

FIXED  
INCOME  
PRESENTATION  
FY 2025

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

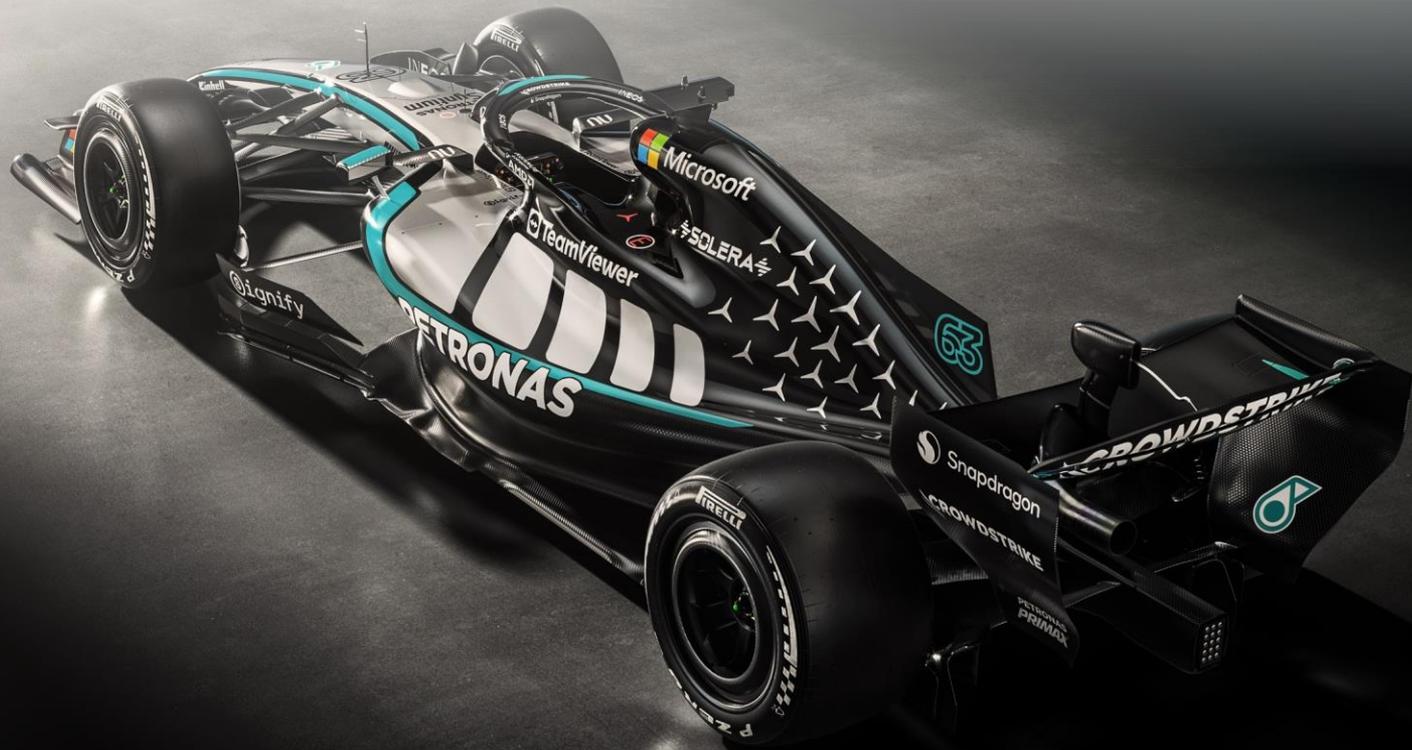
## II. Sustainability

## III. Funding

## IV. Results FY 2025



AS RULES SHIFT, WE GEAR UP WITH EVEN GREATER DRIVE.  
WE'RE 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 <sup>1</sup>

## Formula 1:

The power of F1 for our brand

# 827 mn      114 mn

global fanbase <sup>2</sup>

social media followers <sup>2</sup>



<sup>1</sup>Interbrand: Best Global Brands 2025

<sup>2</sup> 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 MIDTERM GOALS



~2.0 m

sales volume

>15%

Top-End sales growth

2x

xEV share

# REJUVENATED PORTFOLIO TO WIN CUSTOMERS ACROSS ALL SEGMENTS



>40

New models  
2025 - 2027

Entry



Core



Top-End



New models 2025 - 2027

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



Mercedes-Maybach SL 680 Monogram Series | Energieverbrauch kombiniert: 13,6l/100km | CO<sub>2</sub>-Emissionen kombiniert: 309,0 g/km | CO<sub>2</sub>-Klasse: G  
 Mercedes-AMG PureSpeed | Energieverbrauch kombiniert: 13,7 l/100 km | CO<sub>2</sub>-Emissionen kombiniert: 312 g/km | CO<sub>2</sub>-Klasse: G

# FRONTRUNNER LAUNCHES: EXCELLENT FEEDBACK AND STRONG ORDER INTAKE

#1 Duality of drivetrain offering

#2 Iconic MB design for ICE & xEV

#3 Superior, custom-fit technology & partnerships



CLA



GLC



GLB



NEUER MERCEDES CLA EQ IM TEST

**Der Elektro-Benz ist der Beste**

Das neue elektrische Einstiegsmodell von Mercedes hat im auto-motor-und-sport-Test das beste Ergebnis aller getesteten Autos bislang erzielt.



**The Mercedes-Benz CLA wins the 2026 The Car of the Year award**

09/01/2026 - Car of the Year

The German model wins in Brussels in the final vote with 320 points and takes the crown from the Renault 5 E-Tech as The Car Of The Year.



**The 2027 Mercedes GLC EV Proves the Future Doesn't Have to Look Futuristic**

It will look a lot like today's gas model on the outside, but from trunk to fake bass, the rest of the new electric GLC is all about the future.



**2026 Mercedes-Benz GLC EV: A 440-Mile Electric Do-Over With 'Multi-Agent' AI**

The Mercedes-Benz GLC with EQ Technology is its most important EV yet. And it comes with a ton of AI features too.



**The Mercedes GLB is back as an electric SUV and it's better in just about every way**

MAINTAINING MOMENTUM:  
SEVEN WORLD PREMIERES IN THE NEXT THREE MONTHS



WE'VE REFOCUSSED OUR ENTRY SEGMENT TO THE MOST STANDOUT MODELS. THEY'RE MOVING TECHNOLOGICAL BOUNDARIES IN THIS CLASS.



### CLA

Premiere of CLA & CLA SB in 2025

### Awards

- ✓ 2025 Car of the Year
- ✓ Euro NCAP's "Best Performer" among vehicles tested in 2025
- ✓ Best car ever tested by Auto Motor und Sport

### SUVs

Debut of GLB & GLA in 2026

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



**Electric GLC**  
Continuing  
success story in  
the electric era

**Electric C-Class**  
>800 kilometers  
of range

**Electric E-Class**  
A true E-Class  
The most desired,  
authentic electric  
full-size sedan

**E-Class**  
The most  
intelligent  
business sedan

**GLE**  
Update mid-2026  
and first ever  
LWB for China

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



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



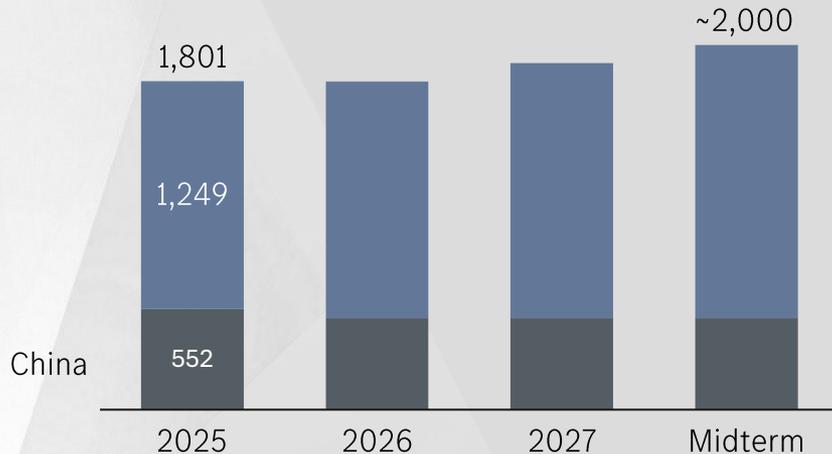
AMG.EA enters series production:  
launch of new 4-door Coupé  
this year followed by new SUV



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

# PRODUCT PIPELINE DRIVES MIDTERM GROWTH TARGET

## GLOBAL SALES <sup>1</sup>



## 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

## Midterm growth targets

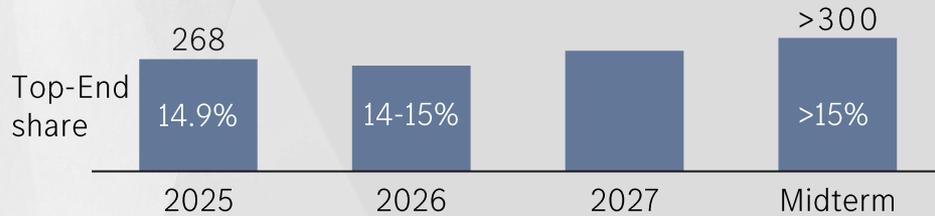
- Targeted sales of ~2.0 million units based on product momentum and market share recovery
- Exploitation of growth opportunities in the USA with attractive new products, particularly in Top-End, as well as in Europe and overseas

## China competition and macro

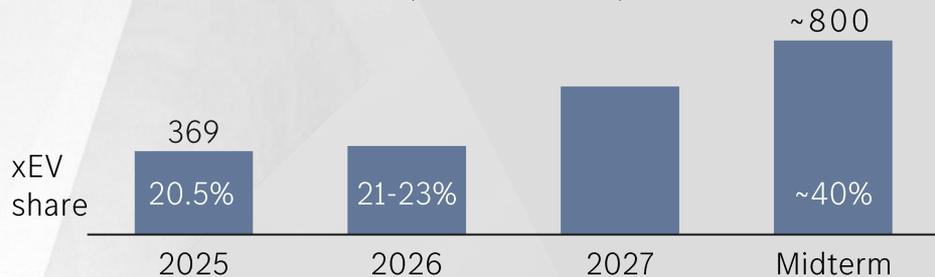
- Adjusting volume to market realities with ambition to hold the line in midterm. Tapping into growth segments by closing portfolio white spots with new electric models

# FOCUS ON TOP-END AND BEV

## TOP-END<sup>1</sup>



## xEV (BEV+PHEV)<sup>1</sup>



## Top-End Vehicles

- Solidify Top-End share in target corridor from 14% to 15%. Midterm Top-End volume increase driven by AMG product momentum, particularly in the important AMG mid-size segment (GLC; C) and portfolio expansion (AMG.EA)
- Major S-Class and GLS upgrade in H1 2026 followed by AMG.EA, as well as upgraded AMG products with 6- and 8-cylinder options

## BEV transformation

- CLA, GLB and GLC as frontrunner of our new BEV lineup gaining strong order momentum
- xEV share ~40% midterm boosted by full availability of MMA and electric GLC, as well as electric C-Class and E-Class hitting the market

1) schematic graph in k units

# 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 midterm
- 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 2026 onwards of ~7% targeted

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WE'RE PROUD OF 140 YEARS OF INNOVATION -  
AND OUR PIONEERING SPIRIT HAS NEVER BEEN STRONGER



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

BATTERY ELECTRIC  
DRIVETRAIN & ...

