FINANCIAL MOMENTUM

STABLE GLOBAL OUTLOOK WITH HETEROGENOUS MACRO AND MARKET MOMENTUM

USA

Economy to remain solid

Solid momentum

EU

Gradual economic recovery

Stable development

CHINA

Competitive situation in China

Cautious view

OVERSEAS MARKETS

Global premium car market to expand slightly

Solid momentum

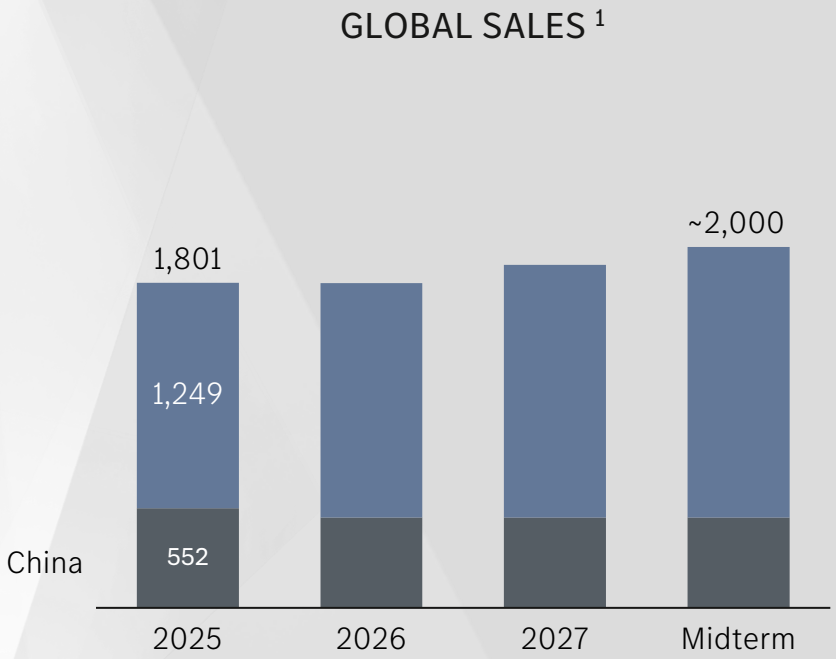
Opportunities

- World economic outlook stable but moderate (~2.7% GDP growth on average 2026-28)
- Inflation expected to continue to decline leading to stable or lower interest rates in key markets
- Positive wealth effects from stock markets

Challenges

- Geopolitical and trade conflicts with tariffs as ongoing financial burden
- Market electrification to continue at regionally different speeds

PRODUCT PIPELINE DRIVES MIDTERM GROWTH TARGET



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

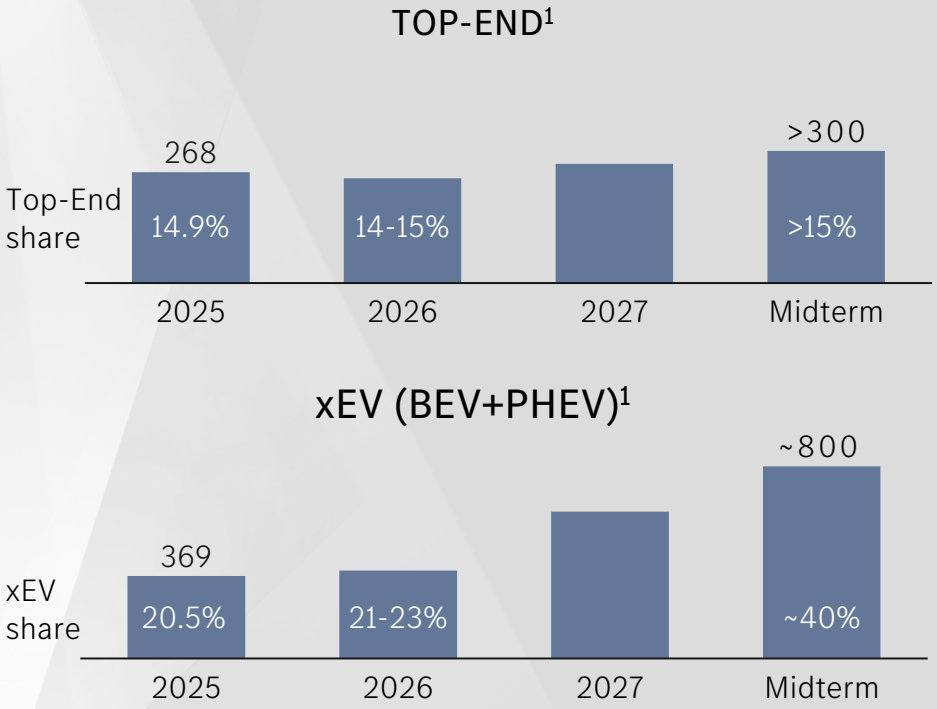
- Targeted sales of ~2.0 million units based on product momentum and market share recovery
- Exploitation of growth opportunities in the USA with attractive new products, particularly in Top-End, as well as in Europe and overseas

