

WE ARE THE ARCHITECTS OF OUR OPERATING SYSTEM

STRATEGY UPDATE: MERCEDES-BENZ OPERATING SYSTEM

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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.



Let's start with the essence of our strategy

WE WILL BUILD THE WORLD'S MOST DESIRABLE CARS

Think

and act like a
luxury brand

Focus

on profitable
growth

Expand

customer base
by growing
Top-End Luxury

Embrace

customers and
grow lifetime
revenues

Lead

in electric drive
and digital
experience

Lower

cost base, improve
industrial footprint
and increase
supply chain
resilience

Driven by a highly qualified and motivated team
Sustainability, integrity and diversity as our foundation

Let's start with the essence of our strategy

WE WILL BUILD

The fundamental building principles

WE ARE THE ARCHITECTS

SPECIFY

DESIGN

DEVELOP

**PROCURE/
PARTNER**

INTEGRATE

UPGRADE

The fundamental building principles

1. PURPOSE-BUILT AND OPEN TO PARTNERS



Google

The fundamental building principles

2. PERSONALIZED SERVICES THROUGH ONE UNIQUE MERCEDES ME ID



The fundamental building principles

3. PRIVACY-BY-DESIGN FROM THE VERY BEGINNING



The fundamental building principles

4. FULL OVER-THE-AIR UPDATABILITY AND DECOUPLED SOFTWARE AND HARDWARE RELEASES



All central to our own Mercedes-Benz Operating System MB.OS

**PROPRIETARY
OPERATING SYSTEM**

**FOUR DOMAINS:
INFOTAINMENT, AUTOMATED DRIVING,
BODY & COMFORT, DRIVING & CHARGING**

**SERVICE-ORIENTED
CHIP-TO-CLOUD ARCHITECTURE**

With our operating system, our aim is to deliver economic value through:

**A SUPERIOR
PRODUCT
EXPERIENCE
FOR OUR
CUSTOMERS**

Delighting our customers with an extraordinary experience

The most desirable
HARDWARE CANVAS



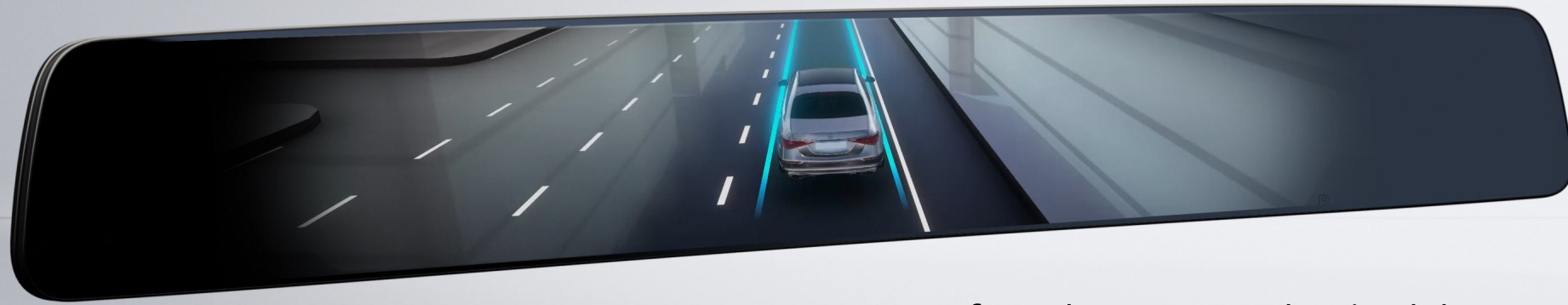
Delighting our customers with an extraordinary experience