... ELECTRIFIED  
COMBUSTION ENGINE

## 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

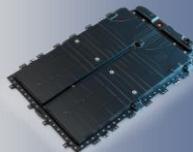
TOP-  
END



CORE



ENTRY



# MERCEDES-BENZ CUSTOMERS HAVE FULL CHOICE

HIGH-TECH ELECTRIFIED COMBUSTION ENGINES (EU7-READY)



4 cylinders  
petrol & diesel



**AMG**

6 cylinders  
petrol & diesel



**AMG**

8 cylinders  
petrol

2026: new S-Class

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

# EVERY NEW MERCEDES-BENZ WILL BE SOFTWARE-DEFINED. IT'S THE FOUNDATION TO ELEVATE THE DIGITAL CUSTOMER EXPERIENCE.



## Chip-to-Cloud

Own architecture with  
full OTA capability

## User Experience

Integration of local  
partners & AI functions

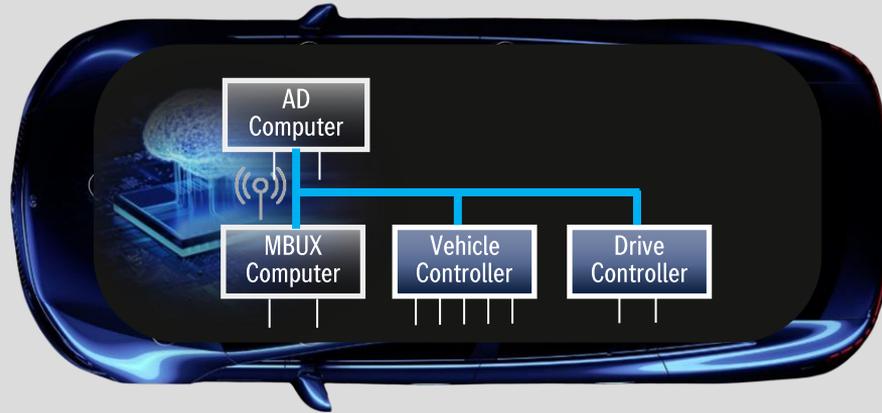
## ADAS

leverage fleet data to  
continuously add functionality

# MB.OS: THE AI-ENHANCED SUPERBRAIN OUR SDV ARCHITECTURE WITH FUNCTIONAL ZONES

## AD & 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

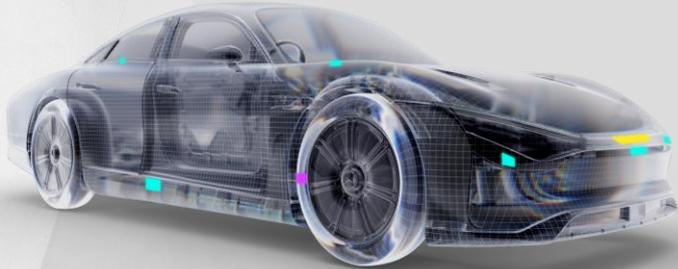
by software-based functional zone shutoffs

## 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



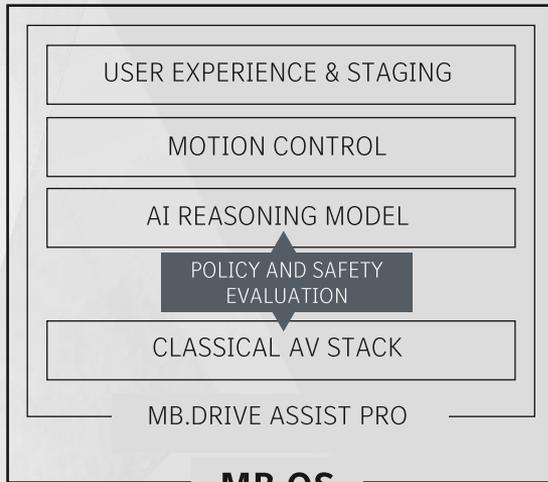
Latest MB technology



# WE'VE MADE MAJOR ADVANCES IN ASSISTED DRIVING - AND WE'RE JUST GETTING STARTED

Today

L2++ POINT-TO-POINT ASSISTED



**MB.OS**

**SENSORS + NVIDIA ORIN X**

Coming up

L3 NEXT-GENERATION & L4 ROBOTAXI ECOSYSTEM

North America

Europe

Middle East

Asia



Software



Hardware



Operator



Open to further partnerships

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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\*

\*vs. act 2024

# 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: ramp-up of plant extension in Hungary well on-track, doubling capacity to 400 k units

## PRODUCTION COSTS:

(in cost/unit)

>-10%      -4%

2027+ vs. act 2024      achieved in 2025

## BEST-COST COUNTRY

SHARE IN EU:

15%      30%

2024      Target 2027

# MATERIAL COST REDUCTION AND COST ENGINEERING

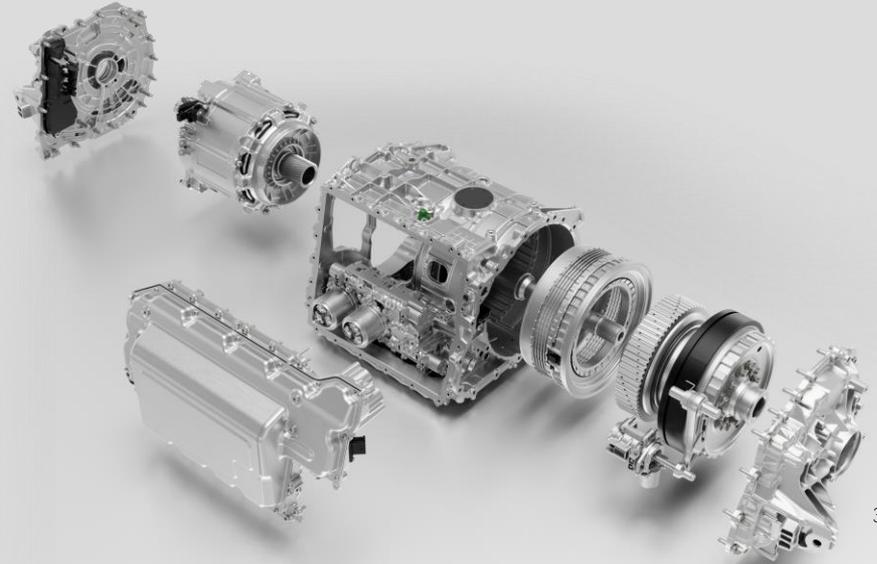
## MATERIAL COST REDUCTION

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

> -2% achieved  
in 2025

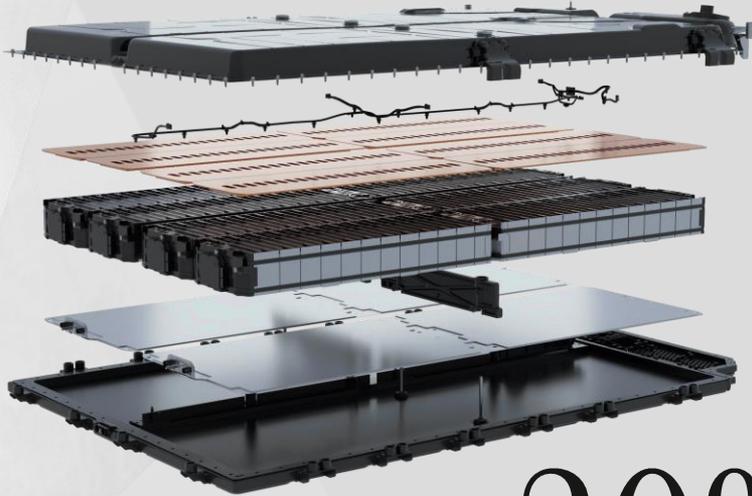
-10% going  
forward

- 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



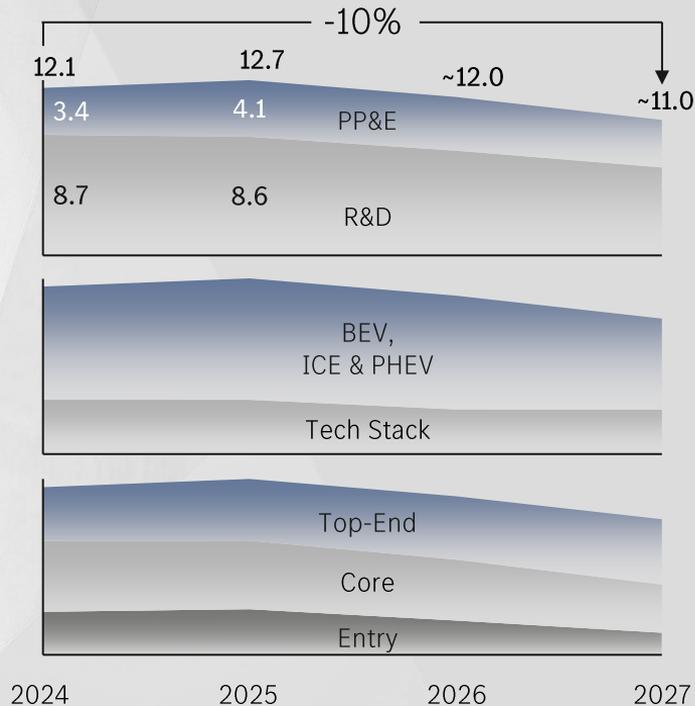
-30%

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 midterm and for new products
- Ambition to close the BEV/ICE margin gap over lifecycle for MB.EA products
- Considering all costs incl. CO<sub>2</sub> closing the BEV/ICE margin gap by end of this decade feasible

# INVESTMENT PEAK BEHIND US

CASH-VIEW R&D and PP&E<sup>1</sup>



## Disciplined investment policy:

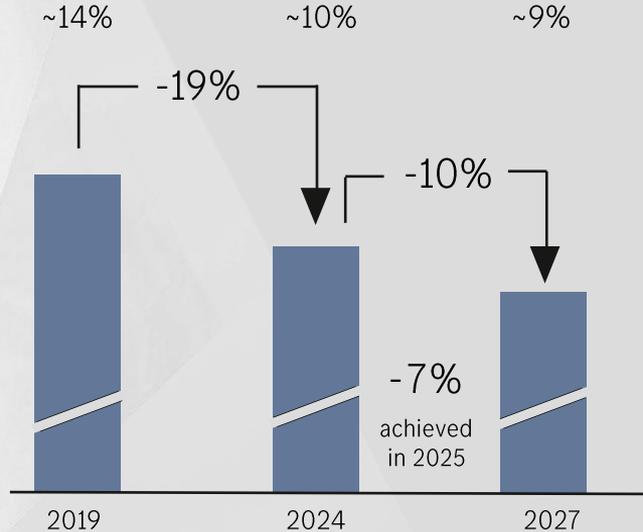
- Peak of tech investments (MB.OS, ADAS, EV and ICE drivetrain) behind us
- Proliferation of the tech stack into the entire product portfolio
- Peak of invest in ICE and BEV vehicle portfolio behind us
- Investments focus on Top-End and Core

1) schematic graph, in EUR bn

# SIGNIFICANT FIXED COST REDUCTION ACHIEVED

## FIXED COST REDUCTION<sup>1</sup> (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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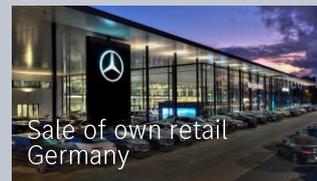
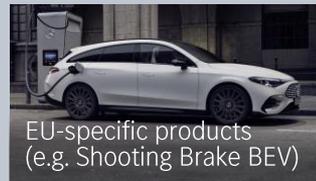


# PROFITABLE GROWTH THROUGH TARGETED PORTFOLIO STRATEGY AND FOCUS ON BEV MOMENTUM

10% Top-End share  
(Actuals MB 2025)

50% Entry share  
(Actuals MB 2025)

40% xEV share  
(Actuals MB 2025)

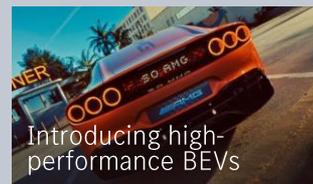


# IN THE USA, AMBITION 400 K UNITS WITH FOCUS ON US-TAILORED SUV & TOP-END MODELS AND LOCALISATION

30% Top-End share  
(Actuals MB 2025)

75% SUV/SUC share  
(Actuals MB 2025)

85% ICE share  
(Actuals MB 2025)



# INVEST IN OVERSEAS REGIONS WITH A DEDICATED STRATEGY FOR EACH MARKET

**Asia** (outside of China)



**Middle East**



**Latin America**



**Turkey**

**India**



**OVERSEAS**

~18% of sales in 2025  
(~330 k units in 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



Tech & product  
offensive



Next-level localisation



Customer-centricity



Operational excellence

# ACCELERATE IN THE UNIQUE ECOSYSTEM

Leading partnerships & local technology stack – purely Mercedes-Benz

## UNCOMPROMISING VALUES



## LEADING PARTNERSHIPS



# THE FIRST OEM TO DELIVER CUTTING-EDGE INTELLIGENCE ACROSS ALL DRIVETRAINS

ALL-NEW  
ELECTRIC GLC LWB



NEW  
GLE LWB



NEW  
S-CLASS



L2 Urban/Highway ADAS Capabilities // MB.OS Cabin Integrating Doubao AI

# 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

\*Compared to 2024 figures

# MERCEDES-BENZ GLOBAL NETWORK



# TAILORING INDUSTRIAL BASE TO MARKET DEMAND

## GLOBAL PRODUCTION CAPACITY<sup>1</sup>

2026: ca. 2.4 m units ( ▼-120 k vs. 2024)