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

1) schematic graph in k units

FOCUS ON TOP-END AND BEV



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

Mercedes-AMG G 63 | Energieverbrauch kombiniert: 15,7–14,7 l/100 km | CO_2-Emissionen kombiniert: 358–335 g/km | CO_2-Klasse(n): G

TAILORING INDUSTRIAL BASE TO MARKET DEMAND

GLOBAL PRODUCTION CAPACITY[1]

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

1) schematic graph

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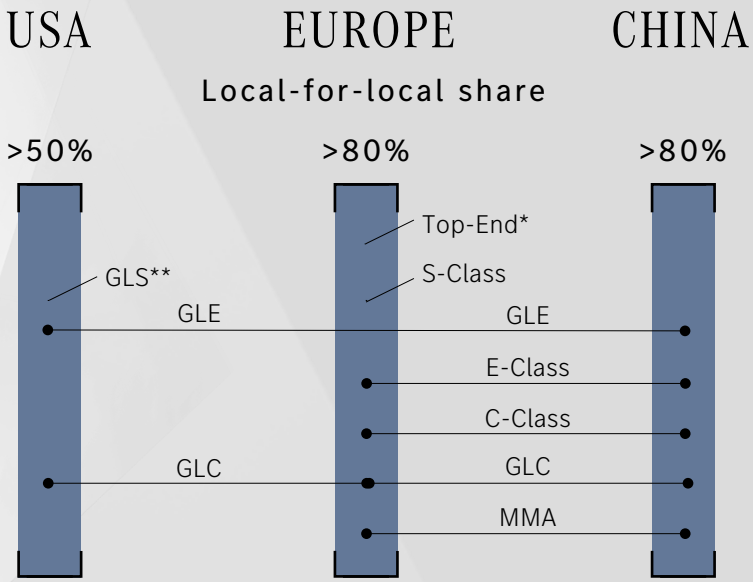
1) schematic graph

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

TARGET GLOBAL PRODUCTION NETWORK[1]



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 craftmanship, 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

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%
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

