

CHINA UPDATE



LEADING POSITION DESPITE MAJOR SHIFTS IN PREMIUM MARKET

No. 1

> RMB 400 k
24% market share

> RMB 1 m
> 30% market share of large luxury sedans

Premium performance segment
for AMG

TOP

in transaction price & residual value
among premium OEMs

LEVERAGING THE FOUNDATION: EXCELLENCE AT EVERY TOUCHPOINT

7 m Valued customer base

No. 1 Customer satisfaction*

6 m Users on Mercedes-Benz App**
with 2.4 m monthly active users

*2025 China Automobile After-sales Customer Satisfaction (CAACS)

**A holistic brand app covering vehicle control, brand engagement & e-commerce

AGILITY IN 2025 - WE CALIBRATE. WE INVEST. WE SHAPE.

FOCUSED VALUE GENERATION

575 k
Units retail

> 30 models
Product enhancement

ACCELERATED INTELLIGENCE

> 2.4 m Units
OTA update

L2 Urban/ highway
rolled out

ELEVATED BRAND APPEAL

53% Upgraded to
new retail format

Wang Chuqin
New brand ambassador

EXPANDED FRIENDSHIP TREE

AFARI
Early & strategic
investment

Momenta
Joint series
development

Bytedance
Deepened partnership

OPTIMISED COST

-6% vs. 2024
Local material cost

-15% vs. 2024
Capacity @ BBAC

> -15% vs. 2024
Network streamlined



ROAD AHEAD:
CLEAR STRATEGY. FOCUSED IMPLEMENTATION.

Tech & product offensive

Next-level localisation

Customer-centricity

Operational excellence

ACCELERATE IN THE UNIQUE ECOSYSTEM

Leading partnerships & local technology stack – purely Mercedes-Benz

UNCOMPROMISING VALUES



LEADING PARTNERSHIPS



CREATING NEW CUSTOMER EXPERIENCE:

AI-powered voice assistant



Immersive Entertainment

Integration of top Chinese apps & content

Intuitive AI Experience

Curated recommendations & AI assistant
powered by Doubao

Enthusiastic Customer Feedbacks

97% monthly active users

DEFINING SAFETY ENGINEERING IN ADAS:

True Mercedes-Benz experience, co-developed with Momenta

L2 Urban/Highway Navigation

Seamless point-to-point navigation assisted driving

Industry Leading Safety Standard

Developed based on ASIL-D*

Cooperative Steering

1st with natural human-machine interaction

THE FIRST OEM TO DELIVER CUTTING-EDGE INTELLIGENCE ACROSS ALL DRIVETRAINS

ALL-NEW
ELECTRIC GLC LWB



NEW
GLE LWB



NEW
S-CLASS



L2 Urban/Highway ADAS Capabilities // MB.OS Cabin Integrating Doubao AI

SETTING THE STAGE FOR FUTURE GROWTH

Seven China-exclusive models 2025-2027

More Space

More Comfort

More Intelligence

THE FORCES BEHIND: DUAL R&D ENGINES IN CHINA WITH FULL AUTONOMY WHILE LEVERAGING GLOBAL RESOURCES

In-house hardware and software engineers
2,000

L2; RSE; ASIL-D Standards development in
12 months

AI-powered cockpit with full fleet adoption in
12-18 months

Parity in intelligence across ICEs and BEVs
OTA in every quarter

In China for Global
Rear-Seat Entertainment



BBAC: EXTENDED PORTFOLIO WITH DEEPER LOCALISATION

>6m Vehicles Produced

20 Localized Models by 2027

AI Humanoid Robots and Co-bots
Elevating efficiency and quality gate

Up to
30% Material Cost Savings
with the All New Electric GLC

1st Certified Zero-Carbon Plant*

RESILIENCE AS SUCCESS FACTOR:

Value creation with competitive pricing and streamlined operations



Sustaining Net-Revenue Quality

With strategic price and volume adjustments

Continuing Retail Optimisation

Up to 100% new retail format by 2027

Elevating Ownership and Brand Experience

From exceptional service to priceless experiences

Dedicated Top-End experience centres

Enhance Direct-to-Customer Capabilities

Continue to strengthen and optimise digital touchpoints as well as journeys with dealers

DELIVERING ON TARGETS:

Cost & efficiency as principles



Targets by 2027*

> -10% Local material cost

> -20% Variable production cost

-20% Fixed cost

Continued production footprint optimisation

*Compared to 2024 figures

MERCEDES-BENZ IN CHINA

7 M

CHINA CUSTOMER BASE

7

CHINA-DEDICATED
MODELS

100%

CHINA FOCUS