 8-cylinder options
- Major S-Class and GLS upgrade

xEV (BEV+PHEV)¹



BEV transformation

- CLA, GLB and GLC gaining strong order momentum
- xEV share ~40% mid-term boosted by full availability of MMA and MB.EA

PRODUCT SUBSTANCE TRANSLATING INTO SALES AND REVENUE GROWTH



Pricing

- Competitive pricing to support volume growth while safeguarding margins
- Discounts to stabilise and ASP to grow again in mid-term
- Maintain price premium on the back of brand and product strength

Revenue

- Stable revenue development in 2026 in line with sales
- Ambition to grow revenue beyond 2026 driven by product pipeline and portfolio
- CAGR beyond 2026 of ~7% targeted

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WE OFFER BOTH DESIRABLE HEV AND BEV IN AN UNCOMPROMISING LINE-UP FROM ENTRY TO TOP-END

TOP-END & CORE

Uncompromising through dedication to battery- & hybrid-electric vehicles

Catering to the most demanding customer requirements better than the competition

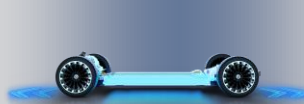
ENTRY

Uncompromising MMA platform allows front-wheel-drive layout for hybrid-electric vehicles without compromising BEV

BATTERY ELECTRIC
DRIVETRAIN & ...

... ELECTRIFIED
COMBUSTION ENGINE

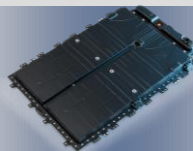
TOP-
END



CORE



ENTRY



MERCEDES-BENZ CUSTOMERS HAVE FULL CHOICE

HIGH-TECH ELECTRIFIED COMBUSTION ENGINES (EU7-READY)



4 cylinders
petrol & diesel



6 cylinders
petrol & diesel



AMG



8 cylinders
petrol



AMG

2026: new S-Class

Most comprehensive powertrain update ever, incl. electrified V8 & long-range PHEV

EVERY NEW MERCEDES-BENZ WILL BE SOFTWARE-DEFINED. ELEVATING DIGITAL CUSTOMER EXPERIENCE



Chip-to-Cloud

Own architecture with
full OTA capability

User Experience

Integration of local
partners & AI functions

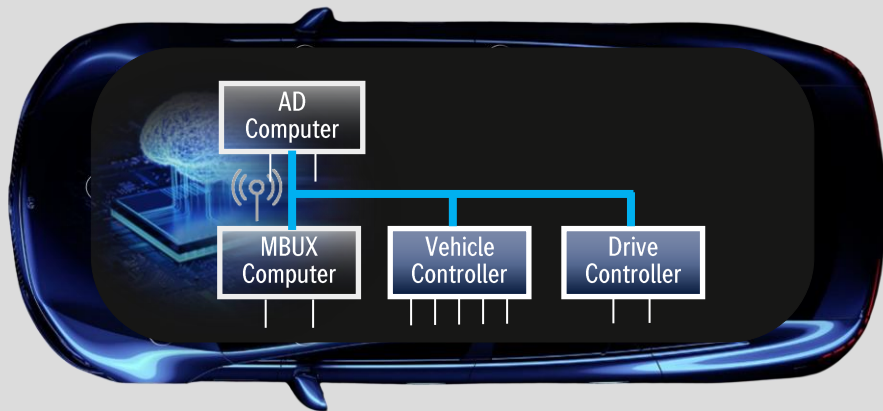
ADAS

Leverage data to
continuously add
functionality

MB.OS: THE AI-ENHANCED SUPERBRAIN. OUR SOFTWARE-DEFINED VEHICLE WITH FUNCTIONAL ZONES

Autonomous Driving & MBUX

High-performance computing
with state of the art SoC by
NVIDIA & Qualcomm



Vehicle & Drive Controller

as service providers
for functional zones

Service-Oriented Architecture

enabling AI Agents to access
vehicle function via stable APIs

Energy-efficient

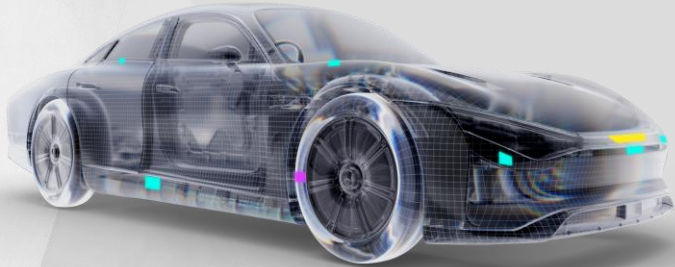
by software-based
functional zone shutoffs

Chip-to-cloud Architecture

Continuous full vehicle OTA update across
fleet, vehicle car package within days

WE'RE ROLLING OUT MB.OS WITH LIGHTNING SPEED

EVERY NEW MERCEDES-BENZ
IS SOFTWARE-DEFINED



Body & Comfort

Infotainment

Automated Driving

Driving & Charging

ACROSS ALL SEGMENTS & DRIVETRAINS,
CUSTOMERS WILL BENEFIT FROM MB TECH STACK



Latest MB technology



ROBOTAXI ECOSYSTEM POWERED BY STRONG STRATEGIC PARTNERSHIPS

📍 North America

📍 Europe

📍 Middle East

📍 Asia



FLEET PARTNERS



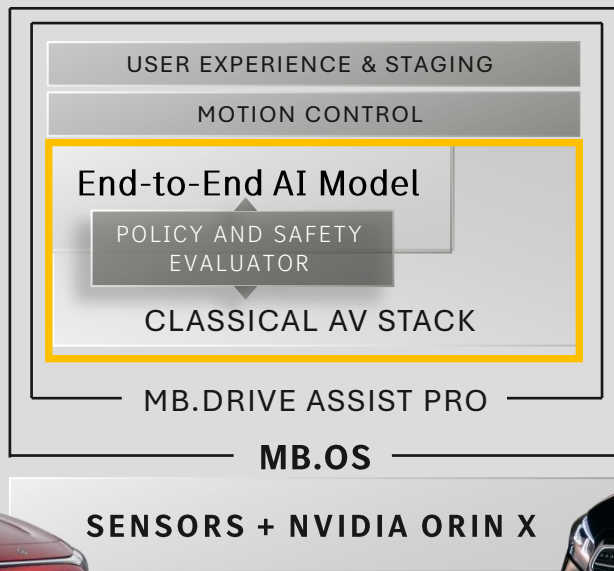
HARDWARE PARTNER



SOFTWARE PARTNERS



MERCEDES COMBINES CUTTING EDGE AI-MODELS WITH CLASSICAL AV STACK TO ENSURE BEST-IN-CLASS SAFETY



EVERY MERCEDES COMES WITH A COMPREHENSIVE SENSOR SET & A SUPERCOMPUTER BUILT-IN

Comprehensive sensor setup

Tele & Wide-angle Camera

Mid-Range Radar

12 × Ultrasonic Sensors

4 × Corner Radar



Antenna Module

4 × Surround Camera

Intelligent Drive Controller

2/4 × Side Camera

High-performance computing

...opens up new possibilities for continuous ADAS and traffic safety improvements



200 Petabytes
AI-training data

254 TOPS
Nvidia Orin-X setup

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WE'RE INTENSIFYING OUR EFFORTS TO FUNDAMENTALLY REDUCE COSTS AND PRIORITISE FUNDING



Production cost
>10% reduction
2027+*

Material cost
>8% reduction
2027+*

Fixed costs
10% reduction
until 2027*

Investments
10% reduction
until 2027*

NEXT LEVEL PRODUCTION

Improved productivity levels, lower labor costs, higher equipment utilisation and automation through AI & digitalisation
Reducing logistics cost by optimising transport routes and outsourcing
Reduction of energy costs, particularly in Germany
Moving east: start of production in plant extension in Hungary, doubling capacity to 400 k units

PRODUCTION COSTS:

(in cost/unit)

>-10%

2027+ vs. act 2024

-4%

achieved in 2025

BEST-COST COUNTRY

SHARE IN EU:

15%

2024

30%

Target 2027

MATERIAL COST REDUCTION AND COST ENGINEERING

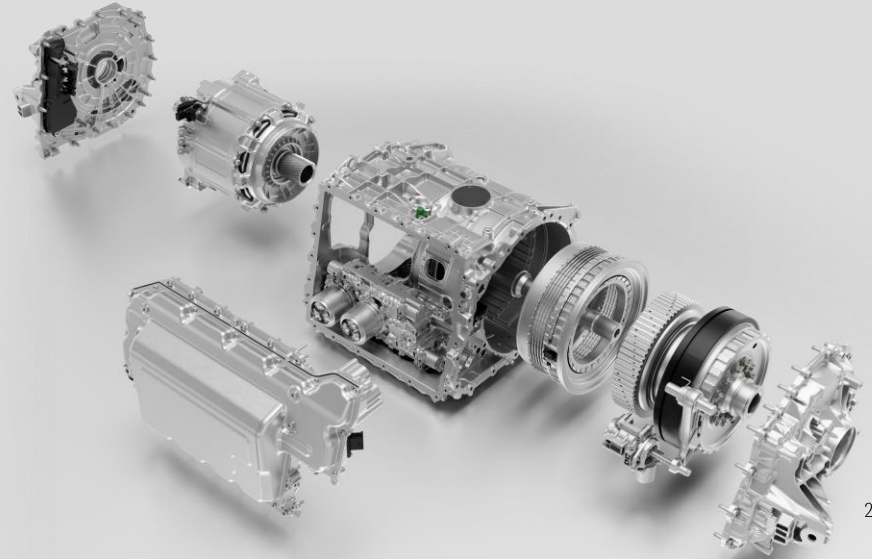
MATERIAL COST REDUCTION

> -8% 2027+ vs. act 2024
without raw mats &
product enhancements

> -2% achieved
in 2025

-10% going
forward

- Leveraging the global footprint and network to strengthen local-for-local and best-cost-country sourcing
- Radical cost engineering driven jointly by R&D and purchasing teams from both OEM and supplier, focusing on development phase and lifecycle measures
- Design-to-cost and further standardisation of components and modules
- Expanding the supply base with new partners bringing fresh cost-saving ideas