**TARGET CAPACITY 2028:  
CA. 2.2 M UNITS**

## Continuous focus on streamlining capacities

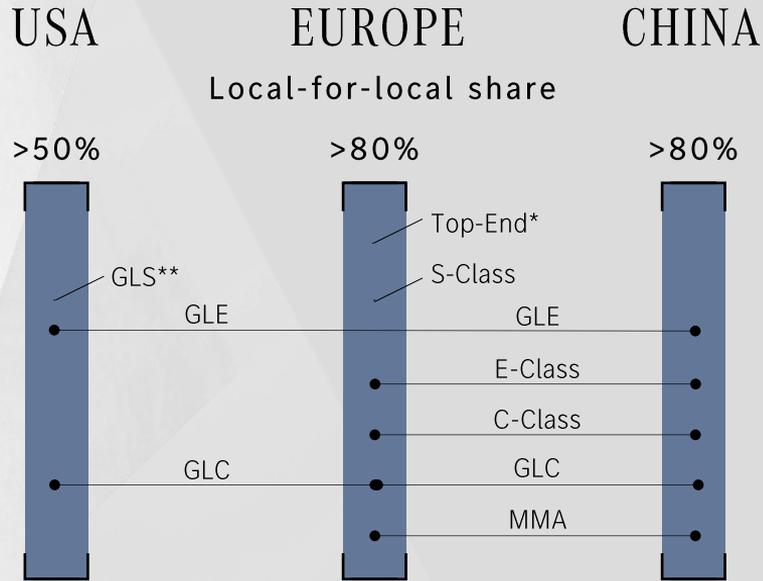
- German plant capacity of ca. 900 k units; 300 k units per plant
- End of production at joint venture plant in Aguascalientes (Mexico) by May 2026; capacity reduction of ca. 100 k units
- Doubling capacity in best-cost countries with plant extension in Kecskemét to 400 k units
- Further optionality for capacity adjustments at remote locations and in China in 2026-2028

## Leveraging production flexibility

- Structurally well positioned with flexible production network to readjust based on product portfolio and customer demand
- Technical flexibility to produce ICE and BEV vehicles on the same production line to match BEV adaptation rate

# STRENGTHENING LOCAL-FOR-LOCAL FROM 60% TO 70%

## TARGET GLOBAL PRODUCTION NETWORK<sup>1</sup>



### USA: Our “Home of mid and large SUVs”

- Substantial invest in US production to support volume growth; next generation of GLC to be localised in Tuscaloosa
- Export of large SUVs mainly to EU and overseas markets

### Europe: Our “Home of Top-End” and “Sedans”

- Focus on craftsmanship, luxury and performance
- More than 80% of European market is served locally
- GLB production relocated from Mexico to Hungary in 2026
- Exports of mainly Top-End and sedans to the world

### China: Our “Home away from home” with BBAC

- More than 80% of Chinese market served locally with localised GLE LWB by mid-2026. Fully tapping into Chinese production cost structure.
- Imports mainly Top-End; no exports to EU and USA

1) schematic graph; strategic target of local-for-local production per region \*AMG; G; Maybach \*\*incl. AMG and Maybach

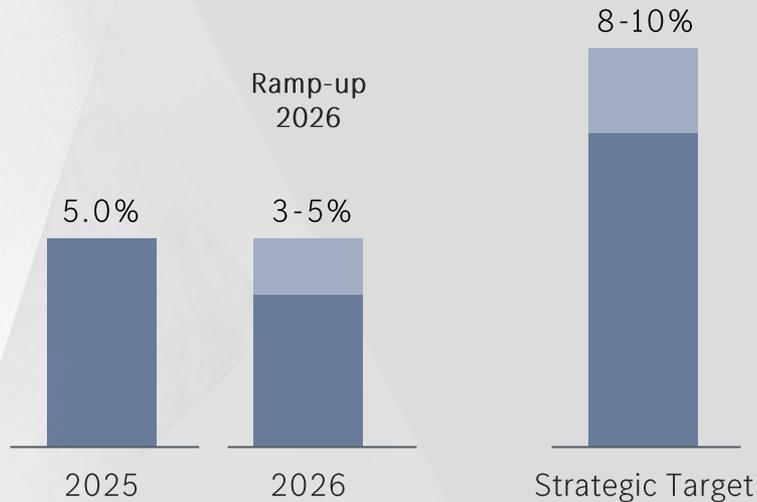
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# STRATEGIC MARGIN TARGET OF 8-10% INCLUDING TARIFFS

## MB CARS MARGIN CORRIDOR<sup>1</sup>



### External factors and market environment

- Full-year tariff effect of 150-200 basis points with limited midterm 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

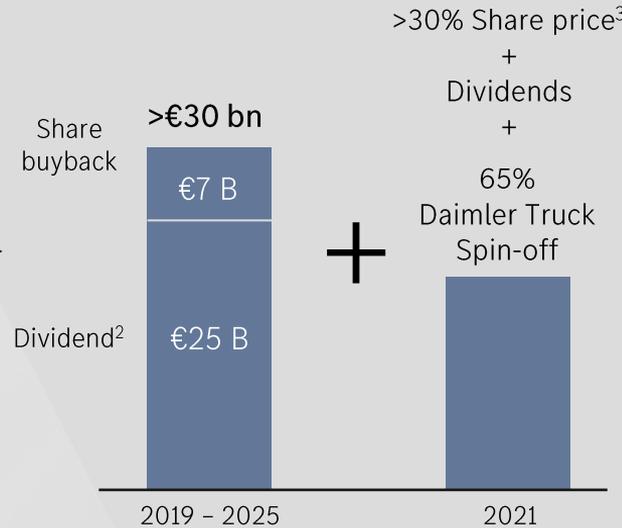
- Product momentum materialising in volume and mix, absorbing higher BEV share
- Next Level Performance yielding full benefits in variable and fixed costs
- Lower investments supporting cash conversion and generation

# >130% TOTAL SHAREHOLDER RETURN BETWEEN 2019 AND 2025

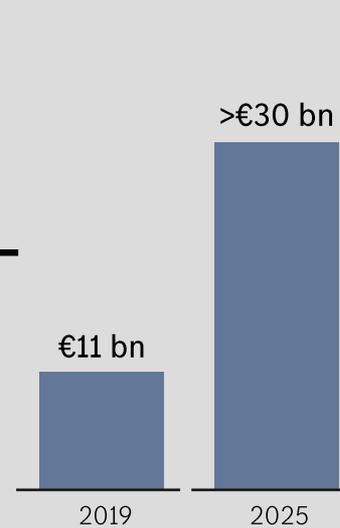
## CASH GENERATED SINCE 2019<sup>1</sup>



## CASH RETURN TO SHAREHOLDERS<sup>1</sup>



## NET LIQUIDITY<sup>1,4</sup>



## Total Shareholder Return 2019-2025

>130%<sup>5</sup>  
(>20% in 2025)

## Internal Rate of Return 2019-2025

~13%<sup>5</sup>

1) Schematic graph 2) Dividend for the years 2019-2025 paid out in the following year 3) Daimler Truck share price development from 10 Dec 2021 to 31 Dec 2025 4) Net liquidity of the industrial business as of 31 Dec 2025 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)

# 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 - 2.0
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
- Proposed dividend of EUR 3.50 providing return stability
- Share buyback of up to EUR 2 bn in up to 12 months started in November 2025. Further share buyback targeted for 2026
- Healthy and stable net industrial liquidity

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# OUR SUSTAINABLE BUSINESS STRATEGY



# WE ARE COMMITTED TO OUR AMBITION 2039

## **Reducing CO<sub>2</sub> 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.

# WITH OUR ALL-NEW PRODUCTS, WE ARE MAKING GREAT LEAPS FORWARD



minus two-thirds

carbon footprint reduction across the entire lifecycle compared to the current combustion-powered GLC



minus 40%

carbon footprint reduction along the entire value chain with new CLA vs. non-electric predecessor

# ON THE ROAD TO ZERO CARBON EMISSIONS

	2022	2023	2024	2030	2039 AMBITION
<b>CO<sub>2</sub> EMISSIONS</b> Mercedes-Benz Cars Operations scope 1 and scope 2 compared to 2018	-67%	-72%	<b>-75%</b>	-80%	-100%



# RENEWABLE ENERGY EXPANSION

	2022	2023	2024	2030	2039 AMBITION
MERCEDES-BENZ CARS Operations	48%	47%	50%	70%	100%



SOLAR

up to **140 MWp**

INSTALLATIONS IN PROGRESS



WINDPARK  
PAPENBURG

**120 MW**  
CONSTRUCTION  
STARTED

WINDPARK  
WINDANKER

**140 MW**  
APPROVAL RECEIVED



ENERGY

**11 MWh**

# ENERGY EFFICIENCY

REDUCTION UNTIL 2030

CONSUMPTION 2030

-25%

compared to 2024

< 2 MWh/vehicle



# DECARBONISATION IN LOGISTICS

TARGET | CO<sub>2</sub> EMISSION REDUCTIONS

# 2039 -60%

compared to 2021



# BATTERIES IN A CLOSED LOOP



# WATER MANAGEMENT

TARGET 2030 | AMBITION 2039

MULTI-REUSE WATER

50%

Water reduction  
in production  
processes

compared to 2023

ZERO

Drinking water in  
production  
processes



# COST EFFICIENCY

CUTTING

ENERGY, WATER, WASTE

IN PRODUCTION COSTS

- 25% PER VEHICLE

until 2030 compared to 2024

# WE FINANCE OUR TRANSFORMATION IN A SUSTAINABLE MANNER

## GREEN FINANCE FRAMEWORK



Since 2020, updated in 2023 and in line with Ambition 2039

Principles used to issue green financing instruments

Highest rating “DARK GREEN” by CICERO\*

\* now a part of S&P Global

## GREEN FINANCE INVESTOR REPORT

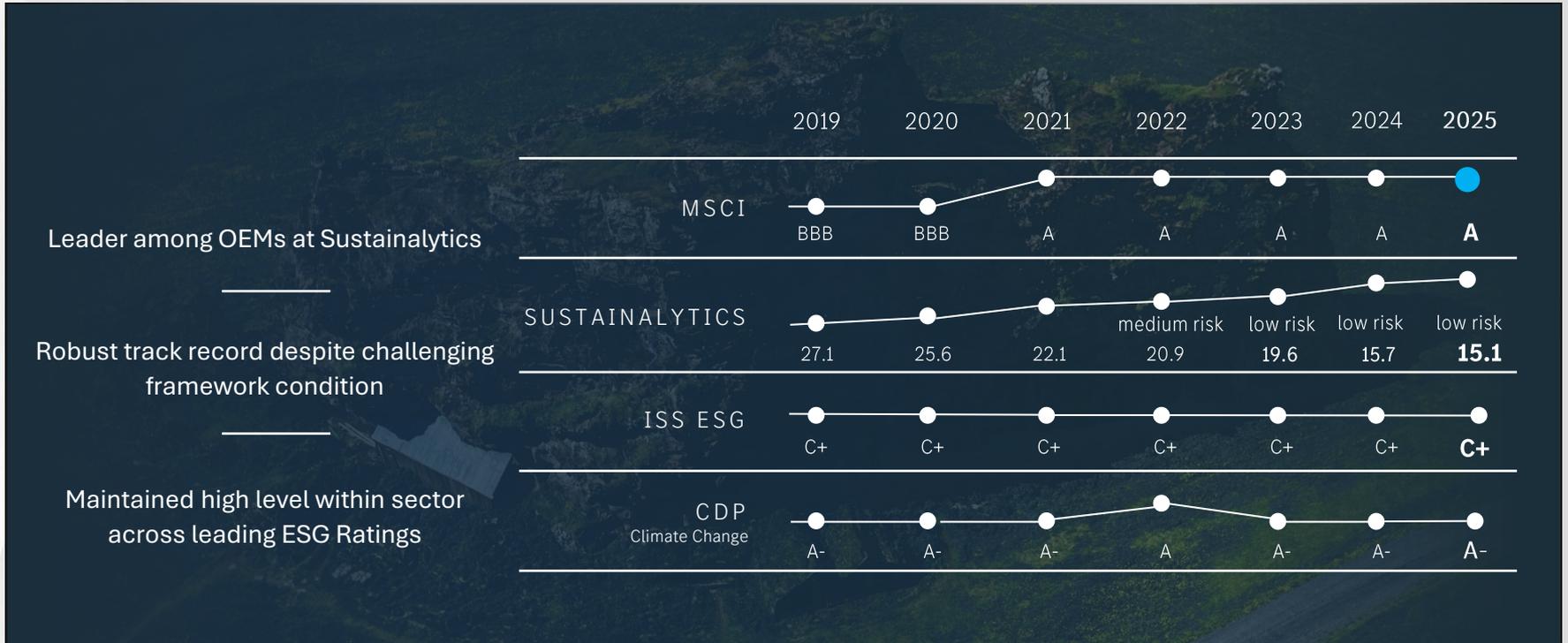


Transparency on use of proceeds and environmental impact

Financed projects (allocation report)