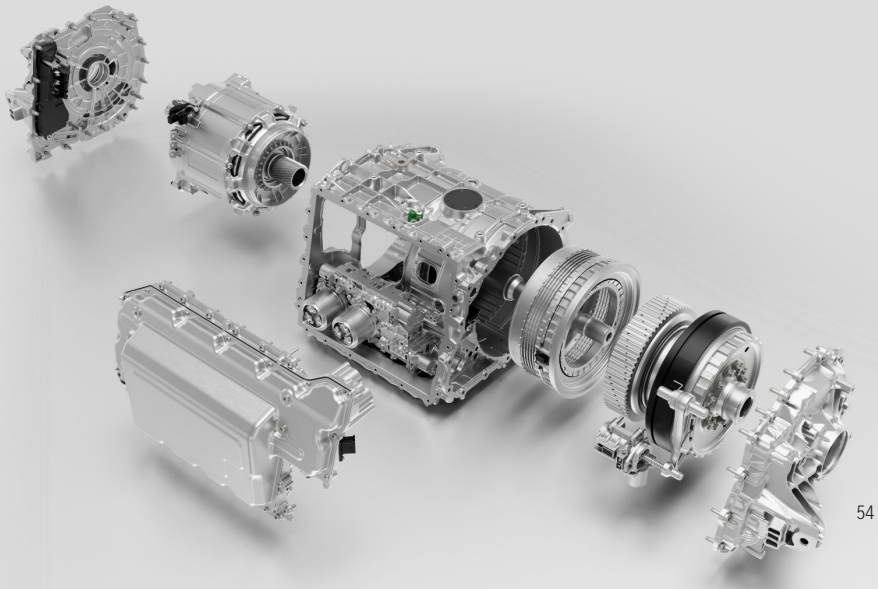
MATERIAL COST REDUCTION

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

>-2% achieved in 2025

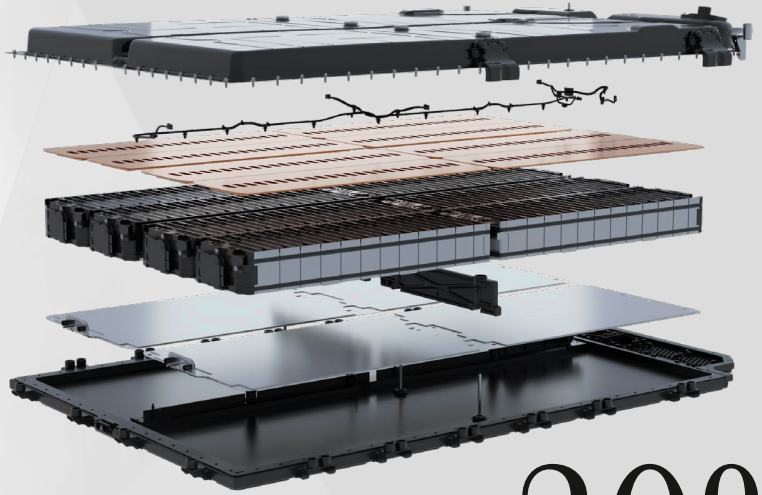
-10% going forward

- 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



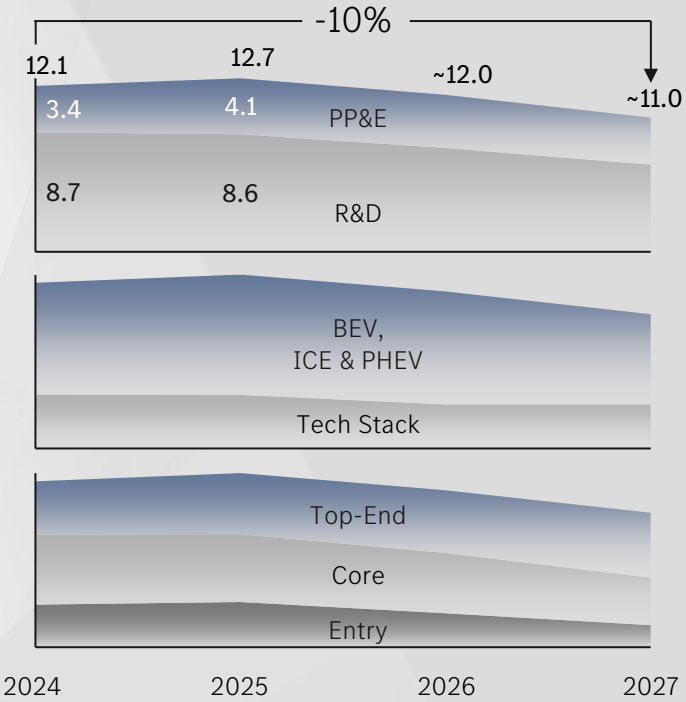
-30%

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 midterm and for new products
- Ambition to close the BEV/ICE margin gap over lifecycle for MB.EA products
- Considering all costs incl. CO_2 closing the BEV/ICE margin gap by end of this decade feasible

INVESTMENT PEAK BEHIND US

CASH-VIEW R&D and PP&E[1]



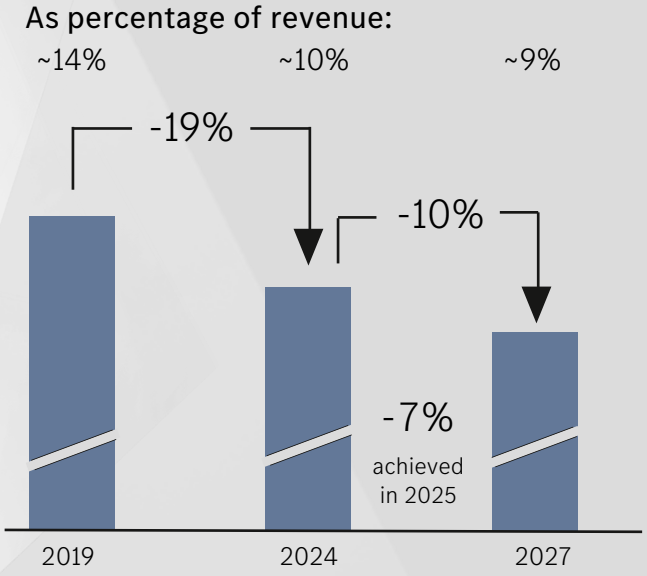
Disciplined investment policy:

- 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[1]
(net of inflation)