BEV/ICE MARGIN PARITY BY END OF THE DECADE

BATTERY COST REDUCTION



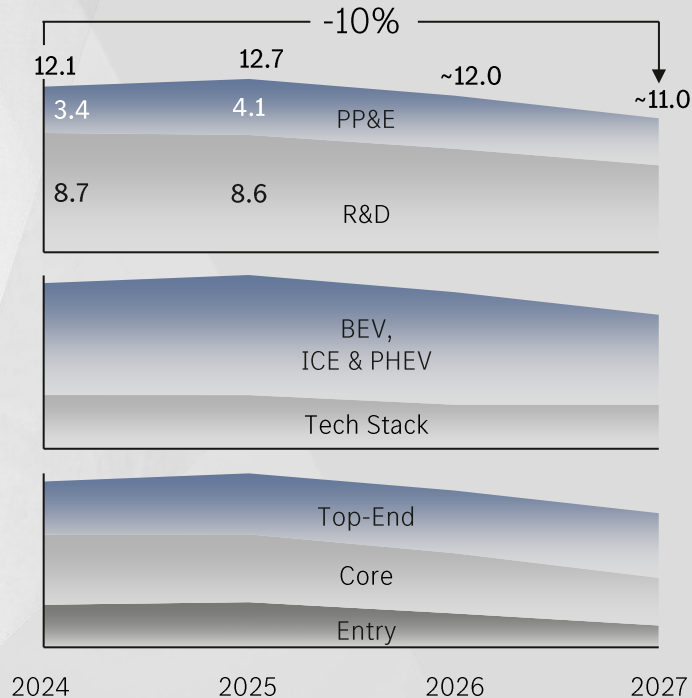
-30%

MMA and MB.EA vs. predecessor

- Battery cost reduced by -30% €/kWh and overall vehicle cost reduced by >-15% for MMA and MB.EA products vs. predecessors
- Targeting further cost reductions over lifecycle in the mid-term and for new products
- Ambition to close the BEV/ICE margin gap over lifecycle for MB.EA products
- Considering all costs incl. CO₂ closing the BEV/ICE margin gap by end of this decade feasible

INVESTMENT PEAK BEHIND US

CASH-VIEW R&D and PP&E¹



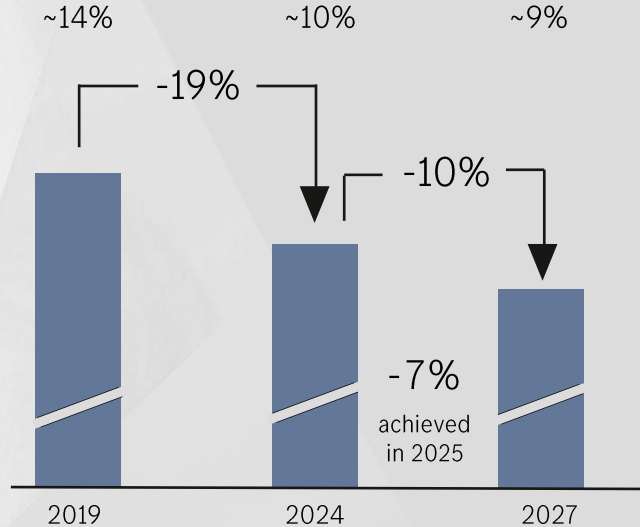
Disciplined investment policy:

- Peak of tech investments (MB.OS, ADAS, EV and ICE drivetrain) behind us
- Proliferation of the tech stack into the entire product portfolio
- Peak of invest in ICE and BEV vehicle portfolio behind us
- Investments focus on Top-End and Core

SIGNIFICANT FIXED COST REDUCTION ACHIEVED

FIXED COST REDUCTION¹ (net of inflation)

As percentage of revenue:



Streamlining of all business functions

- Use of attrition
- Personal cost reduction programme
- Reduction of management positions (span & layers) and introduction of dual roles
- Outsourcing to best-cost countries or external service providers
- Sale of own retail Germany
- Integration of MBFS and Sales & Customer
- Stringent standardisation, digitalisation and use of AI

1) schematic graph; in EUR bn as a percentage auf MB Cars revenue

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RIGHTSIZING OUR PRODUCTION FOOTPRINT: INDUSTRIAL BASE TAILORED TO MARKET DEMAND

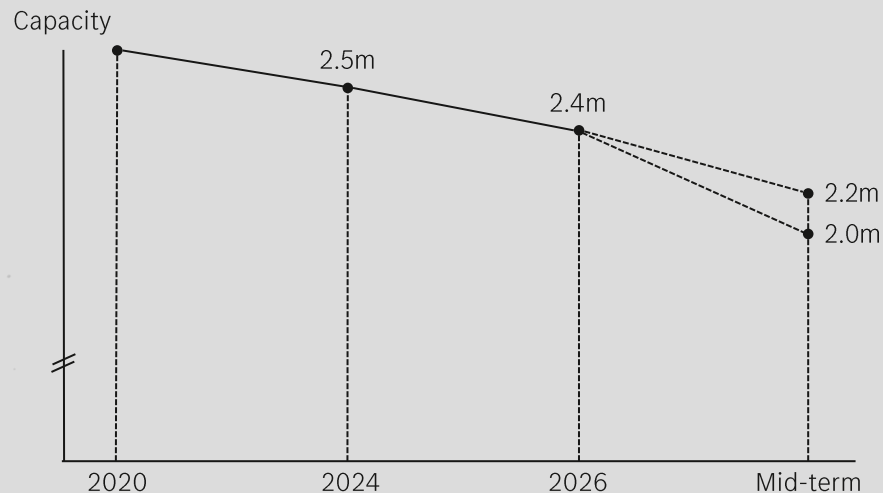
GLOBAL CAPACITY 2026¹

ca. 2.4m units



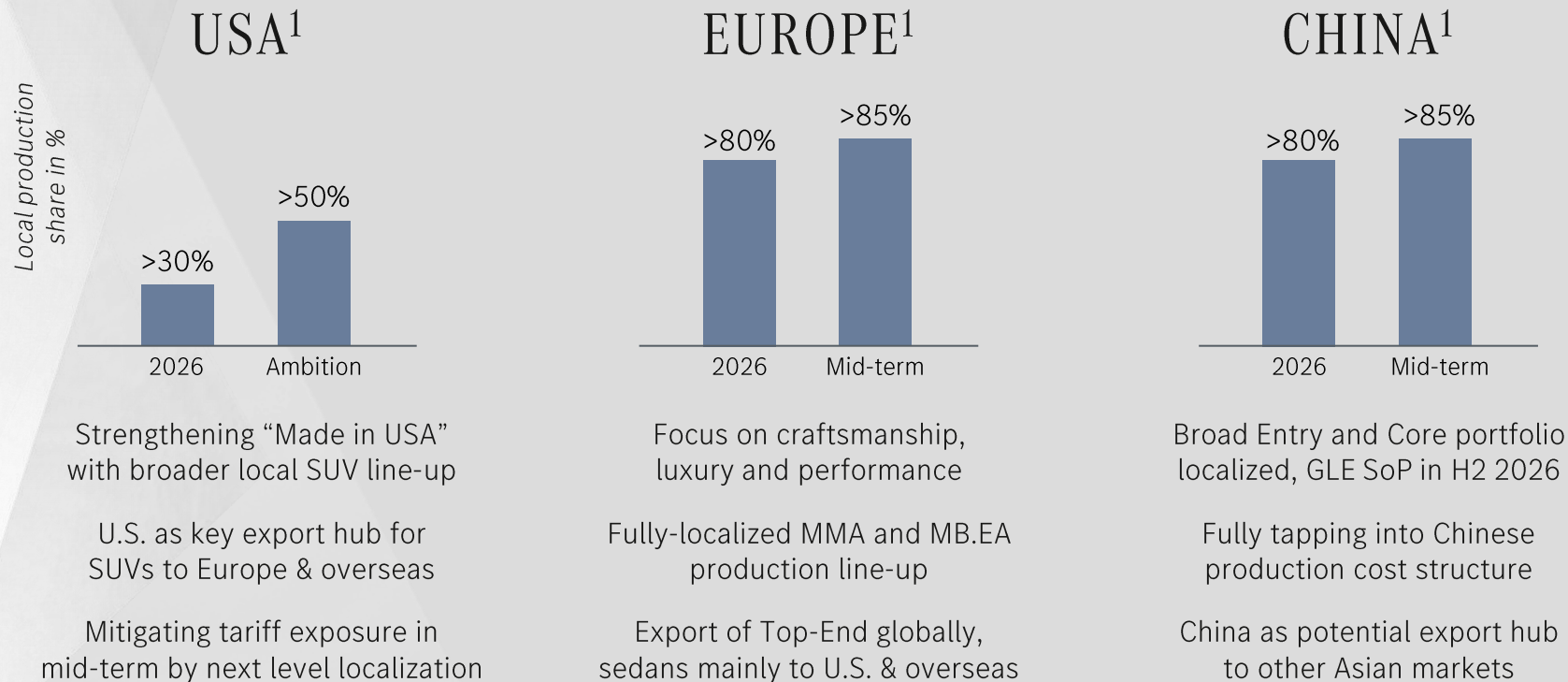
TARGET CAPACITY MID-TERM¹

2.0m to 2.2m units



Structurally well positioned with production capacity and flexibility to readjust based on product portfolio and market demand

FROM GLOBAL REACH TO LOCAL DEPTH: STRUCTURAL RESILIENCE ACROSS THREE REGIONS BY DESIGN

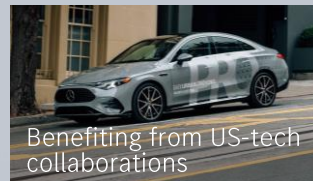
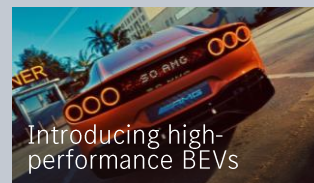


