

CREATING DESIRE

GORDEN WAGENER CHIEF DESIGN OFFICER MERCEDES-BENZ GROUP AG



The following presentation contains forward-looking statements that reflect management's current views with respect to future events. Such statements are subject to many risks and uncertainties. If the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. For further details, please refer to the disclaimer at the end of the presentation.

CREATING DESIRE
IS KEY TO "THE MYTHOS OF MERCEDES-BENZ"





AS A LUXURY COMPANY WE HAVE A DISTINCTIVE STYLE

SENSUAL PURITY

IT IS ABOUT

BEAUTY



BUT ALSO ABOUT THE

EXTRAORDINARY



RESHAPING OUR PORTFOLIO

Top-End Luxury

Expand & Enhance

Core Luxury

Grow & Refine

Entry Luxury

Focus & Elevate



2019



2026

Schematic illustration

Entry: Compact; Core: Mid-size; Top-End: Large, G, AMG, Maybach

LUXURY DIMENSIONS

PHYSICAL

DIGITAL

EASE OF USE



Are you with me
Invers - it begin...

Phone

Climate Menu

AUTO

21.5

AUTO

21.5

1000m

SCREEN



AESTHETIC



SURPRISE

The background features a series of curved, overlapping lines that create a sense of depth and movement. The lines are colored in a gradient from light yellow to light blue. Small, white, star-like or spark-like patterns are scattered across the background, adding a touch of elegance and luxury.

LUXURY DIMENSIONS

PHYSICAL

DIGITAL

MANIFESTATIONS OF LUXURY

Mercedes-Benz



MODERN
LUXURY

G-Class



ADVENTUROUS
LUXURY

MERCEDES-EQ



PROGRESSIVE
LUXURY

MAYBACH



SOPHISTICATED
LUXURY

AMG



PERFORMANCE
LUXURY

BEAUTY



EXTRAORDINARY



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PERFORMANCE
LUXURY

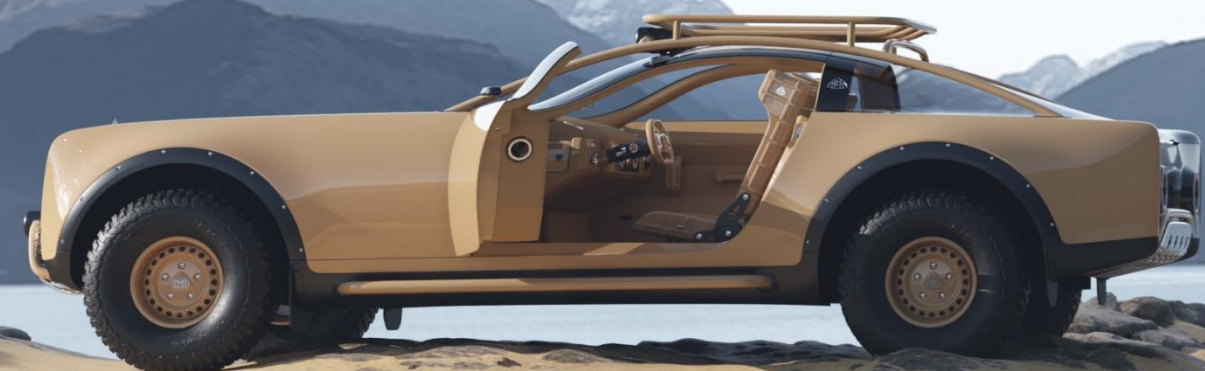
BEAUTY



EXTRAORDINARY



NOT JUST CARS, BUT COLLECTIBLES



[Mercedes-Maybach S 680 4MATIC | WLTP: Kraftstoffverbrauch kombiniert: 14,3–13,4 l/100 km | CO₂-Emissionen kombiniert: 326–304 g/km | mb4.me/DAT-Leitfaden]

MANIFESTATIONS OF LUXURY

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AMG



PERFORMANCE
LUXURY

BEAUTY



EXTRAORDINARY



The background features a repeating pattern of the Mercedes-Benz logo (a three-pointed star in a circle) arranged in a grid. The logos are rendered in a light, shimmering color, possibly silver or light blue, against a background of soft, flowing, wavy lines in shades of light blue and white. The overall effect is elegant and sophisticated.

WE CREATE
"MERCEDES-BENZ MYTHOS"

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 decline of demand 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; a shift in consumer preferences towards smaller, lower-margin vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases for fuel or raw materials; disruption of production due to shortages of materials, labour strikes or supplier insolvencies; 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; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; 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. 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.