

DEVELOPING DESIRE

Our top-end product plan

Markus Schäfer

Chief Technology Officer
Mercedes-Benz

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.

Technology and innovation - our heritage and future



Developing Desire

Strong Brands
Refined Portfolio



Cutting-edge
Technology



Sensory
Product Experience



Sustainability

Developing Desire

Strong Brands
Refined Portfolio



Cutting-edge
Technology



Sensory
Product Experience



Sustainability

Ultimate symbiosis of technology and luxury



Recutting and polishing our portfolio

Top-End Luxury

Expand & Enhance

Core Luxury

Grow & Refine

Entry Luxury

Focus & Elevate



Schematic illustration

From **7** to **4**
portfolio variants

Recutting and polishing our portfolio

Top-End Luxury

Expand & Enhance

Expanding
EVA2 platform
for China

Luxurious
new body type

Core Luxury

Grow & Refine



Entry Luxury

Focus & Elevate

New **E-Class**

Schematic illustration

Recutting and polishing our portfolio

Top-End Luxury

Expand & Enhance



Core Luxury

Grow & Refine

Adding visionary
dream cars

Entry Luxury

Focus & Elevate



Schematic illustration

The pinnacle of exclusivity



ONE-OFFS

VISION CARS
CONCEPT CARS
ART PIECES

COLLECTIBLES

MYTHOS **SERIES**
SPECIAL MODELS
COLLABORATIONS
EXCLUSIVE DESIGN OPTIONS

INDIVIDUALISATION

CUSTOM CUTS
MANUFAKTUR

The pinnacle of exclusivity

Art Piece

Project Geländewagen

Exclusive Design Options

Limited Edition Maybach by Virgil Abloh

Special Model

AMG GT Black Series



[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]

[Mercedes-AMG GT Black Series | NEFZ: Kraftstoffverbrauch kombiniert: 12,8 l/100 km | CO₂-Emissionen kombiniert: 292 g/km | mb4.me/DAT-Leitfaden]

Recutting and polishing our portfolio

Top-End Luxury

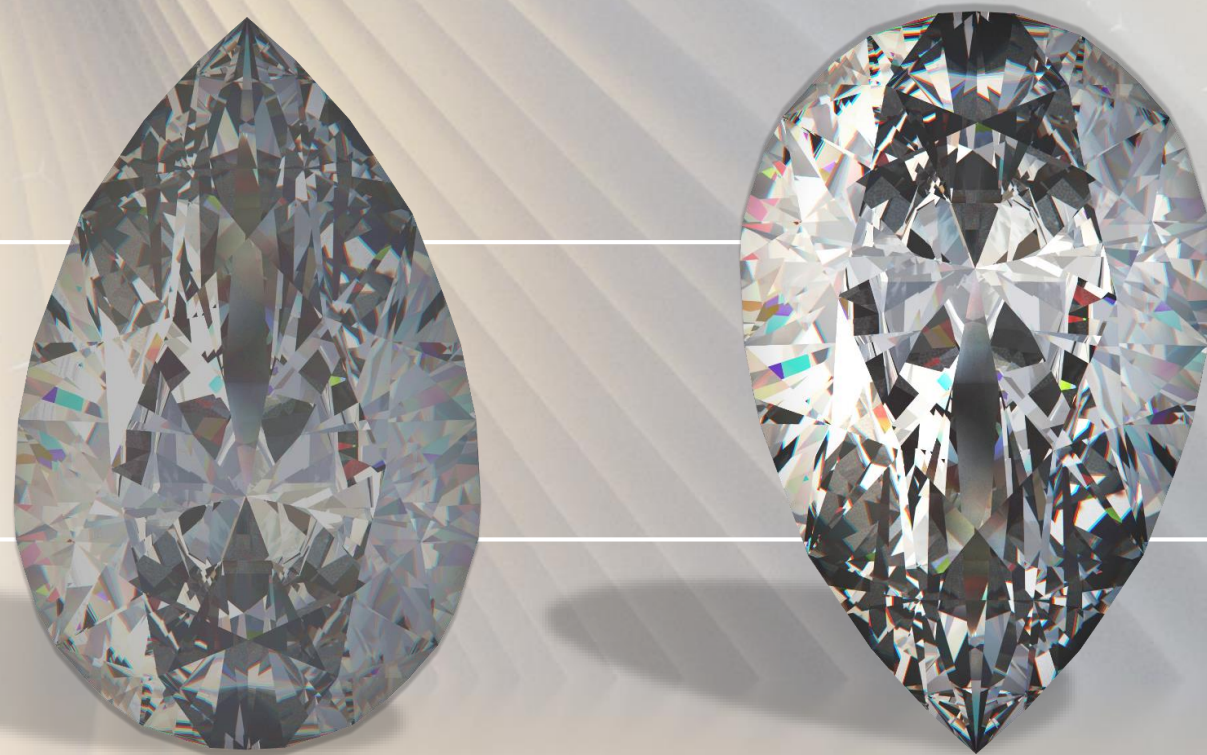
Expand & Enhance

Core Luxury

Grow & Refine

Entry Luxury

Focus & Elevate



Schematic illustration

Developing Desire

Cutting-edge
Technology

Strong Brands
Refined Portfolio

Sensory
Product Experience



Sustainability

Lead in Electric Drive



Four dimensions of EV technology

Efficiency

Performance

Next-level

Off-road



Lead in Car Software

MB.OS

Mercedes-Benz Operating System

Developing Desire

Strong Brands
Refined Portfolio



Cutting-edge
Technology



Sensory
Product Experience



Sustainability

Desire is a feeling



Desire for... TIME

DRIVE PILOT - productivity or relaxation



Desire for... TECH


Digital innovations for China



Desire to... LOOK

Advanced graphic interfaces



A close-up, low-angle shot of a Burmester speaker grille. The grille is made of a dark, perforated metal with a complex, concentric pattern of small holes. In the center of the grille, there is a circular logo featuring a stylized 'B' and 'M' intertwined. The lighting is warm and directional, coming from the right, which creates a strong highlight on the right side of the grille and casts the left side into deep shadow. The background is dark and out of focus.

Desire to.. LISTEN

Burmester sound system with Dolby Atmos

Desire for... WELLBEING

Feel-good factor with ENERGIZING COMFORT

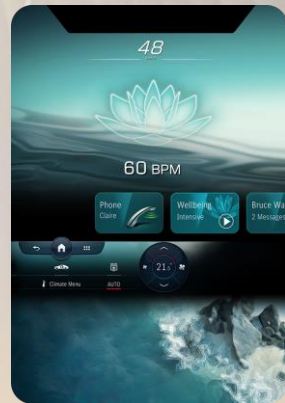


Desire to... BE INDIVIDUAL

Differentiation through personalisation



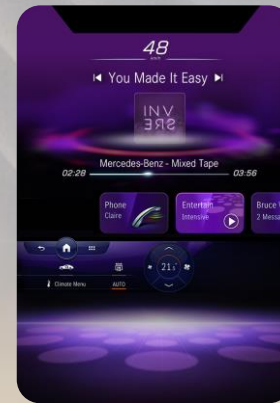
Wellbeing



Nature



Entertain



Race



Desire for... ENDURANCE
Greater range from smaller batteries

 **Sila**

>800 Wh/l
on cell level



Desire is... SUSTAINABLE



Developing Desire



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.