Key figures and information on CO<sub>2</sub> emissions (impact report)

# MERCEDES-BENZ GROUP ESG RATINGS PERFORMANCE



# 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. Sustainability
- III. Funding**
- IV. Results FY 2025



# OUR FUNDING STRATEGY IS BUILT ON STRICT PRINCIPLES

## Targeting Financial Independence

No dependence from single markets, instruments, banks or investors

Diversification of funding sources and instruments: Bank Loans, Bonds, ABS, Commercial Paper

No Covenants and asset pledges, no Credit Support Agreements

## Maximizing Financial Flexibility

Keeping prudent amount of Cash and Committed Credit Facility

New markets funded via global and local banks first

Early capital market funding to save credit capacity in growth regions

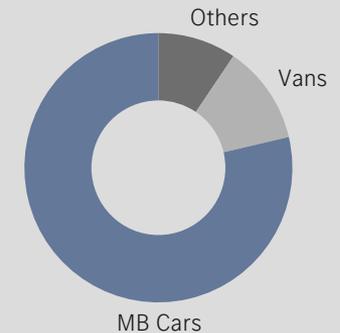
## Stringent Global Funding Policy

Liquidity matched funding

Interest rate matched funding

Currency matched funding

# PORTFOLIO AT MERCEDES-BENZ FINANCIAL SERVICES DECREASED SLIGHTLY COMPARED TO 2024 MAINLY DUE TO FX EFFECTS

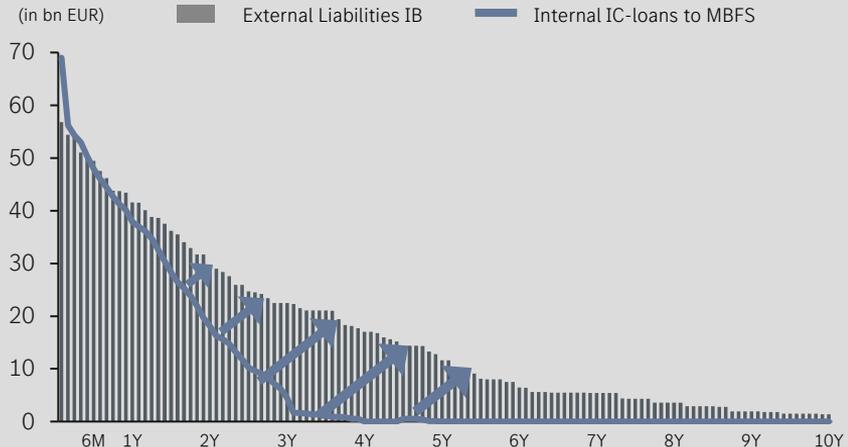


# MERCEDES-BENZ FINANCIAL SERVICES BUSINESS WITH STRINGENT CREDIT MANAGEMENT AND SOLID REFINANCING

Global net credit losses remain on an elevated level. They are expected to stabilize in 2026.



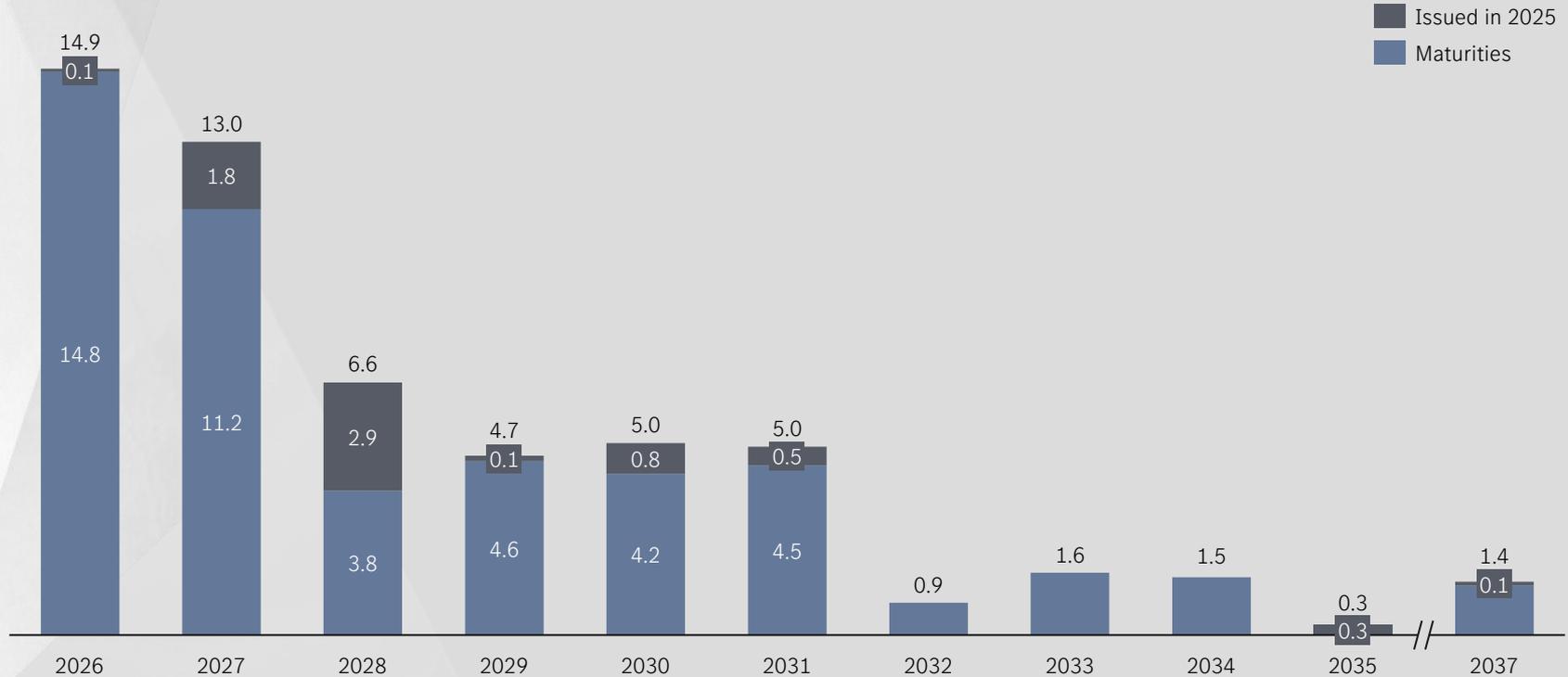
The matched-funded approach for MBFS ensures that liquidity risks are managed.



External liabilities of Mercedes-Benz Group have a longer duration due to capital market refinancing than internal allocation to MBFS via IC-loans.

# WELL BALANCED BOND MATURITY PROFILE

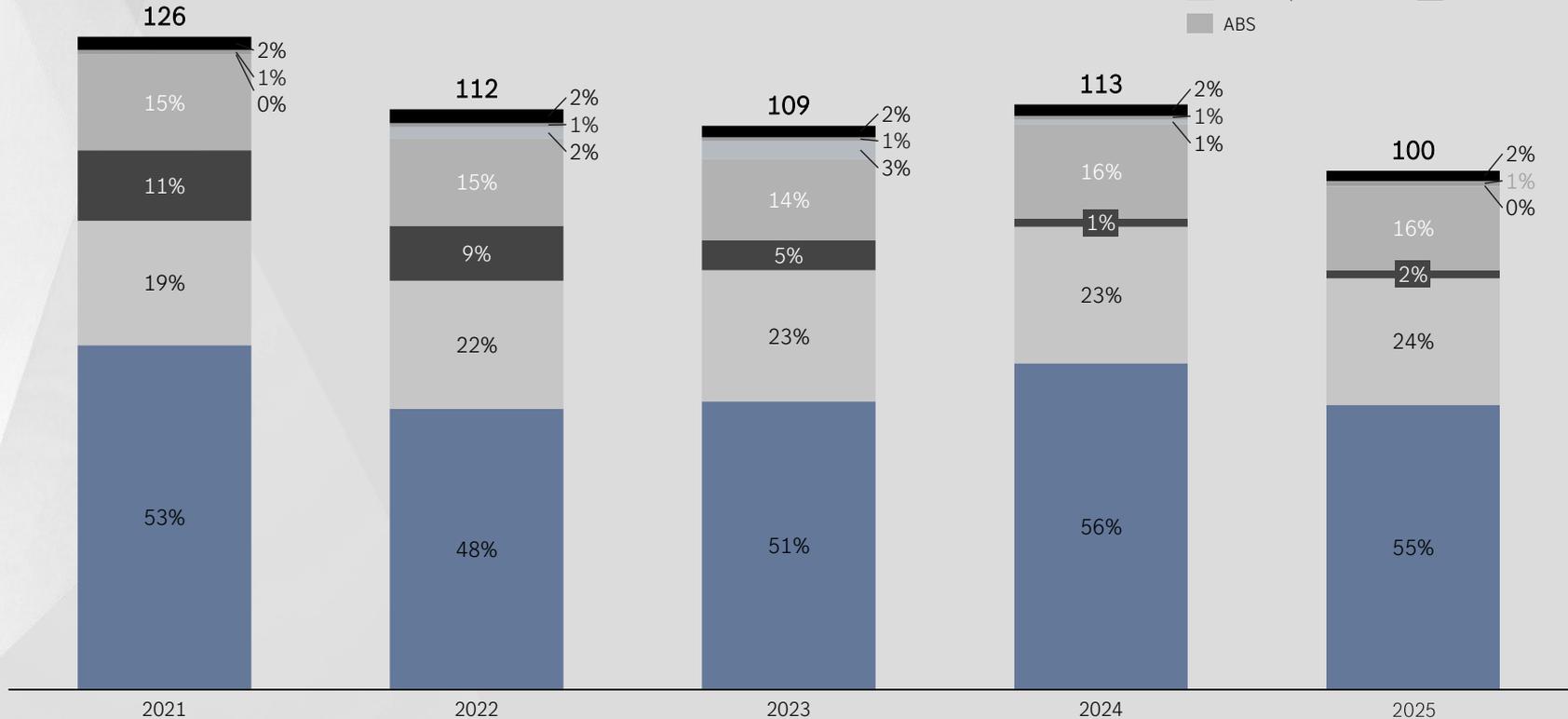
in billions of EUR as of December 31<sup>st</sup>,2025



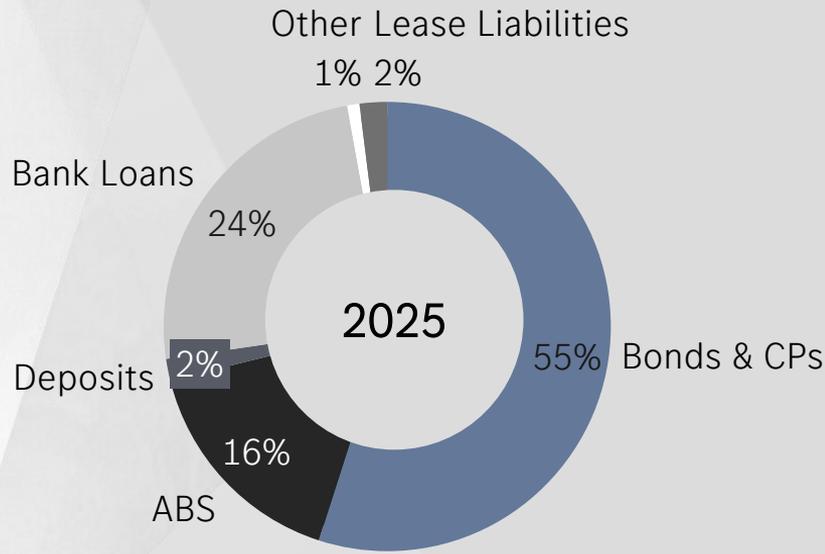
# FINANCING LIABILITIES DECREASED AND SHOW A DIVERSIFIED FUNDING MIX

in billions of EUR

- Lease Liabilities
- Acc. Deposits
- Other (ex Lease Liab.)
- Bank Loans
- Com. Paper
- Bonds
- ABS



