DEVELOPING DESIRE

Our top-end product plan

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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.
Technology and innovation - our heritage and future
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
- Core Luxury
- Entry Luxury

Expand & Enhance
Grow & Refine
Focus & Elevate

From 7 to 4 portfolio variants

Schematic illustration
Recutting and polishing our portfolio

Top-End Luxury

Core Luxury

Entry Luxury

Expand & Enhance

Grow & Refine

Focus & Elevate

Expanding EVA2 platform for China

Luxurious new body type

Schematic illustration

New E-Class
Recutting and polishing our portfolio

Top-End Luxury  Expand & Enhance

Core Luxury  Grow & Refine

Entry Luxury  Focus & Elevate

Adding visionary dream cars

Schematic illustration

[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]
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
Recutting and polishing our portfolio

Top-End Luxury

Core Luxury

Entry Luxury

Expand & Enhance

Grow & Refine

Focus & Elevate

Schematic illustration
Developing Desire

Cutting-edge Technology

Sustainability

Strong Brands
Refrined Portfolio

Sensory
Product Experience
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

In-house developed

Individual 3rd party app integration

3rd party ecosystem integration
Desire to... LOOK
Advanced graphic interfaces
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.