IN THE USA, AMBITION 400 K UNITS WITH FOCUS ON US-TAILORED SUV & TOP-END MODELS AND LOCALISATION

30% Top-End share
(Actuals MB 2025)

75% SUV/SUC share
(Actuals MB 2025)

85% ICE share
(Actuals MB 2025)

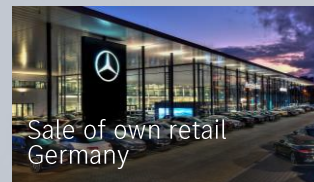
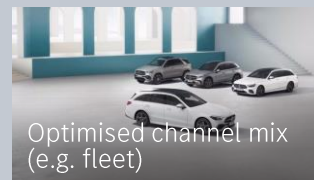
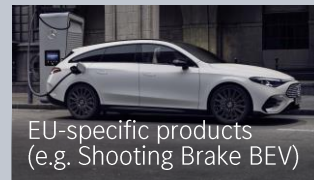


PROFITABLE GROWTH THROUGH TARGETED PORTFOLIO STRATEGY AND FOCUS ON BEV MOMENTUM

10% Top-End share
(Actuals MB 2025)

50% Entry share
(Actuals MB 2025)

40% xEV share
(Actuals MB 2025)



LEADING POSITION IN CHINA DESPITE MAJOR SHIFTS IN PREMIUM MARKET

No. 1

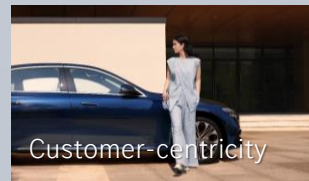
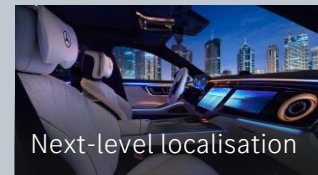
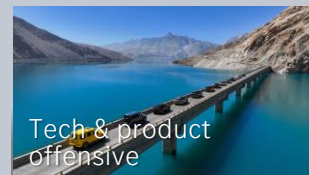
> RMB 400 k
24% market share

> RMB 1m
> 30% market share
of large luxury sedan

Premium performance
segment for AMG

Top

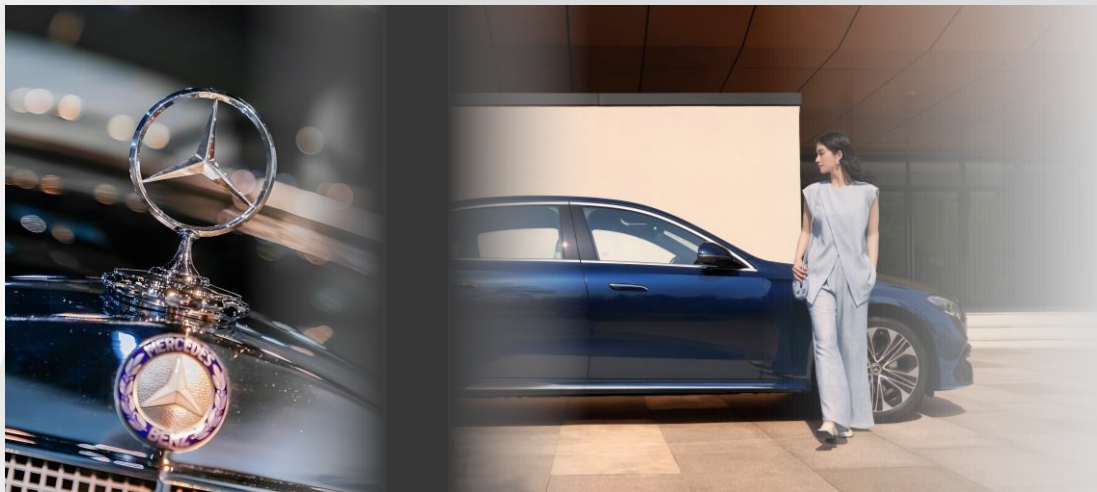
in transaction price &
residual value among
premium OEMs



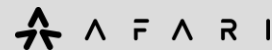
ACCELERATE IN THE UNIQUE ECOSYSTEM

Leading partnerships & local technology stack – purely Mercedes-Benz

UNCOMPROMISING VALUES



LEADING PARTNERSHIPS



THE FORCES BEHIND: DUAL R&D ENGINES IN CHINA WITH FULL AUTONOMY WHILE LEVERAGING GLOBAL RESOURCES

In-house hardware and software engineers
2,000

L2; RSE; ASIL-D Standards development in
12 months

AI-powered cockpit with full fleet adoption in
12-18 months

Parity in intelligence across ICEs and BEVs
OTA in every quarter

In China for Global
Rear-Seat Entertainment



DELIVERING ON TARGETS:

Cost & efficiency as principles



Stringent Targets to Achieve by 2027*

> -10% Local material cost

> -20% Variable production cost

-20% Fixed cost

Continued production footprint optimisation

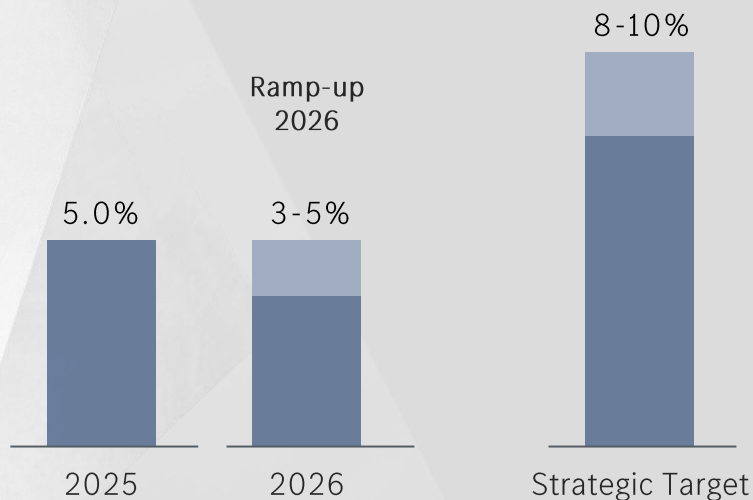
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STRATEGIC MARGIN TARGET OF 8-10% INCLUDING TARIFFS

MB CARS MARGIN CORRIDOR¹



External factors and market environment

- Full-year tariff effect of 150-200 basis points with limited mid-term mitigation levers
- Adverse foreign exchange effects

Ramp-up year 2026

- Product ramp-up and continued roll-out of Next Level Performance efficiency measures

Rebuilding margin trajectory

- Product momentum materialising in volume and mix, absorbing higher BEV share
- Next Level Performance yielding full benefits in variable and fixed costs
- Lower investments supporting cash conversion and generation

BENCHMARK CAPITAL ALLOCATION FRAMEWORK

SHAREHOLDER RETURN 2025-2026

in billion euros	2025	2026
FCF IB	5.3	>4
Potential proceeds from M&A	0,1	~2
Dividend	4.1	3.4
Share buyback '25	0.3	1.7
Share buyback '26-27	–	1.0
Cash Return	4.4	~6
Yield	~7%	~10%
Net Industrial Liquidity	32.2	~32

- Payout of 100% of free cash flow
- Proceeds from major M&A will increase shareholder return according to our capital allocation framework
- Dividend of EUR 3.50 paid out in April 2026
- Share buyback of up to EUR 2 bn completed in June 2026. Continuation of share buyback activity of up to EUR 1 bn until AGM 2027
- Cash return to shareholders in H1 2026: EUR 5 bn
- Healthy and stable net industrial liquidity

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MERCEDES-BENZ VANS STRATEGY

We will offer the world's most desirable vans and services

Elevate

our position as the leading partner in commercial solutions

Focus

on profitable growth

Expand

customer base and grow lifetime value

Deliver

a world leading product experience

Lower

cost base, improve industrial footprint and increase supply chain resilience

Guided by sustainability, integrity & diversity

Driven by an ambitious team

Accelerated by data & AI

OUR PRODUCTS KEEP THE WORLD RUNNING



Private Usage



Services & Crafts



Rental



Construction



CEP & Logistics



Trade & eGrocery

Private 20%

Commercial 80%



Manufacturing



Recreational Vehicles



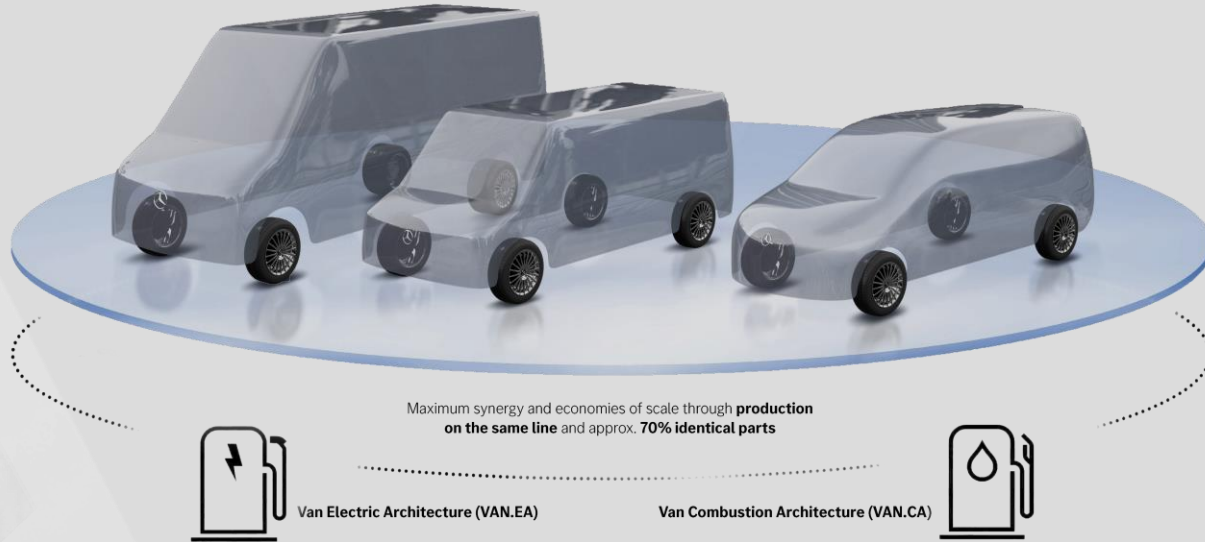
Deployment & Municipal



People Mover

Ordered according to sales volume of Mercedes Benz Vans in Europe (GER, FR, IT, ES, DEN, SWE, UK) in 2025.