# TO ENSURE SUSTAINABLE PORTFOLIO GROWTH WE MITIGATE RISK AND VOLATILITY THROUGH A BALANCED MIX OF FUNDING INSTRUMENTS



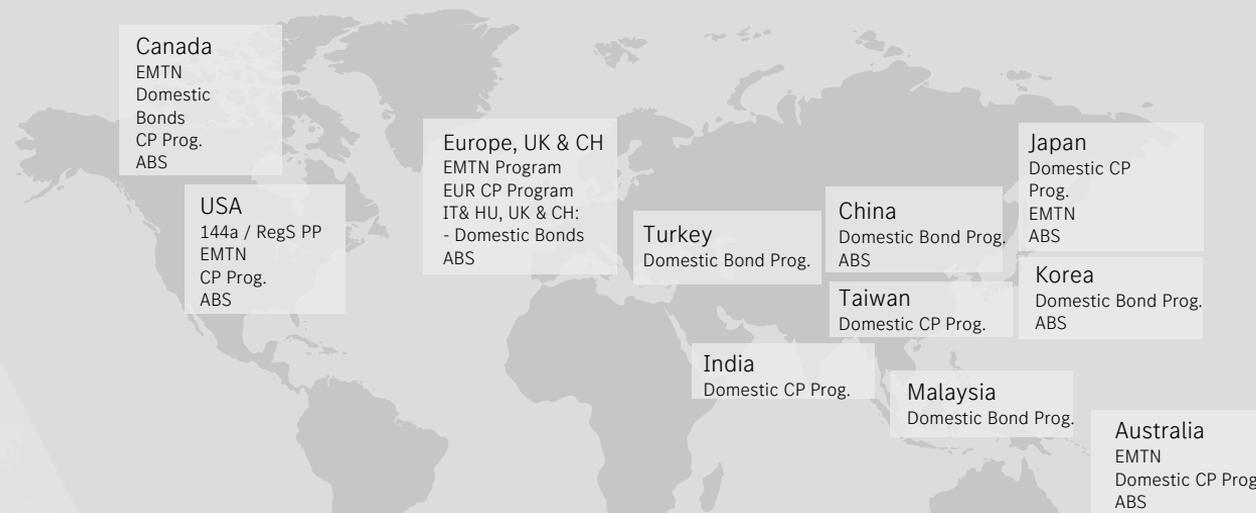
Total: EUR 100 bn

**Bonds & CPs** | Fortify our global footprint and use market opportunities

**Bank Loans** | Maintain our excellent bank relationships

**ABS** | Globally expand our highly competitive ABS issuances

# DIVERSIFIED GLOBAL FUNDING BASE: CONTINUOUSLY MATCHED WITH MBFS REQUIREMENTS



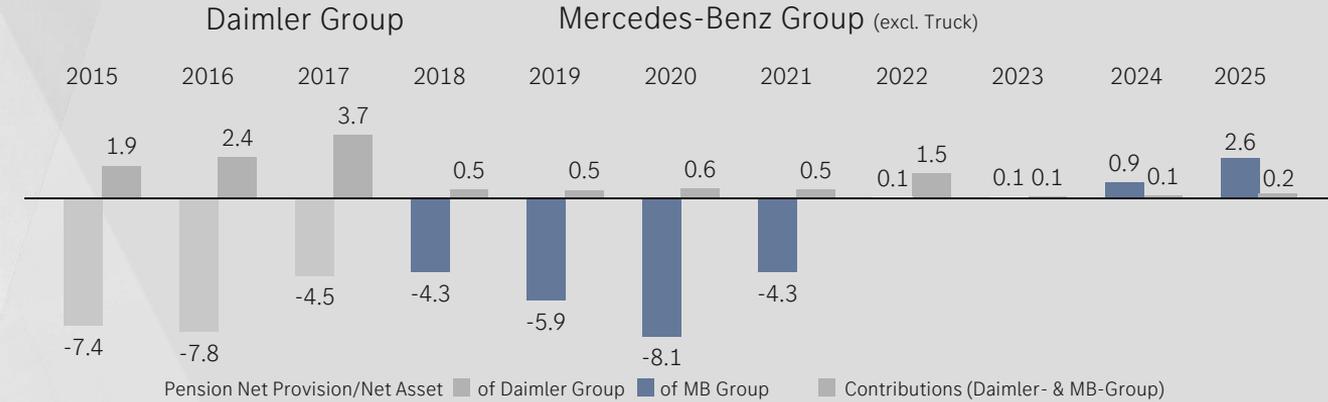
Bonds			ABS			Bank Loans		
Currency	Volume	%	Currency	Volume	%	Currency	Volume	%
EUR	26,9	49%	MYR	0,4	1%	USD	8,5	52%
USD	20,7	38%	AUD	0,4	1%	EUR	2,5	16%
CNY	2,6	5%	KRW	0,4	1%	CNY	1,7	10%
GBP	1,5	3%	JPY	0,3	1%	GBP	1,6	10%
CAD	0,8	1%	ZAR	0,3	0%	CAD	0,0	0%
CHF	0,5	1%	Other (HUF, HKD, INR, TRY)	0,6	1%			
<b>Total (EUR bn)</b>	<b>55</b>		<b>Currencies</b>	<b>15</b>		<b>Total (EUR bn)</b>	<b>16</b>	
						<b>Currencies</b>	<b>7</b>	

110 banks providing funding of EUR 24 bn in 30 countries

# MERCEDES-BENZ GROUP'S FINANCIAL KPIS SET TO SUPPORT A STRONG RATING

	Agency	Long-term	Outlook	Short-term
Current Credit Ratings	S&P:	A	negative	A-1
	Moody's:	A2	stable	P-1
	DBRS:	A	negative	R-1 (low)

# FUNDED RATIO OF PENSION OBLIGATIONS AT APPROX. 113%



Solid capital structure: on a net basis. No more pension provisions since 12/2022



Funded Ratio improved in 2025 due to rising discount rates

# Agenda

- I. Mercedes-Benz Cars: Five reasons for confidence
  - 1. Biggest product launch program in our history
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  - 3. Taking performance to the next level
  - 4. Increasing resilience and reshaping global footprint
  - 5. Attractive shareholder returns
- II. Sustainability
- III. Funding
- IV. Results FY 2025**



# Executive Summary 2025 - 1/2

## 1. Strategy Execution

- **Biggest product launch program in our history** started in 2025 with **world premieres** of the new CLA, GLC and GLB.
- **Successful CLA market introduction:** our first **software-defined vehicle** is awarded **Car of the Year 2026** and **Best Performer in Euro NCAP**, among others.
- **New upgraded S-Class unveiled, powered by MB.OS and new V8**, continuing **140 years of innovation**.
- **AMG GT XX sets a total of 25 performance records**, offering a glimpse of our forthcoming **four-door series-production sports car**.
- **Pioneering technology** through our **AI-powered MB.OS roll-out** and **automated driving**, including **point-to-point assisted driving** in the U.S. and China, and new **S-Class L4 robotaxi offering**.
- **Increasing resilience with strict cost discipline and enhanced operational efficiencies**.

## 2. Sales Development

- Total car sales **-9% lower YoY**, **Top-End vehicles with strong performance**, reaching a **15% sales share**. **G-Class achieved its strongest sales** to date in 2025.
- **BEV car sales gained strong momentum** in the second half of the year, **up +23% vs. H1 2025**. Order intakes for the new electric CLA and GLC **significantly exceeded expectations** with **order books filled well into H2 2026**.
- Total van sales **-11% lower YoY**, **eVans sales up by +46% YoY** driven by improved availability, reaching an **8% sales share**.



# Executive Summary 2025 - 2/2

## 3. Financial Performance

- **Next Level Performance:** Cost savings supporting positive EBIT contribution of EUR >3.5 bn for Cars in FY25.
- **Cars RoS adj.** at 5.0% incl. tariffs for FY25, well within guidance range (4% to 6%).
- **Vans RoS adj.** double-digit at 10.2% for FY25, above guidance range (8% to 10%).
- **FS RoE adj.** at 9.7% for FY25, above guidance range (8% to 9%).
- **Group EBIT adj.** at EUR 8.2 bn incl. tariffs for FY25; as flagged EBIT at EUR 5.8 bn driven by exceptional restructuring charges.
- **Strong cash generation** in a dynamic environment: **Free Cash Flow (IB)** of EUR 5.4 bn in FY25.

## 4. Outlook

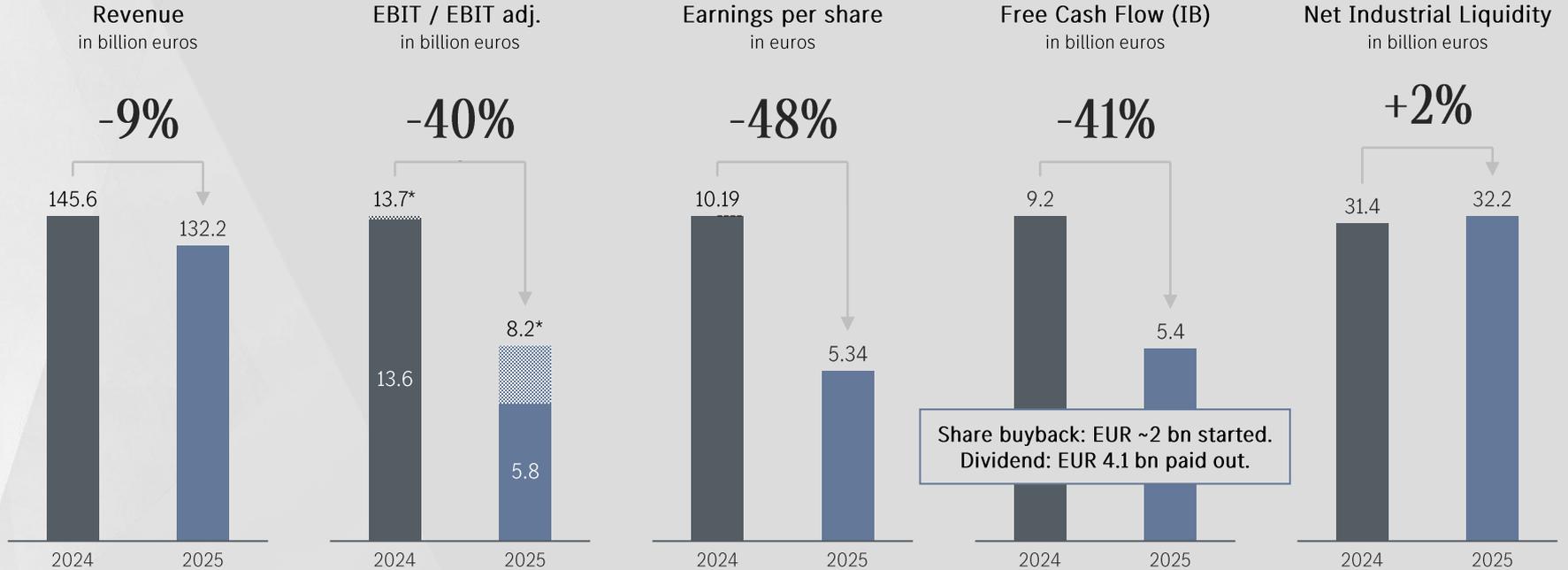
- **Cars RoS adj.** 3 to 5%, **Vans RoS adj.** 8 to 10%, **FS RoE adj.** 10 to 12%.
- **Group EBIT** significantly above and **FCF (IB)** slightly below prior-year level.
- **Additional cash proceeds** from M&A divestments targeted.

## 5. Capital Allocation

- **Delivering on capital allocation policy:** Distributed **dividend** of EUR 4.1 bn and launched a **new share buyback** program of up to EUR 2.0 bn, supporting a **total shareholder return** of more than 20% in 2025.
- **Dividend** of EUR 3.50 per share proposed and **continuation** of **share buybacks** beyond current program envisaged.