... for the most desirable
SOFTWARE CONTENT

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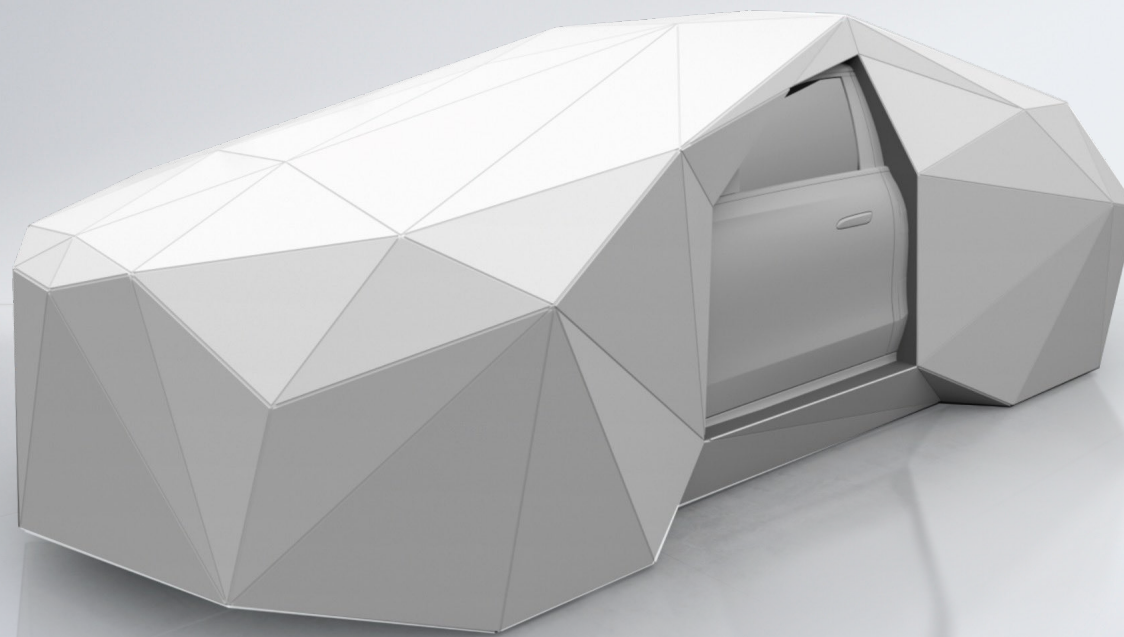
Delighting our customers with an extraordinary experience