NEW MODULAR AND SCALABLE VAN ARCHITECTURE (VAN.EA | VAN.CA)



Flexibility:

Flexible for changing customer demand. Offering of latest technology independent of respective powertrain.

Efficiency:

Shared components reduces development and production costs as well as bundling of purchasing activities.

Scalability:

Facilitates easy scaling of production volumes on same lines independent of powertrain technology.

WITH THE ALL-NEW ELECTRIC VLE, MERCEDES-BENZ VANS IS STARTING INTO A NEW ERA. SERIES PRODUCTION STARTED

- First vehicle based on the new Van Architecture, writing the next chapter in the iconic 140-year automotive history of Mercedes-Benz.
- **The best of two worlds:** the VLE combines limousine-like ride and handling with MPV-style versatility.
- **Ideal fit for every journey:** best-in-class efficiency, new 800-volt technology and high-performance charging.
- **Start of series production:** in June, series production of the VLE started at the Vitoria plant.
- **Market launches:** the VLE is available to order in over 20 European markets. Over the course of this year, the portfolio will be successively expanded with additional models and attractive new equipment options and lines.



MERCEDES-BENZ VLS & MERCEDES-MAYBACH VLS: TOP-END-PORTFOLIO IN GRAND LIMOUSINES SEGMENT



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Executive Summary Q2 2026

1. Strategy Execution

- **Redefining performance:** World premiere of the **all-new Mercedes-AMG GT 4-Door Coupé**, based on our new AMG.EA platform.
- **V8 power at its finest:** Debuts of the **new Mercedes-AMG GLE 63 S 4MATIC+** and **Mercedes-AMG GLS 63 4MATIC+**.
- **Production ramp-up:** Plant extension and SoP of electric C-Class in Kecskemét, new axial flux motor in Berlin, and VLE in Vitoria.
- **Point-to-Point assisted driving** set to be available in Germany by the end of 2026, following its launch in China and the U.S.
- **Security & Defence** confirmed as **strategic development field**; first **Memorandum of Understanding** signed with **TYTAN Technologies**.
- **Enhancing competitiveness:** **Productivity initiative for Germany** announced to lower labor costs and increase productivity.

2. Sales Development

- **BEV car sales up +51% YoY**, driven by strong growth in Europe (+87%). Top-End share within 14-15% target range in H1 2026.
- **Total car sales -8% lower YoY**, while **ex-China up +2% YoY**, supported by continued growth in the U.S. (+10%) and Europe (+4%).

3. Financial Performance

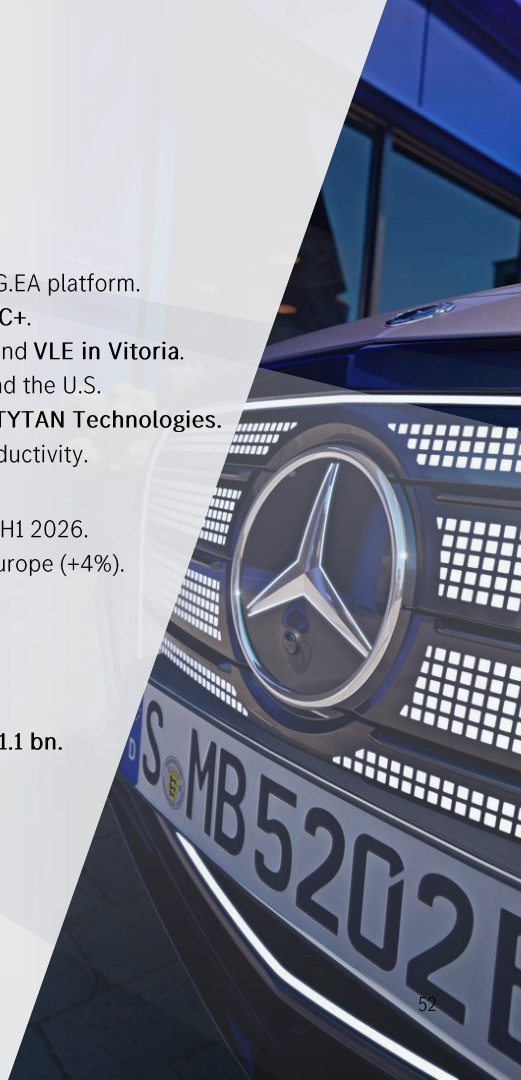
- **Cars RoS adj. at 4.0%**, within the guidance range (3% to 5%).
- **Vans RoS adj. at 10.2%**, at the upper end of the guidance range (8% to 10%).
- **FS RoE adj. at 15.3%**, above the guidance range (10% to 12%).
- **Group EBIT at EUR 1.5 bn** impacted by valuation adjustments related to investments in China; **FCF (IB) of EUR 1.1 bn**.

4. Outlook

- **FS RoE adj. raised to 12 to 14%**; **Cars and Vans RoS adj., Group EBIT and FCF (IB) confirmed**.
Cars sales and Group Revenue updated to slightly below.

5. Capital Allocation

- **First Daimler Truck share sell-down generated EUR 0.4 bn of proceeds**, seizing favorable market conditions.
- **Successful completion of EUR 2.0 bn in share buybacks**;
continuation of up to EUR 1.0 bn until AGM 2027.



Our biggest-ever product and technology launch program continues to move forward with strong momentum



Products

Premiere of Mercedes-AMG GT 4-Door Coupé
Start of sales for electric C-Class, GLE, GLS & VLE
Security & Defence as strategic development field



Technology

Next level ICE technology with new V8 engines
Start of production of electric axial flux motor
Launch of Point-to-Point assistance in Germany by end of 2026

We are further strengthening our resilience and competitiveness



Enhancing competitiveness

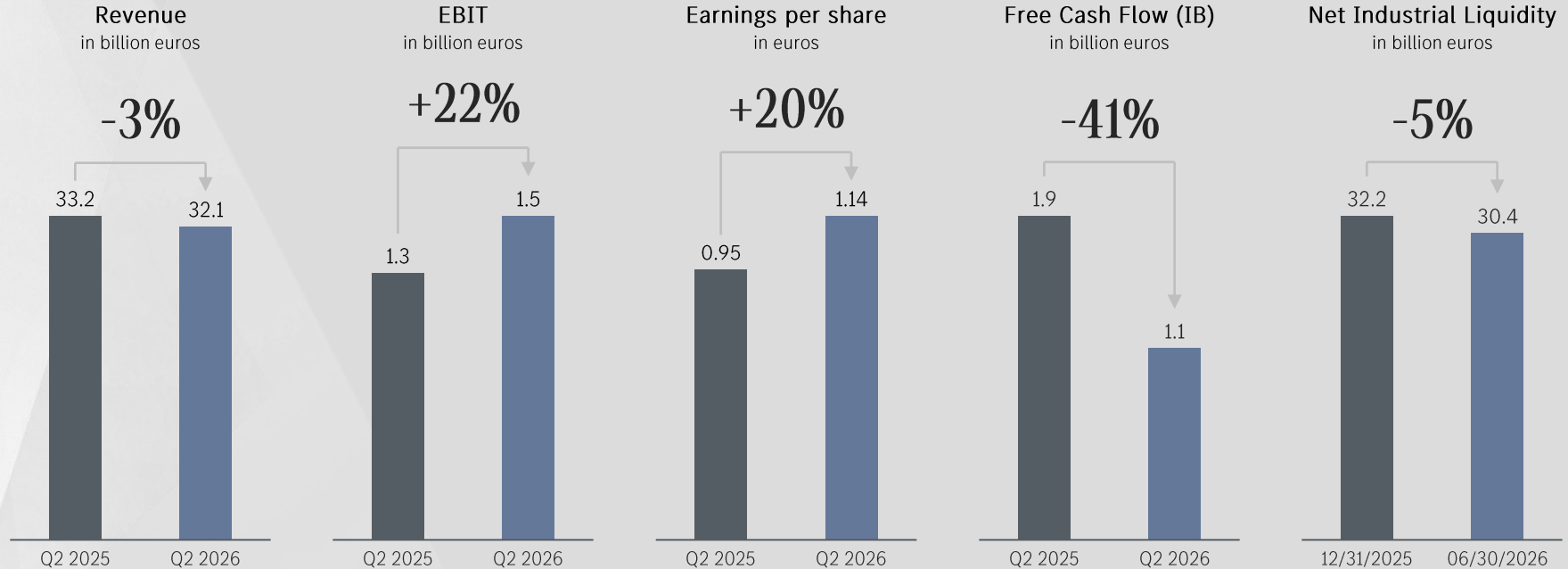
Launch of a global productivity initiative
with special focus on Germany