# In a dynamic environment, Mercedes-Benz delivered an adjusted EBIT of EUR 8.2 bn and generated a Free Cash Flow of EUR 5.4 bn

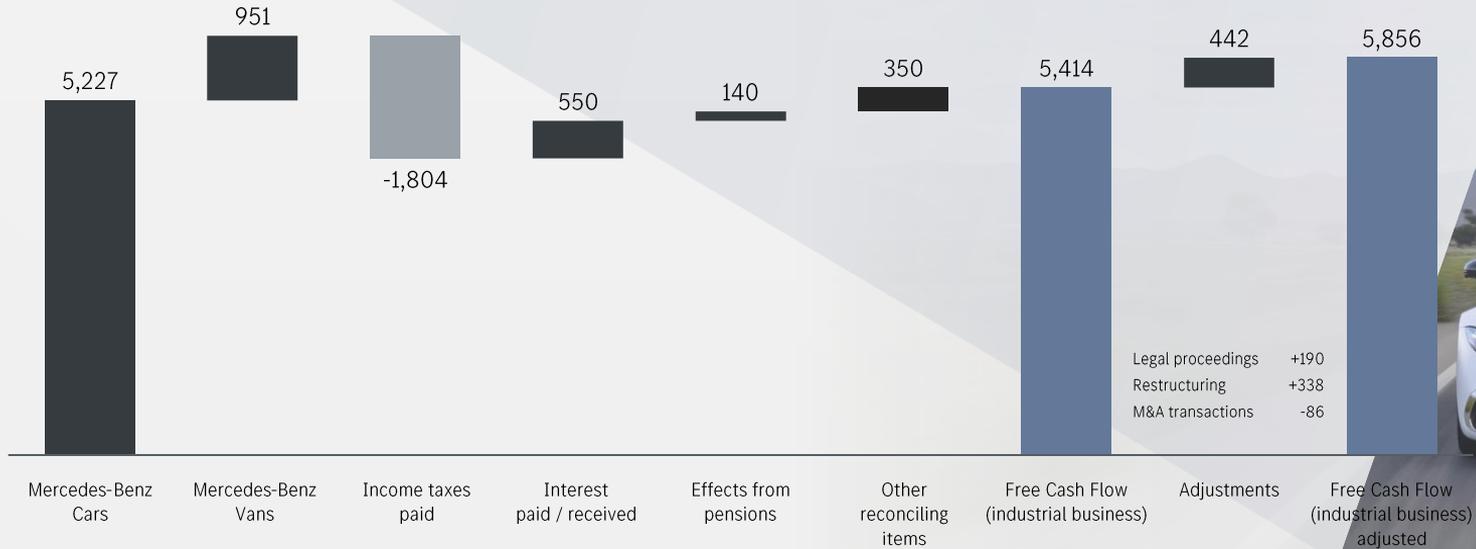


2025 figures preliminary and unaudited.  
\* EBIT adjusted.



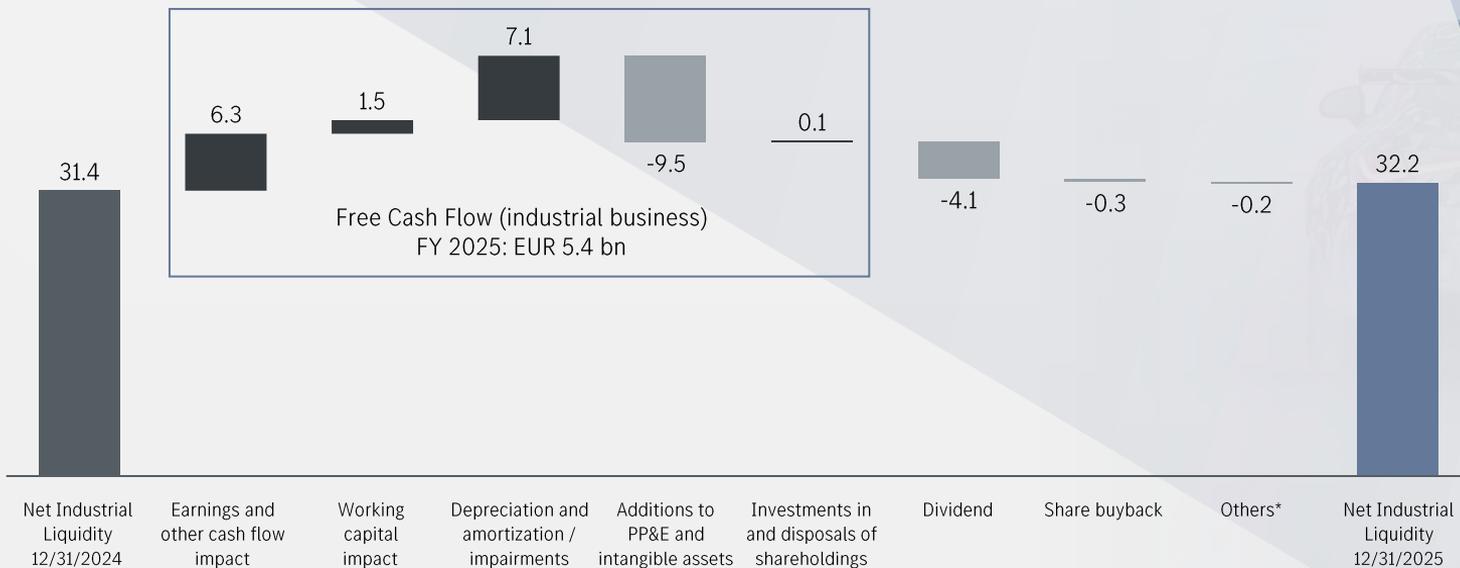
# Strong cash generation in a dynamic environment with Free Cash Flow of EUR 5.4 bn

in million euros



# Strong cash generation in a dynamic environment with Free Cash Flow of EUR 5.4 bn

in billion euros

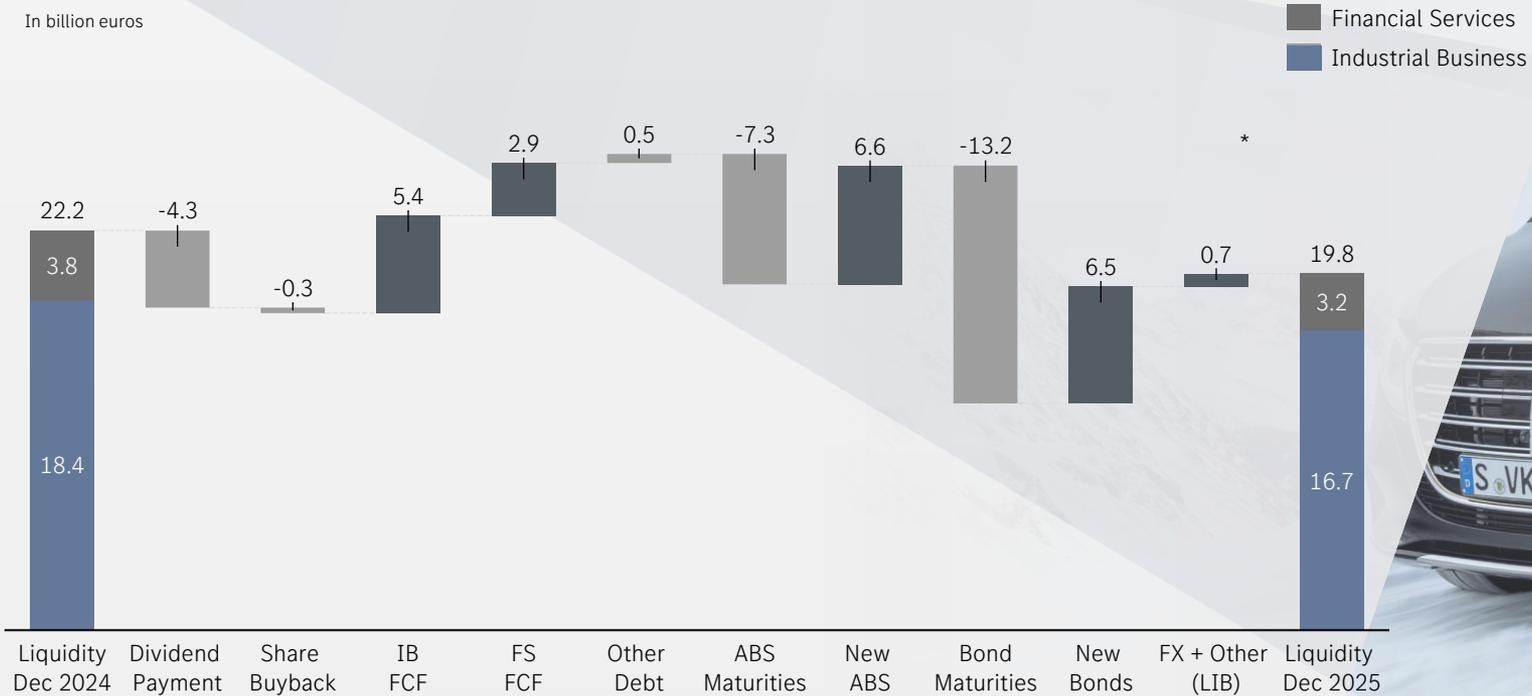


\* Mainly FX effects, transactions related to MBFS and dividends to minority shareholders.



# Mercedes-Benz Group: Gross Liquidity

In billion euros

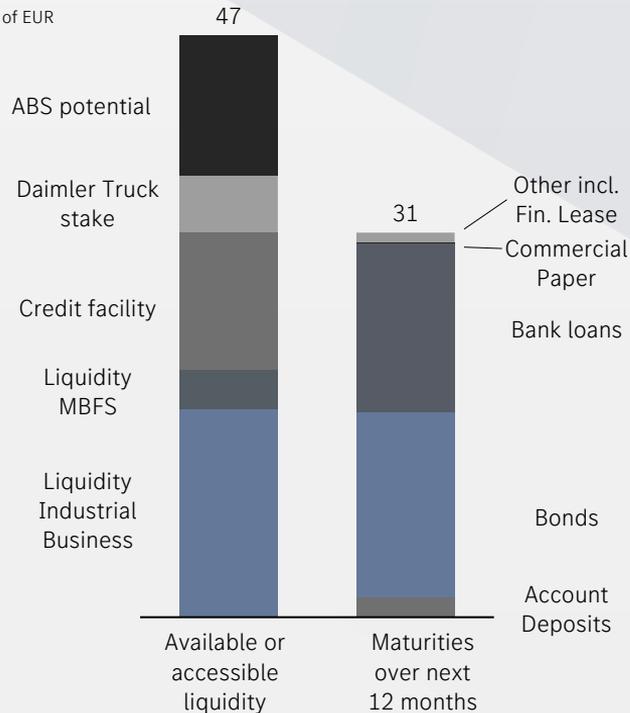


\* Including accounting related accrued interest  
 Note: Figures may not be additive due to rounding.



# Mercedes-Benz Group: Financial flexibility over a 12-month period Q4 2025

in billions of EUR



Gross industrial liquidity at €16.7 billion

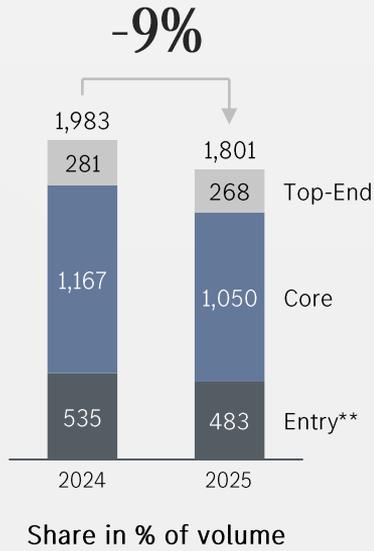
Financial flexibility supported by €11 billion revolving credit facility (not utilized)