... for the most desirable
SOFTWARE CONTENT

Celebrating the interior world premiere: All-new E-Class as a precursor of MB.OS

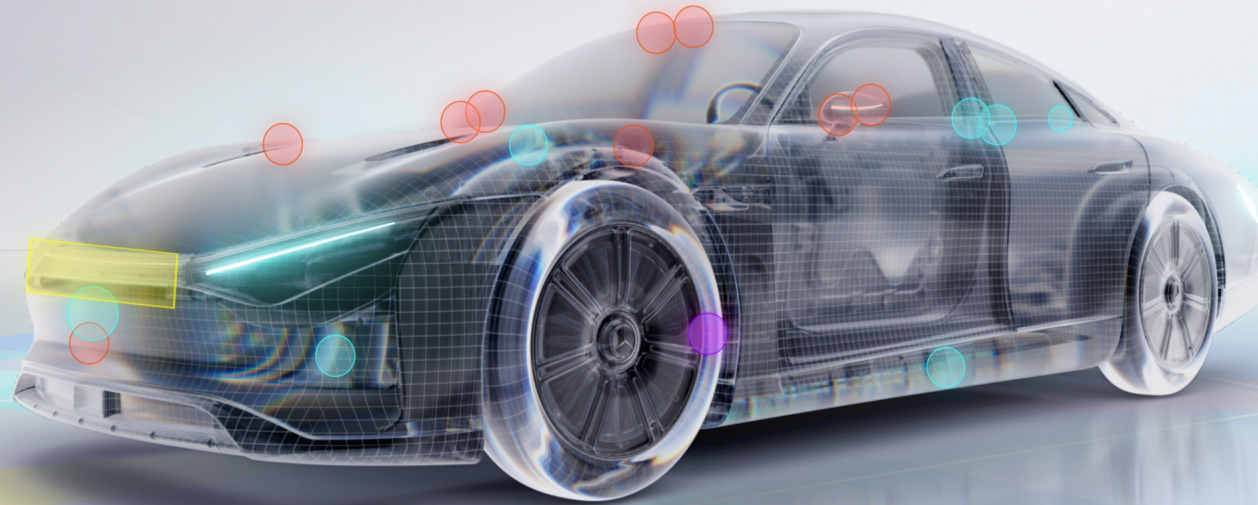
Adapting to your
ROUTINES

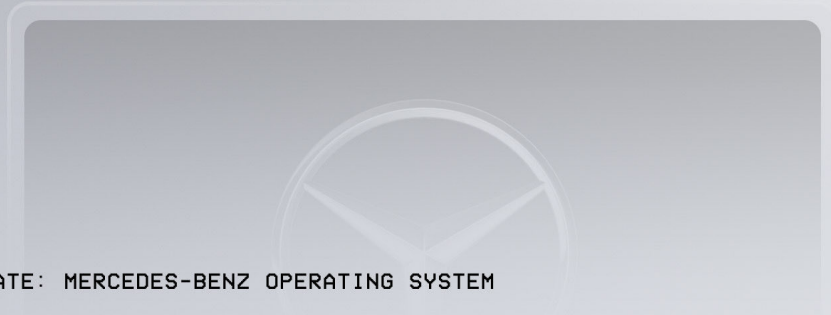
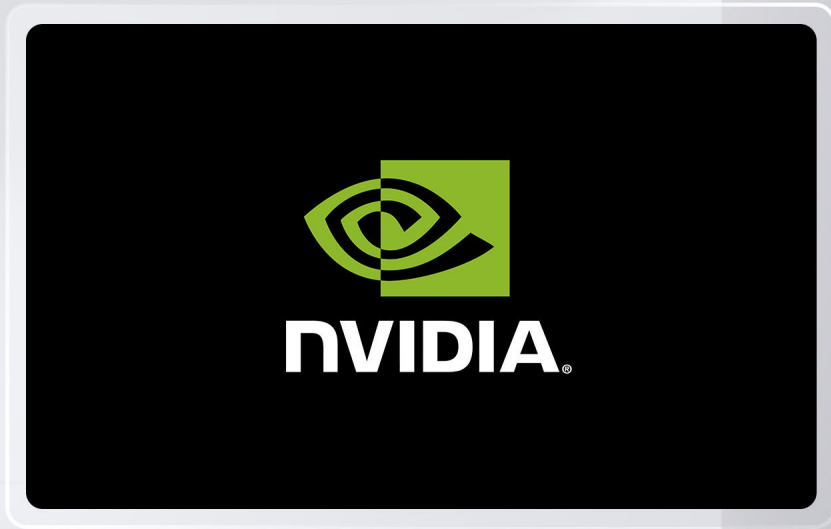


We are building it intelligent, automated and exceptionally safe

Equipping each Mercedes with a

SUPERCOMPUTER AND A COMPREHENSIVE SENSOR SET





With MB.OS, our aim is to deliver economic value through:

**A SUPERIOR
PRODUCT
EXPERIENCE
FOR OUR
CUSTOMERS**

**A PLATFORM
THAT CONNECTS
ALL PARTS
OF OUR
BUSINESS**

Our software-driven enterprise starts with car software – but it doesn't end there



It's about the operating system of our entire business



We're connecting the elements to build an **INTEGRATED NETWORK**

We are the architects



OUR PROMISE:

The world's most desirable cars

OUR OPPORTUNITY:

Outstanding products & improved enterprise productivity

OUR CONVICTION:

Software a core competence

OUR REALISM:

Technology partnerships essential

OUR VISION:

Future proofing our valuable real estate

OUR FOCUS:

Delivering MB.OS for the launch of MMA

Disclaimer



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