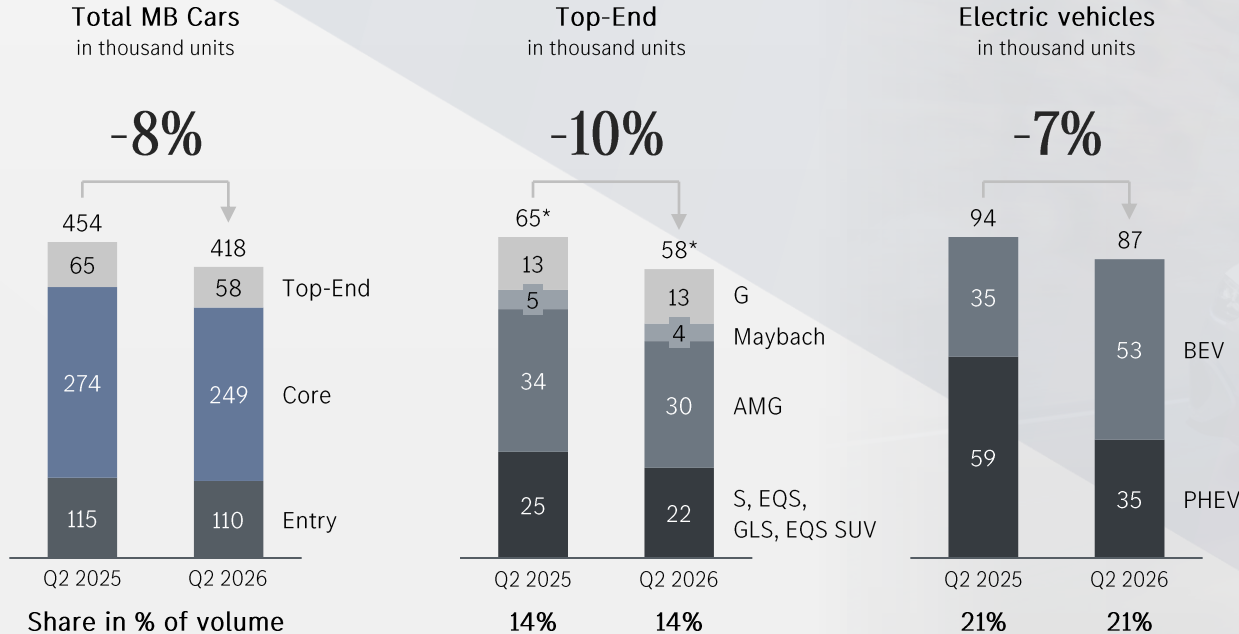
Optimizing industrial footprint

Significant extension of our Kecskemét plant
to increase production flexibility & cost efficiency

Q2 performance in line with expectations, healthy Net Industrial Liquidity post cash return to shareholders



Product launch program progressing, reflected in strong BEV sales growth of 51%



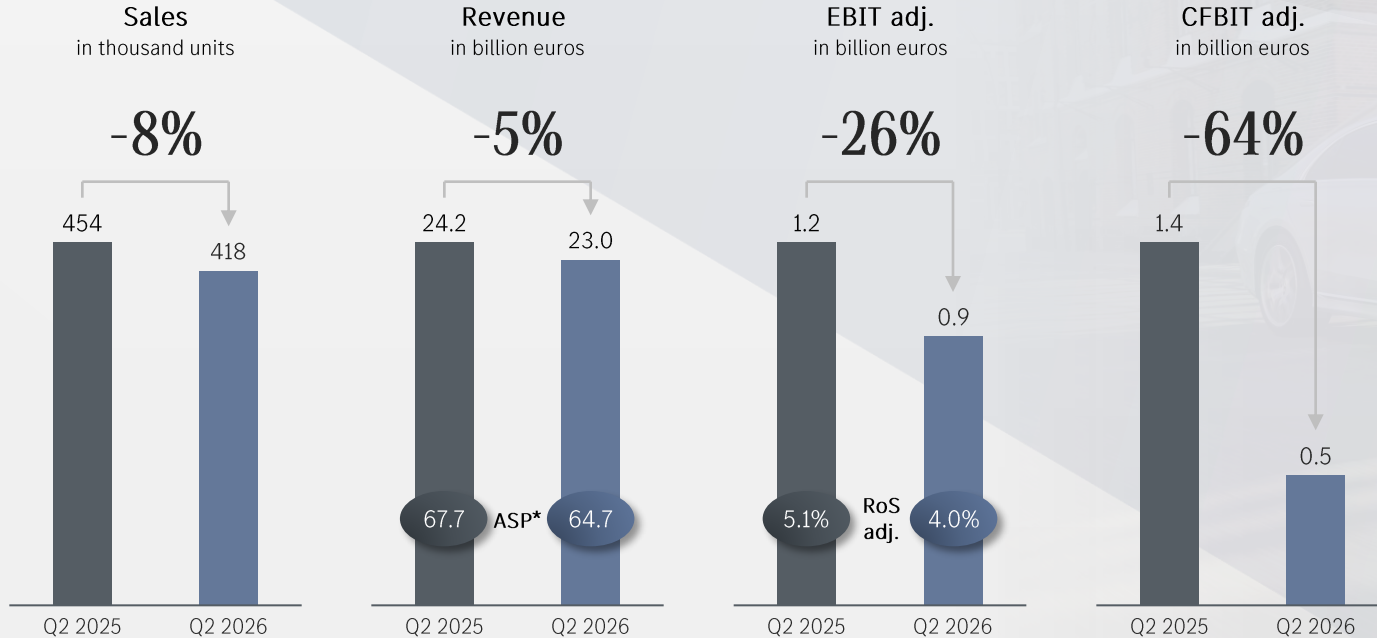
* w/o double counting (e.g. G63, S-Class, Maybach).

Mercedes-Benz C 400 4MATIC electric | Energy consumption combined: 18.5-14.1 kWh/100 km |

CO₂ emissions combined: 0.0 g/km | CO₂ class : A.



Cars achieved RoS adjusted of 4.0% and CFBIT adjusted of EUR 0.5 bn

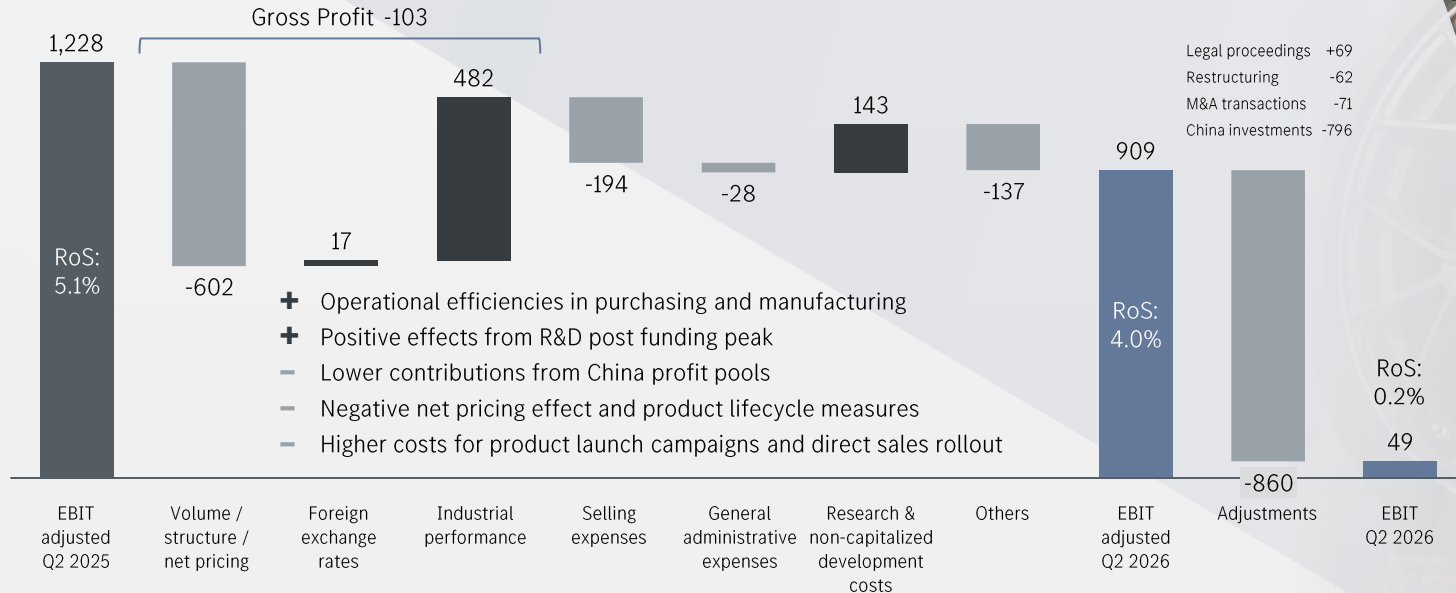


* ASP = Average Selling Price in thousand euros excl. BBAC sales and pbp revenues.



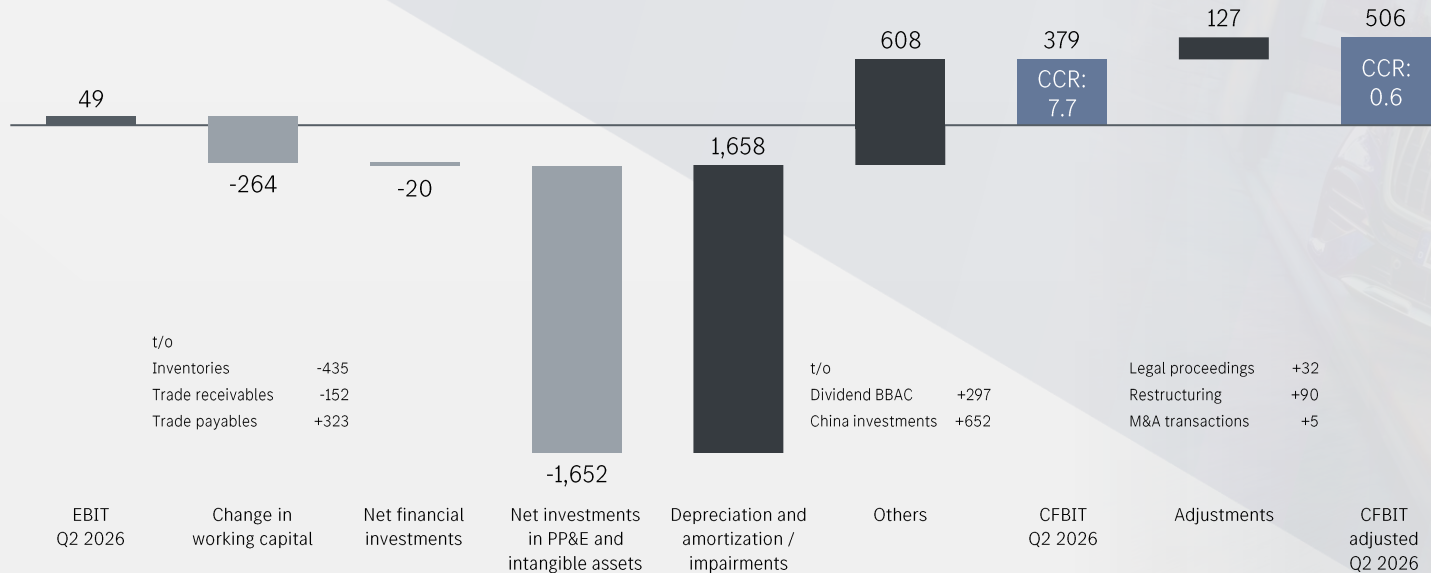
Cars RoS adjusted well within guidance range, supported by strong industrial performance