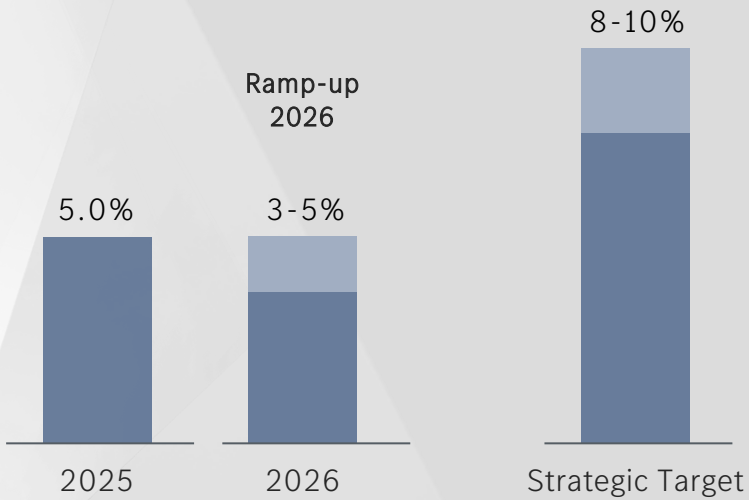
Streamlining of all business functions

- 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

STRATEGIC MARGIN TARGET OF 8-10% INCLUDING TARIFFS

MB CARS MARGIN CORRIDOR[1]



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

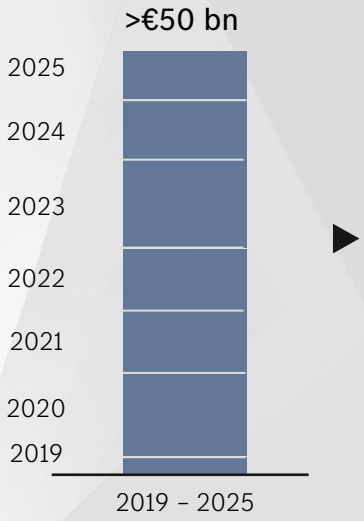
Rebuilding margin trajectory

- 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

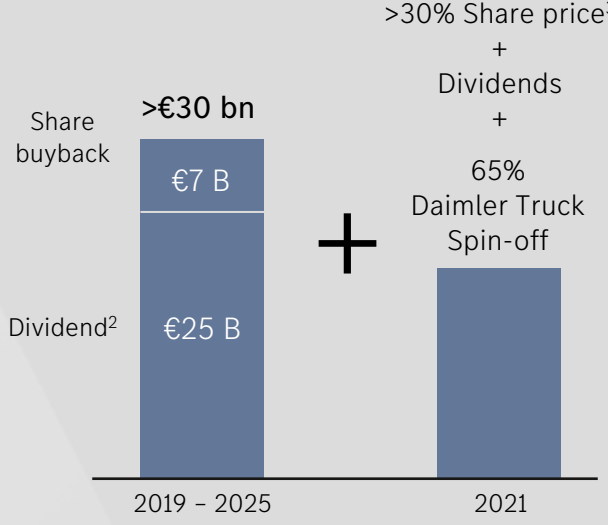
1) schematic graph

>130% TOTAL SHAREHOLDER RETURN BETWEEN 2019 AND 2025

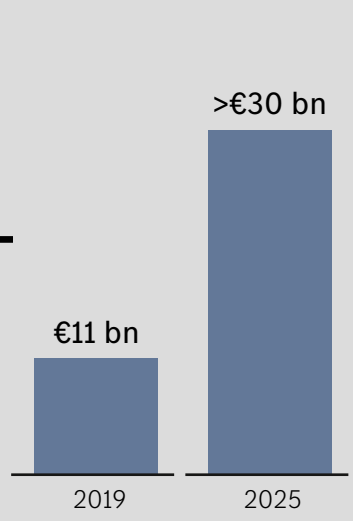
CASH GENERATED SINCE 2019[1]



CASH RETURN TO SHAREHOLDERS[1]



NET LIQUIDITY[1,4]



Total Shareholder Return
2019-2025

>130%[5]
(>20% in 2025)

Internal Rate of Return
2019-2025

>13%[5]

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

FULL SPEED AHEAD

TECHNOLOGY & PRODUCT

We elevate the game for our customers

GO-TO-MARKET

We sharpen our competitive edge in every region

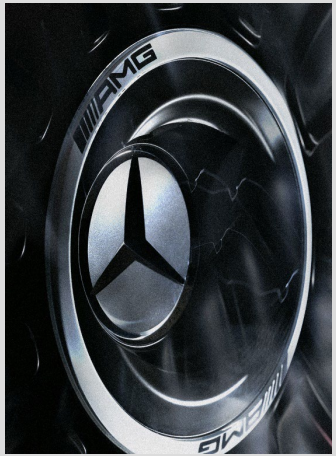
CHINA

We rise to the competition with confidence

TEAM & ENTERPRISE

We reinvent our-selves as a team & as a company

FINANCIAL STRENGTH



We remain cost-disciplined and generate attractive returns

Mercedes-Benz GLC 400 4MATIC mit EQ-Technologie | Energieverbrauch kombiniert: 18,9 - 14,9 kWh/100km | CO_2-Emissionen kombiniert: 0 g/km | CO_2-Klasse(n): A
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