Financial flexibility supported by 30% Daimler Truck stake

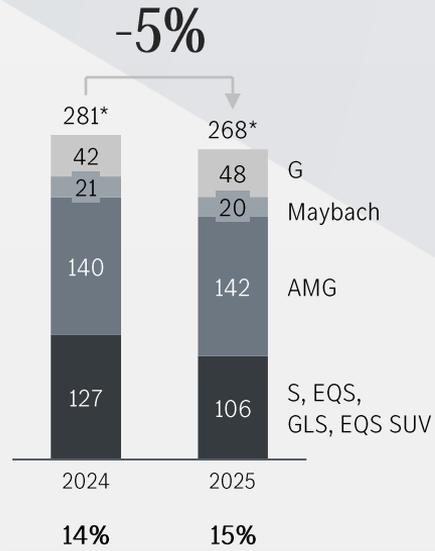


# Top-End and electric vehicle shares increased, G-Class posted its strongest sales to date

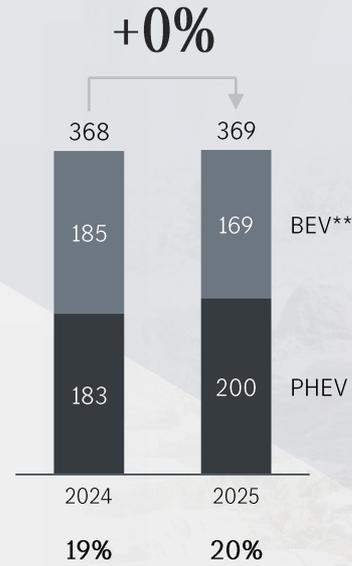
Total MB Cars  
in thousand units



Top-End  
in thousand units



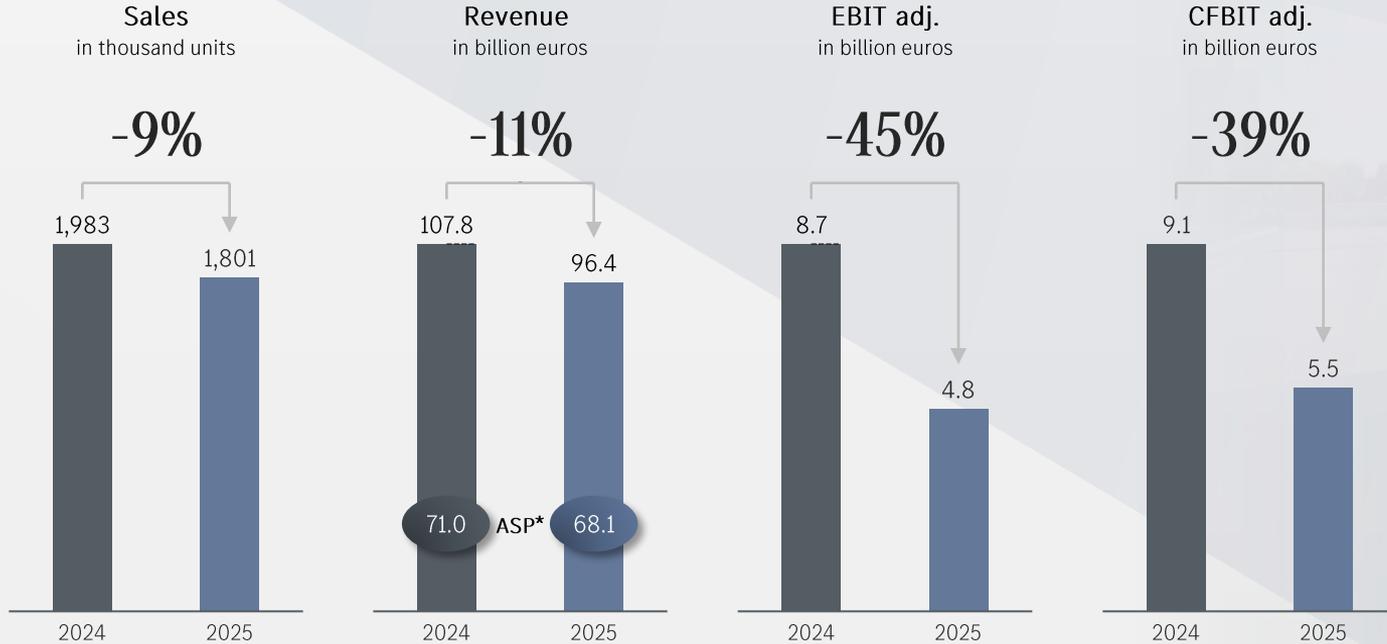
Electric vehicles  
in thousand units



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



# Cars achieved an adjusted EBIT of EUR 4.8 bn and adjusted CFBIT of EUR 5.5 bn

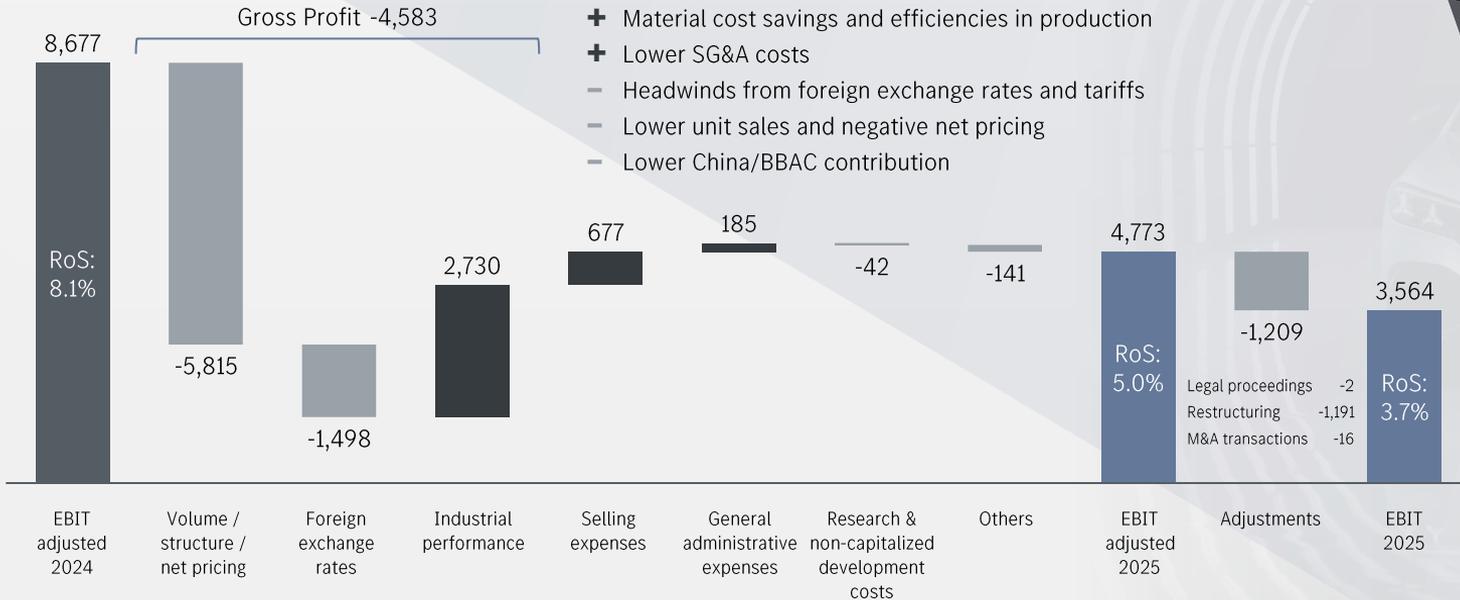


\* ASP = Average Selling Price in thousand euros excl. smart, BBAC sales and pbp revenues.



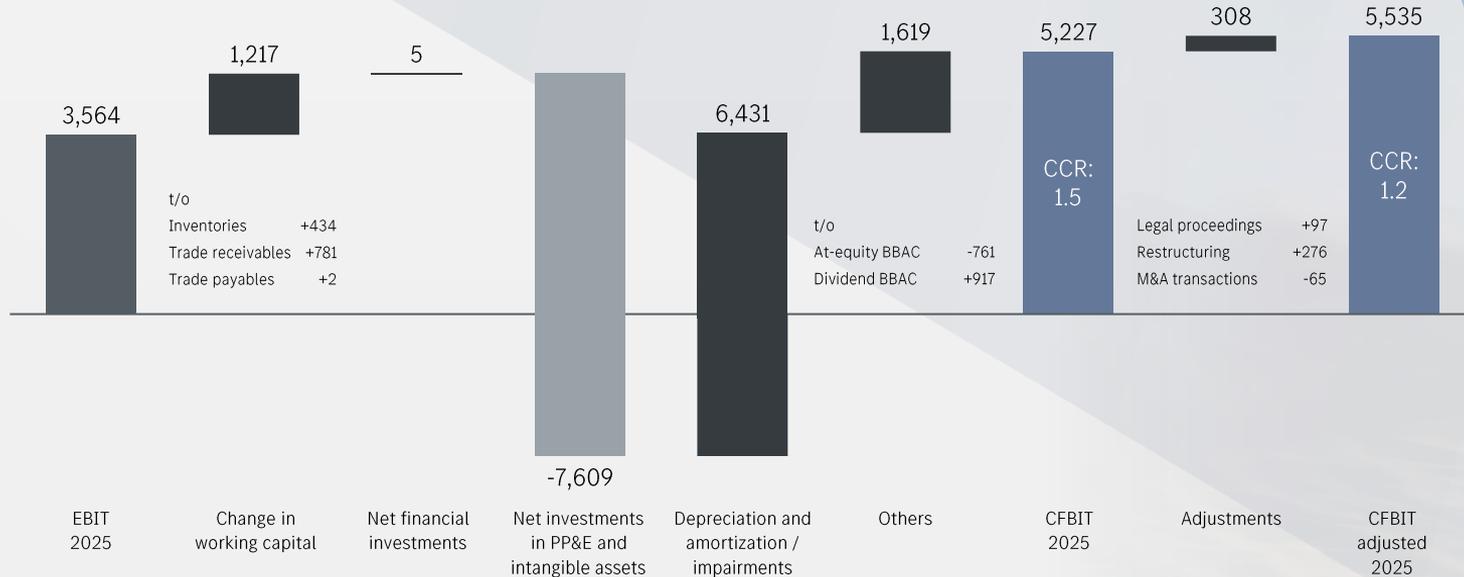
# Cost savings yielding positive EBIT contribution of EUR >3.5 bn for Cars