in million euros

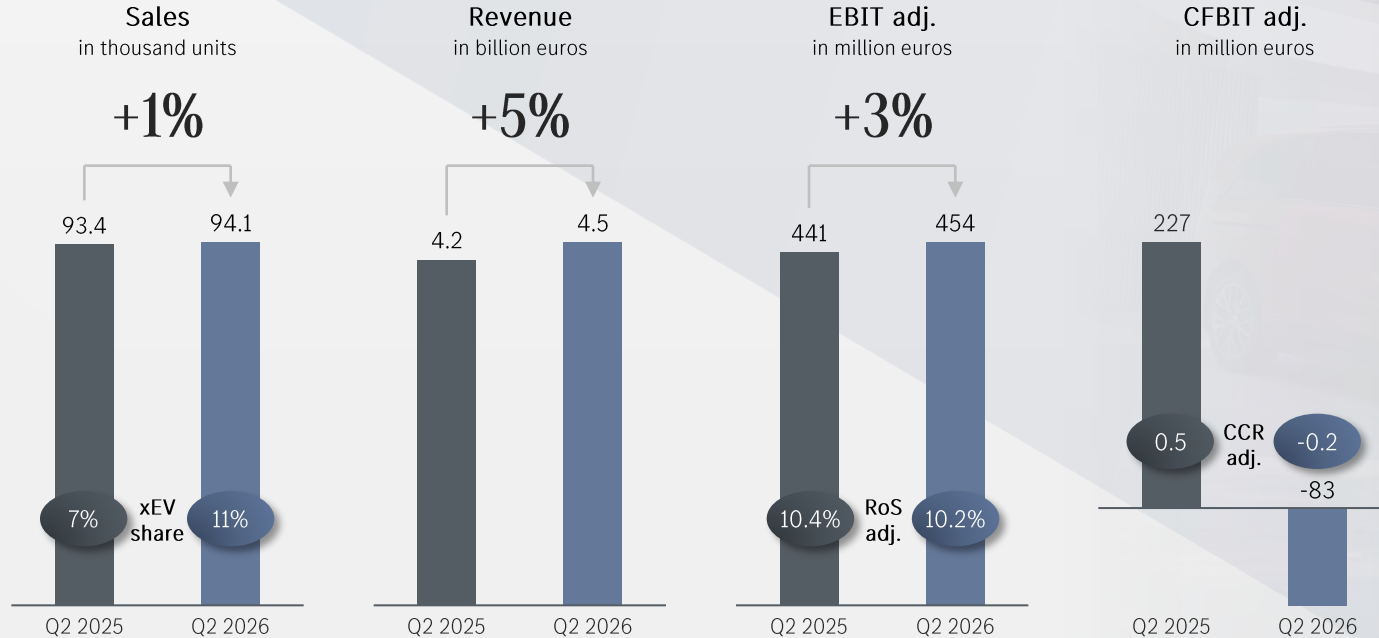


Cars achieved CFBIT adjusted of EUR 0.5 bn influenced by working capital seasonality

in million euros



Vans maintained double-digit RoS adjusted, while investing in new architecture

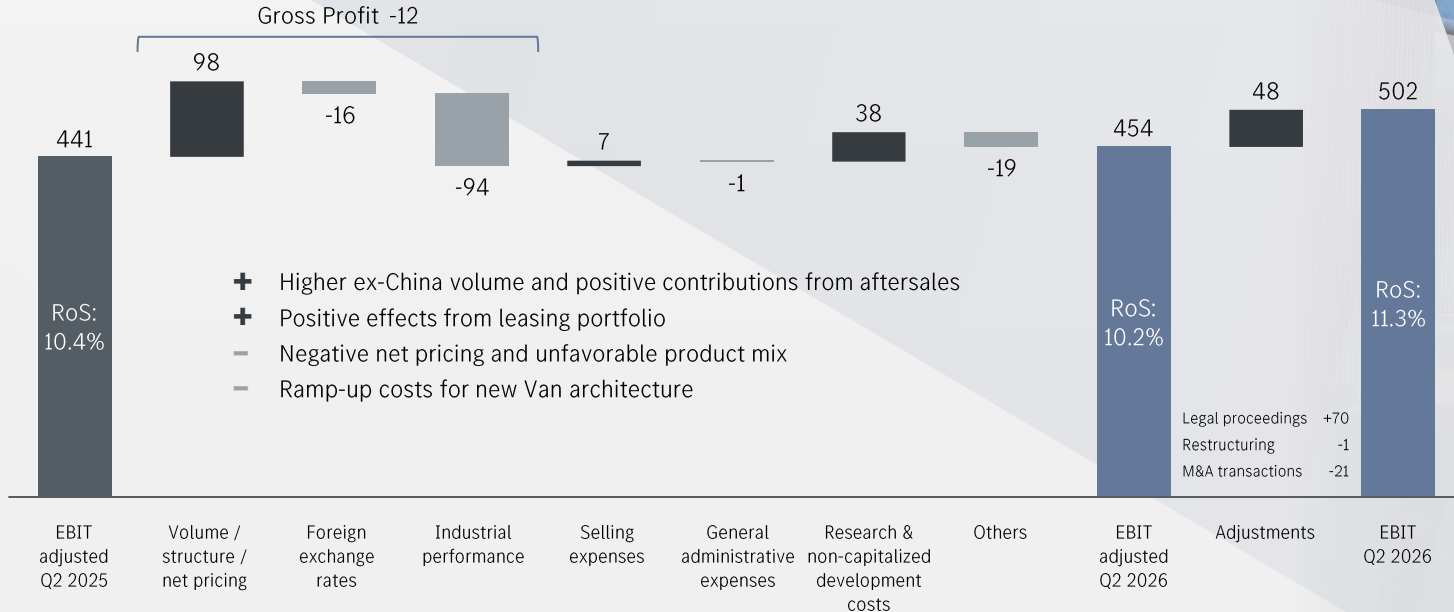


Mercedes-Benz VLE 300 electric | Energy consumption combined: 20.7-18.4 kWh/100 km | CO₂ emissions combined: 0.0 g/km | CO₂ class: A.



In a competitive market environment, growth ex-China offset ramp-up costs for new architecture

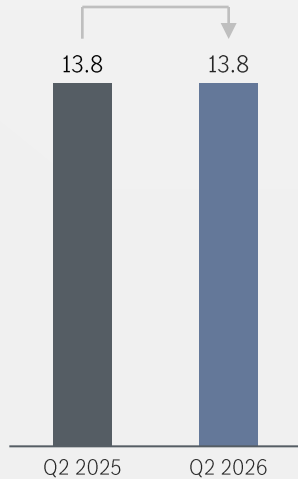
in million euros



Strong EBIT growth driven by continued margin improvements and portfolio quality

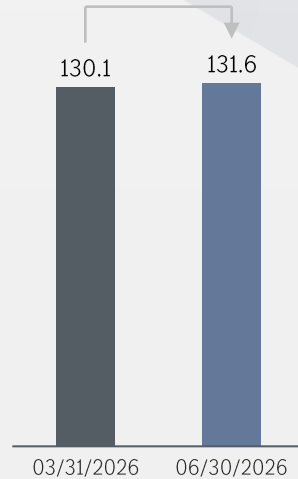
New Business
in billion euros

-0%



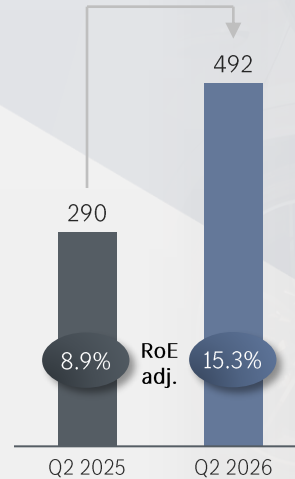
Contract Volume
in billion euros

+1%



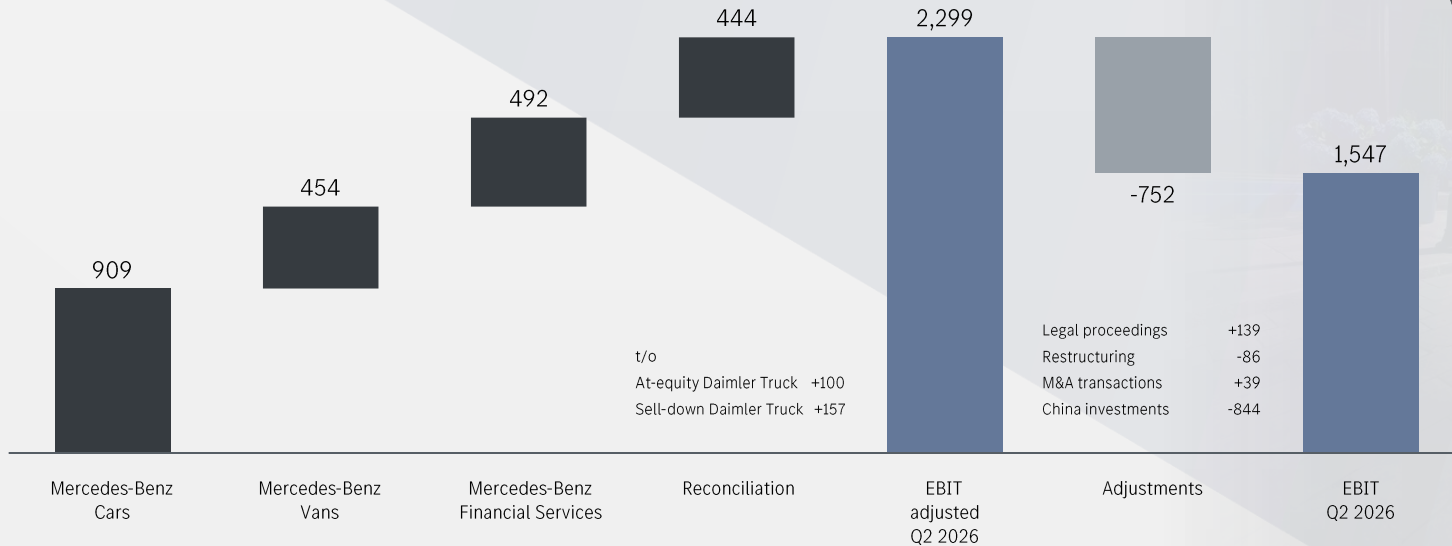
EBIT adj.
in million euros

+70%



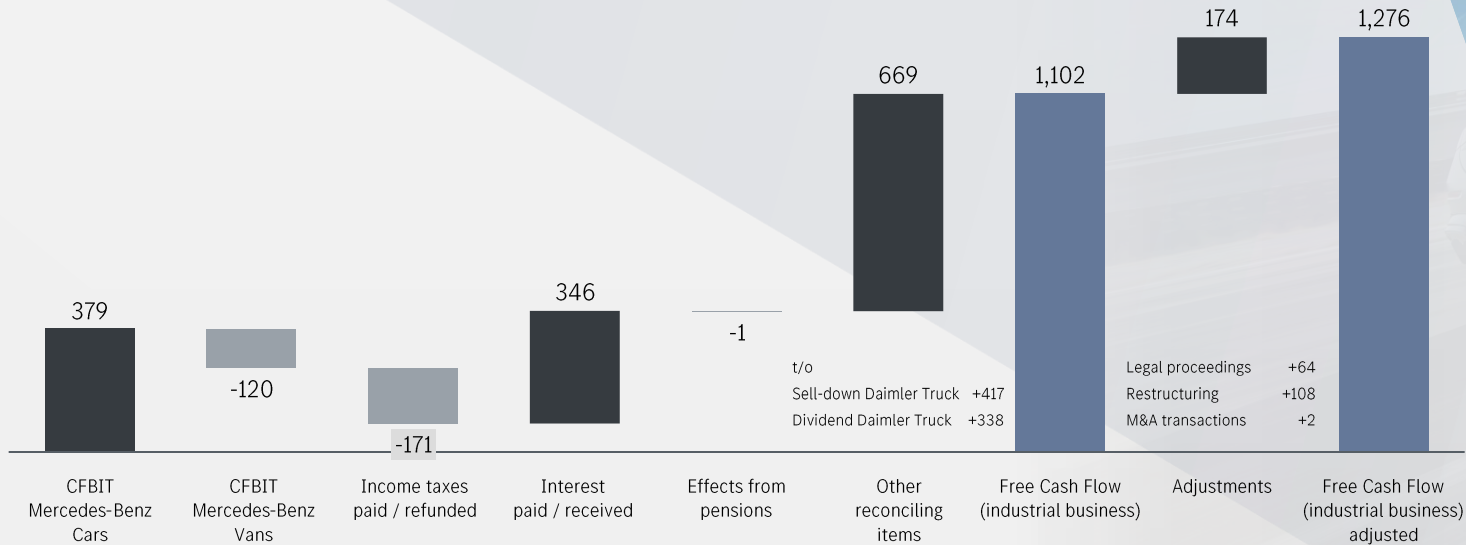
Solid Group EBIT of EUR 1.5 bn impacted by valuation adjustments in our China business

in million euros



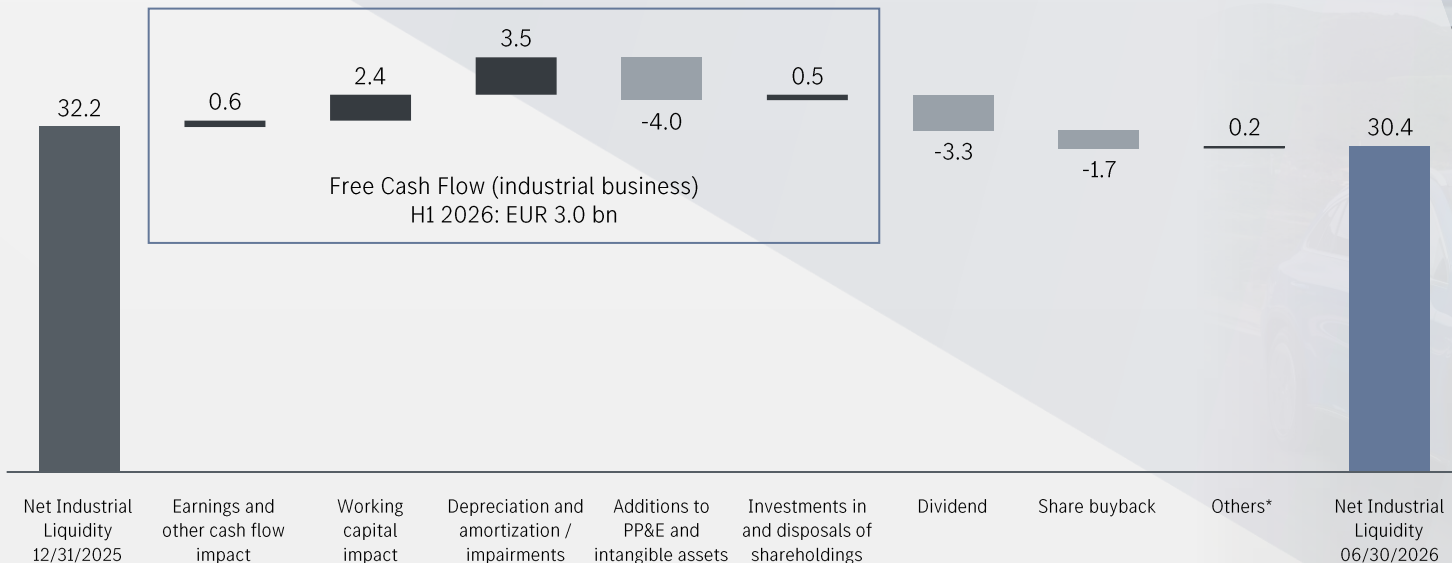
First monetization of Daimler Truck stake supported cash generation of EUR 1.1 bn

in million euros



Maintaining a healthy balance sheet while returning capital to our shareholders

in billion euros



* Mainly transactions related to MBFS and FX effects.



Mercedes-Benz Divisional Guidance 2026

		Actuals FY 2025	Actuals YTD 6M 2026	Guidance FY 2026
Mercedes-Benz Cars	Unit sales	1,801k units	837k units	Slightly below
	xEV share	20%	20%	23 to 25%
	Return on sales (adj.*)	5.0%	4.0%	3 to 5%
	Investment in PP&E	EUR 4.1 bn	EUR 1.4 bn	Slightly below
	R&D expenditure	EUR 8.6 bn	EUR 3.8 bn	Significantly below
	Cash conversion rate (adj.**)	1.2	2.1	1.0 to 1.2
Mercedes-Benz Vans	Unit sales	359k units	174k units	Slightly above
	xEV share	8%	9%	8 to 10%
	Return on sales (adj.*)	10.2%	10.1%	8 to 10%
	Investment in PP&E	EUR 1.2 bn	EUR 0.5 bn	Significantly above
	R&D expenditure	EUR 1.1 bn	EUR 0.6 bn	Slightly above
	Cash conversion rate (adj.**)	0.6	-0.2	0.1 to 0.3
Mercedes-Benz Financial Services	Return on equity (adj.*)	9.7%	14.4%	12 to 14%

Please refer to the Disclaimer at the end of this presentation for additional context.

* The adjustments include material adjustments if they lead to significant effects in a reporting period. These material adjustments relate in particular to legal proceedings and related measures, restructuring measures and M&A transactions.