in million euros

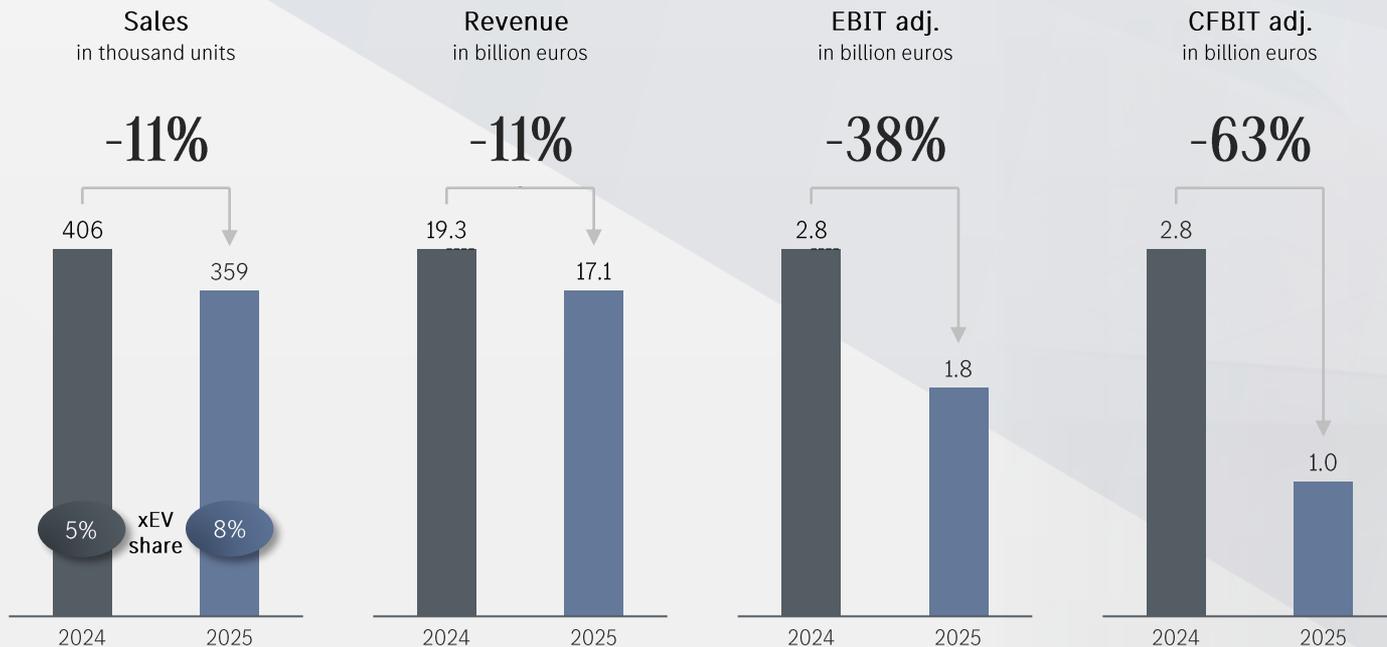


# Continued Cash Flow discipline supported strong CFBIT adjusted of EUR 5.5 bn

in million euros

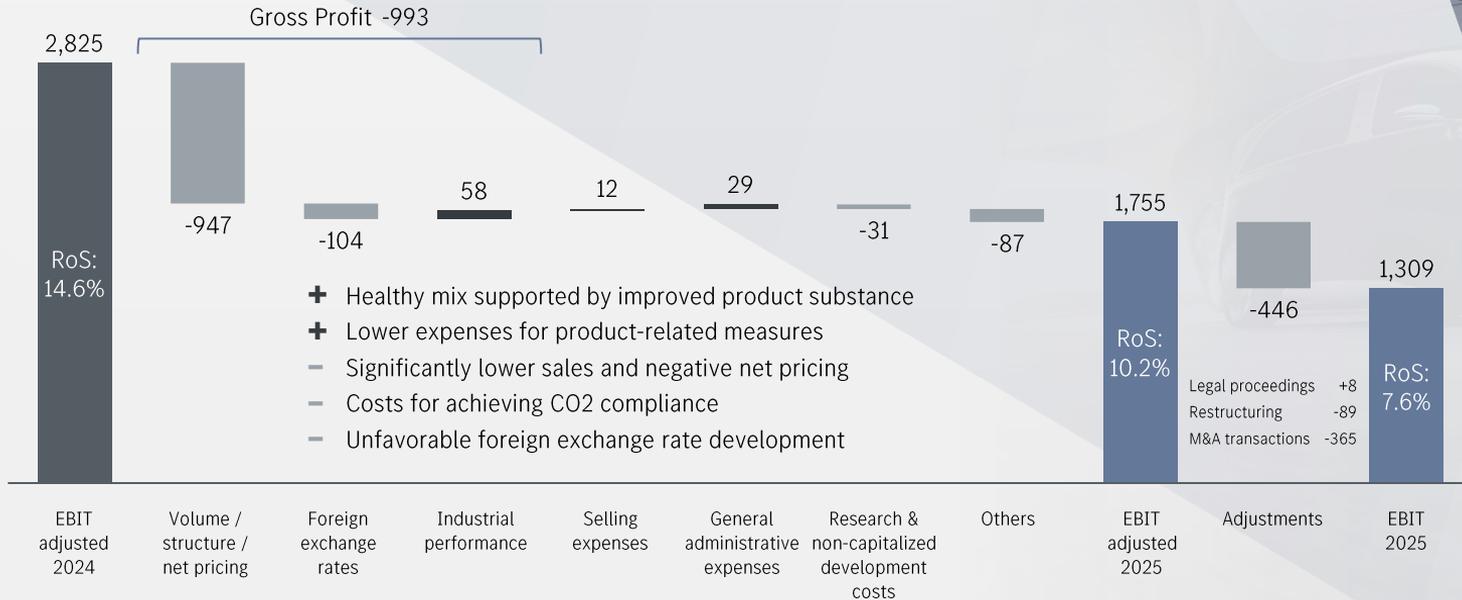


# Vans achieved a solid EBIT adjusted of EUR 1.8 bn while investing in new architecture



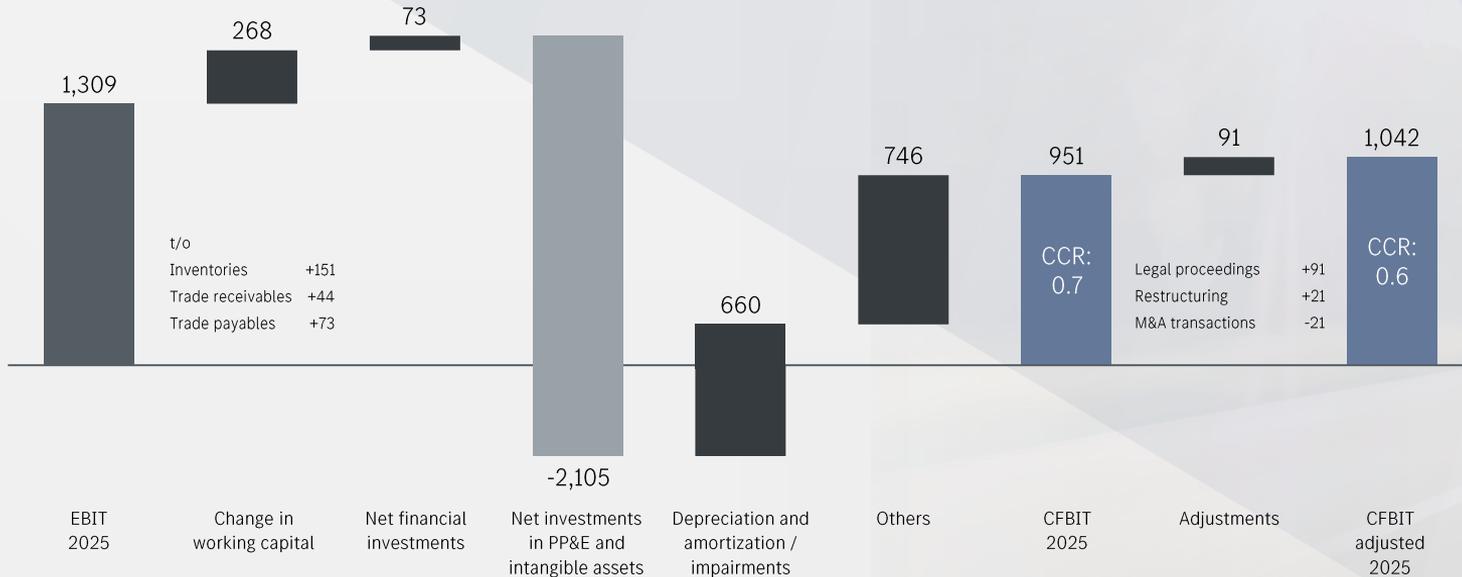
# In a competitive market environment, Vans maintained a double-digit return on sales adjusted

in million euros



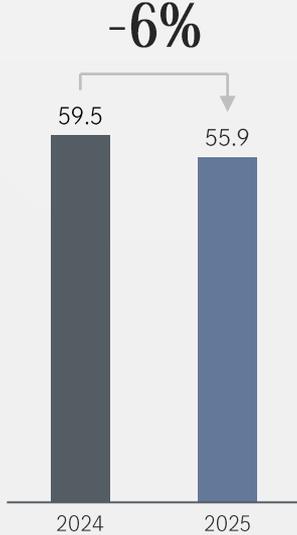
# CFBIT reflects investments in our next-generation Vans portfolio

in million euros

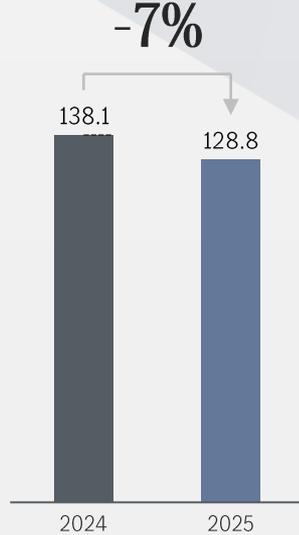


# Financial Services achieved EBIT growth of 12%

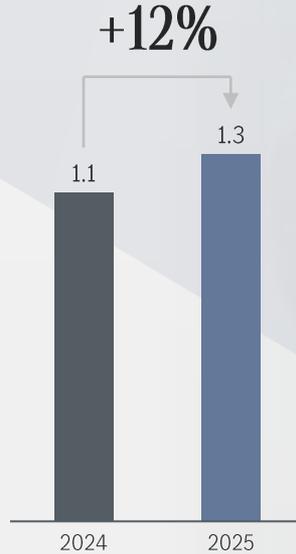
New Business  
in billion euros



Contract Volume  
in billion euros



EBIT adj.  
in billion euros



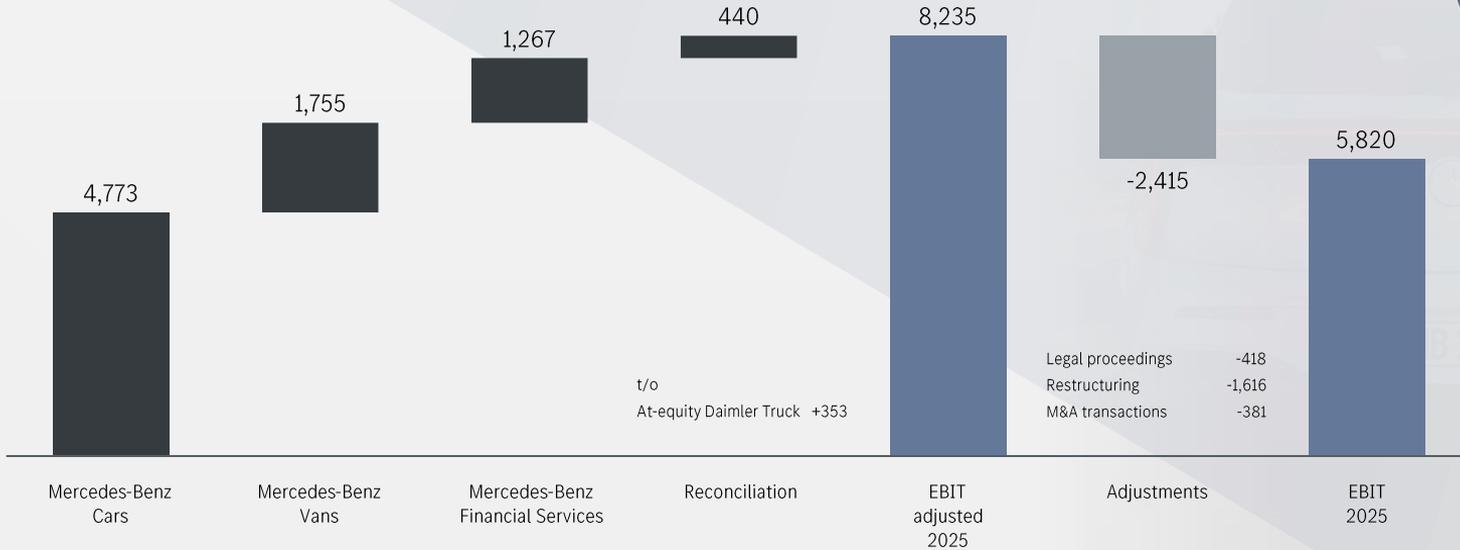
# Improved portfolio margin and efficiencies drove favorable EBIT development

in million euros



# Solid adjusted EBIT of EUR 8.2 bn achieved, with restructuring costs weighing on EBIT

in million euros



- Mercedes-Benz Financial Services: Net credit losses\* -

# Mercedes-Benz Financial Services: Net credit losses\*



\* As percentage of portfolio, subject to credit risk.



# Mercedes-Benz Divisional Guidance 2026

	Actuals FY 2024	Actuals FY 2025	Guidance FY 2026	
<b>Mercedes-Benz Cars</b>	Unit sales	1,983k units	1,801k units	At prior-year level
	xEV share	19%	20%	21 to 23%
	Return on sales (adj.*)	8.1%	5.0%	3 to 5%
	Cash conversion rate (adj.**)	1.0	1.2	1.0 to 1.2
	Investment in PP&E	EUR 3.4 bn	EUR 4.1 bn	Slightly below
	R&D expenditure	EUR 8.7 bn	EUR 8.6 bn	Significantly below
<b>Mercedes-Benz Vans</b>	Unit sales	406k units	359k units	Slightly above
	xEV share	5%	8%	8 to 10%
	Return on sales (adj.*)	14.6%	10.2%	8 to 10%
	Cash conversion rate (adj.**)	1.0	0.6	0.1 to 0.3
	Investment in PP&E	EUR 0.6 bn	EUR 1.2 bn	Significantly above
	R&D expenditure	EUR 1.0 bn	EUR 1.1 bn	Slightly above
<b>Mercedes-Benz Financial Services</b>	Return on equity (adj.*)	8.7%	9.7%	10 to 12%

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 2024	Actuals FY 2025	Guidance FY 2026
Mercedes-Benz Group	Revenue	EUR 145.6 bn	EUR 132.2 bn	At prior-year level
	EBIT	EUR 13.6 bn	EUR 5.8 bn	Significantly above
	Free Cash Flow (industrial business)	EUR 9.2 bn	EUR 5.4 bn	Slightly below





# Appendix



# 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.

# Investor Relations - Contacts

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**Alexander Jasperneite**

Analysts and Equity Relations

Email: [alexander.jasperneite@mercedes-benz.com](mailto:alexander.jasperneite@mercedes-benz.com)

**Dirk van der Bank**

Analysts, Creditor and Equity Relations

Email: [dirk.van\\_der\\_bank@mercedes-benz.com](mailto:dirk.van_der_bank@mercedes-benz.com)

**Stephanie Dumke**

ESG, Annual General Meeting and Retail Investors

Email: [stephanie.dumke@mercedes-benz.com](mailto:stephanie.dumke@mercedes-benz.com)

# Disclaimer

This document contains forward-looking statements that reflect current views of the Mercedes-Benz Group 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, material examples of which include (1) an adverse development of global economic conditions, in particular a negative change in market conditions in the most important markets e.g. a shift in consumer preferences towards smaller, lower-margin vehicles; a limited demand for all-electric vehicles; a possible lack of acceptance of products or services which limits the ability to achieve prices and adequately utilize production capacities; a decline in resale prices of used vehicles; (2) the business outlook for companies in which the Mercedes-Benz Group holds a significant equity interest; (3) the successful implementation of strategic cooperations and joint ventures; (4) a deterioration of refinancing possibilities on the credit and financial markets; (5) the effective implementation of cost-reduction and efficiency-optimization measures; and (6) 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 or in the current Interim Report. Further examples for such risks include events of force majeure including natural disasters, pandemics, acts of terrorism, cyber-attacks, political unrest, armed or other conflicts, industrial accidents and their effects on 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. 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. The Mercedes-Benz Group does 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.