** Adjusted Cash Flow before Interest and Taxes (CFBIT) divided by adjusted EBIT.



Mercedes-Benz Group Guidance 2026

		Actuals FY 2025	Actuals YTD 6M 2026	Guidance FY 2026
Mercedes-Benz Group	Revenue	EUR 132.2 bn	EUR 63.7 bn	Slightly below
	EBIT	EUR 5.8 bn	EUR 3.5 bn	Significantly above
	Free Cash Flow (industrial business)	EUR 5.4 bn	EUR 3.0 bn	Slightly below



The environment will remain dynamic – we will keep our high pace



Products

Further executing our ramp-up plan while seizing new growth potential

Performance

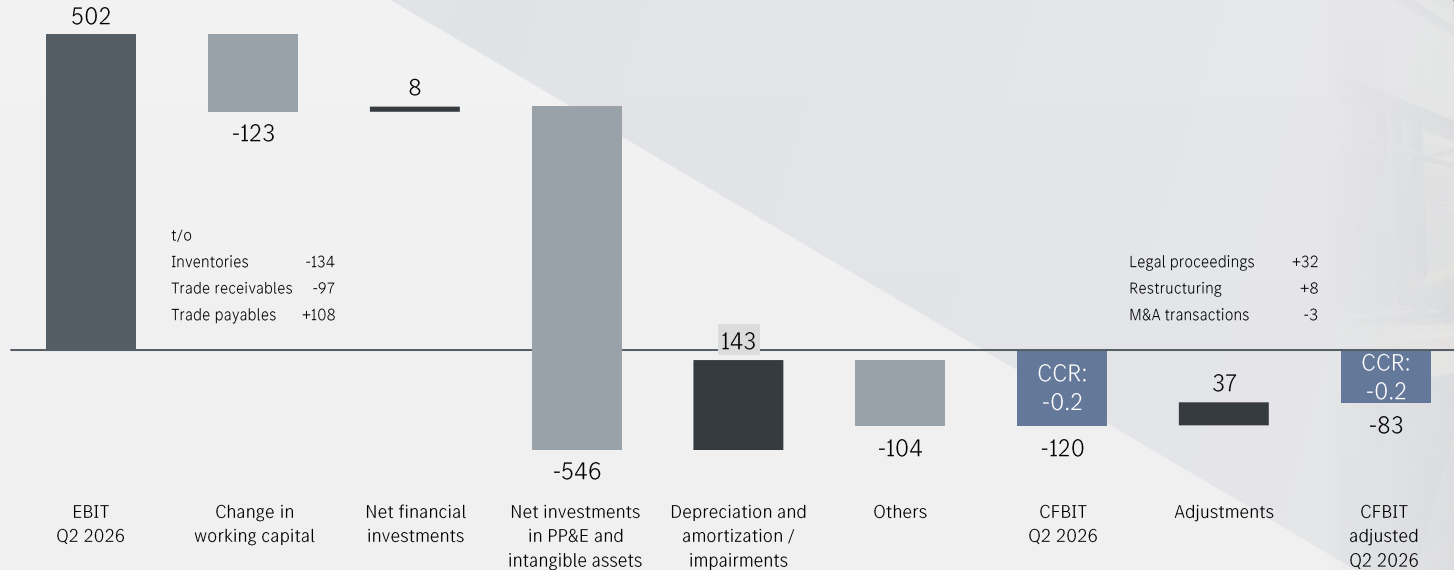
Optimizing our productivity, resilience, and competitiveness



Appendix

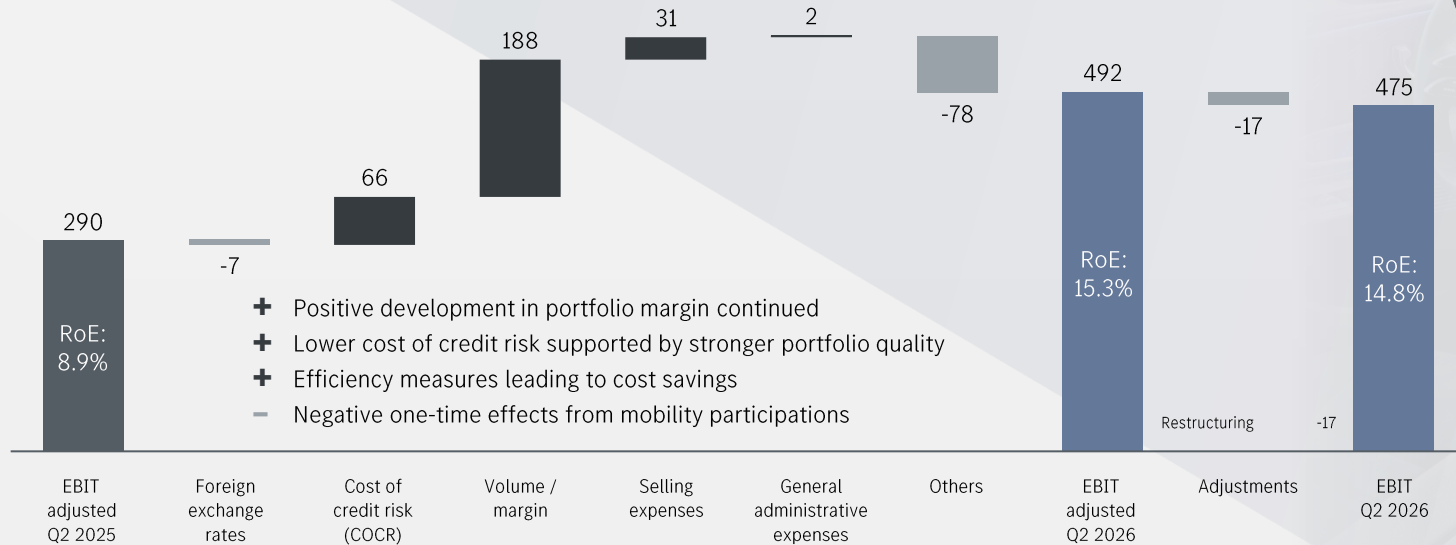
Mercedes-Benz Vans: EBIT to CFBIT

in million euros

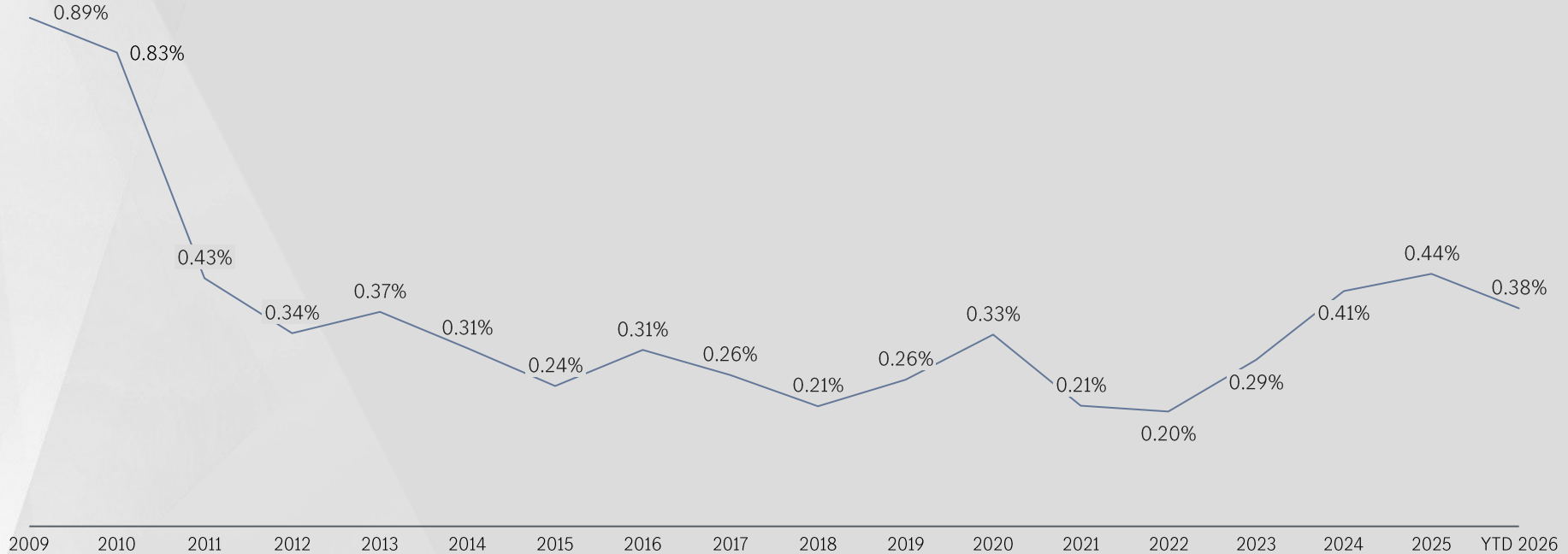


Mercedes-Benz Financial Services: EBIT & RoE

in million euros



Mercedes-Benz Financial Services: Net credit losses*



BBAC (Beijing Benz Automotive Cooperation) Joint Venture

Key Facts

- **BBAC** is based on a **trustful partnership** with our long-term partner BAIC.
- BBAC is the **largest Mercedes-Benz production facility** in the world, featuring local R&D for passenger cars.
- Product range from **ICE, PHEVs** and **BEVs** across compact, midsize, and large-mid segment. Planned **localization of upgraded GLE LWB starting in the course of 2026**.
- **Engines** as well as **batteries** are also produced locally.
- The **production is strongly integrated** into the worldwide Mercedes-Benz network with a **highly flexible production** set-up and shift models across the BBAC-Yishuang (BDA) and BBAC-Shunyi locations.
- **Both partners** (BAIC and Mercedes-Benz) **share the investments** for new products.
- **CEO and CFO** appointed by **Mercedes-Benz**.
- **MB contribution** by locally produced cars are **generated via (i) supplies, (ii) royalties, and (iii) at equity results** (see right chart).

BBAC figures disclosed by MBG

in million EUR

	2023	2024	2025
Sales volume (in thousand units)	591	563	453
Revenue	22,484	21,747	16,720
Profit after taxes	2,999	2,443	1,500
BBAC equity result MB	1,457	1,073	761
BBAC dividend MB	1,595	1,235	881

Mercedes-Benz Group/Divisional Guidance Ranges*

	Significantly below	Slightly below	At prior-year level	Slightly above	Significantly above
Revenue / Unit sales	$X < -7.5\%$	$-7.5\% \leq X < -2\%$	$-2\% \leq X \leq +2\%$	$+2\% < X \leq +7.5\%$	$X > +7.5\%$
EBIT (Group)	$X < -15\%$	$-15\% \leq X < -5\%$	$-5\% \leq X \leq +5\%$	$+5\% < X \leq +15\%$	$X > +15\%$
Free Cash Flow (industrial business)	$X < -25\%$	$-25\% \leq X < -10\%$	$-10\% \leq X \leq +10\%$	$+10\% < X \leq +25\%$	$X > +25\%$
Investments / R&D	$X < -10\%$	$-10\% \leq X < -2.5\%$	$-2.5\% \leq X \leq +2.5\%$	$+2.5\% < X \leq 10\%$	$X > +10\%$



* X = Actual guidance figure.



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