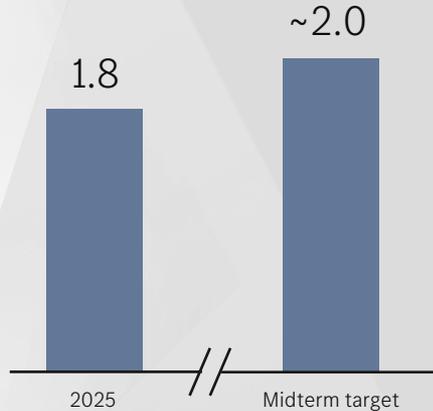


# SALES & CUSTOMER EXPERIENCE UPDATE



# UNLOCKING BRAND POTENTIAL TO DRIVE PROFITABLE GROWTH

## GLOBAL VOLUME TARGET (in million units)



>15%

Top-End Share



~40%

xEV Share



## LEVERS

BRAND  
Approachable



PRODUCTS  
Desirable



CUSTOMER  
EXPERIENCE  
Superior



140 YEARS AGO, WE INVENTED THE AUTOMOBILE -  
AND WE ARE STILL SHAPING ITS FUTURE.



# STRONGEST BRAND. UNIQUE SUB-BRAND PORTFOLIO. HIGHLY SATISFIED CUSTOMERS.

#1 Most valuable luxury  
automotive brand



#10 Most valuable brands  
in the world

\$50.1 Billion brand value

(Numbers according to Interbrand 2025)



4.9

Customer Satisfaction  
Sales & Service\*



\* Global 5-Star-Rater in 2025 | n > 1 million customer feedbacks per year

# STRENGTHENING OUR BRAND THROUGH GREATER APPROACHABILITY AND EVERYDAY VISIBILITY



30

## WTA tournaments in 2026

Sports sponsoring to connect with customers, prospects and fans worldwide – all year long – through tennis, F1, golf and beyond.

>10

## Brand studios in 2026

Building brand presence in key cities, strengthening customer loyalty and activating new target groups.

>14 k

## Licensed apartments until 2029

Licensing our brand to select luxury real-estate developers extends the Mercedes-Benz experience beyond automotive.

# FRONTRUNNER LAUNCHES: EXCELLENT FEEDBACK AND STRONG ORDER INTAKE

#1 Duality of drivetrain offering

#2 Iconic MB design for ICE & xEV

#3 Superior, custom-fit technology & partnerships



CLA



GLC



GLB



NEUER MERCEDES CLA EQ IM TEST

## Der Elektro-Benz ist der Beste

Das neue elektrische Einstiegsmodell von Mercedes hat im auto-motor-und-sport-Test das beste Ergebnis aller getesteten Autos bislang erzielt.



## The Mercedes-Benz CLA wins the 2026 The Car of the Year award

09/01/2026 - Car of the Year  
The German model wins in Brussels in the final vote with 320 points and takes the crown from the Renault 5 E-Tech as The Car Of The Year.



## The 2027 Mercedes GLC EV Proves the Future Doesn't Have to Look Futuristic

It will look a lot like today's gas model on the outside, but from trunk to fake boss, the rest of the new electric GLC is all about the future.



## 2026 Mercedes-Benz GLC EV: A 440-Mile Electric Do-Over With 'Multi-Agent' AI

The Mercedes-Benz GLC with EQ Technology is its most important EV yet. And it comes with a ton of AI features too.



The Mercedes GLB is back as an electric SUV and it's better in just about every way

# REJUVENATED PORTFOLIO TO WIN CUSTOMERS ACROSS ALL SEGMENTS



>40

New models  
2025 - 2027

Entry



Core



Top-End



New models 2025 - 2027

# SUPERIOR CUSTOMER EXPERIENCE TO DRIVE LONG-TERM LOYALTY



>50%

## Outlets transitioned to new retail concept

Accelerating modular retail concept rollout to provide a modern, seamless & digital in-store experience

~90%

## Service retention\* and 28 m car park

Providing innovative service offers, enhanced Customer Care Center and customer feedback management

4.9

## Customer satisfaction AMG Events (5-Star-Rater)

Offering extraordinary customer experiences such as racing programs and exclusive Silver Arrow events

\* 0 - 4 years after vehicle purchase

# INTEGRATION OF ALL CUSTOMER OFFERINGS UNDER ONE ROOF



## New Car plus ...



LEASE &  
FINANCE



CUSTOMER  
SERVICE



DIGITAL  
SERVICES



INSURANCE



ACCESSORIES

- Today, 70% lease/finance and/or service contract penetration rate\*
- Further maximisation of customer lifetime value via integrated steering
- Competitive pricing: Price/volume steering based on AI-supported, data-driven elasticity analysis

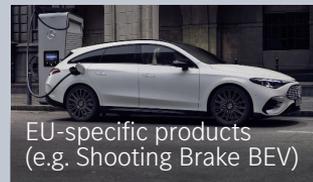
\* Example: top-six financial services markets (w/o China). Penetration rate for leasing/finance and/or service contracts incl. extended warranty based on 2025 retail sales.

# PROFITABLE GROWTH THROUGH TARGETED PORTFOLIO STRATEGY AND FOCUS ON BEV MOMENTUM

10% Top-End share  
(Actuals MB 2025)

50% Entry share  
(Actuals MB 2025)

40% xEV share  
(Actuals MB 2025)



# IN THE USA, AMBITION 400 K UNITS WITH FOCUS ON US-TAILORED SUV & TOP-END MODELS AND LOCALISATION

30% Top-End share  
(Actuals MB 2025)

75% SUV/SUC share  
(Actuals MB 2025)

85% ICE share  
(Actuals MB 2025)



# INVEST IN OVERSEAS REGIONS WITH A DEDICATED STRATEGY FOR EACH MARKET

Asia-Pacific (excluding China)

Middle East

Latin America

Turkey

India



# WE HAVE GOOD REASONS TO BE CONFIDENT

140

YEARS

>40

LAUNCHES

BACK TO

2

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We build on one of the world's **strongest brands**, elevating the **customer experience**

We cover **all key segments** with an attractive and rejuvenated portfolio to address customers in all regions

We set a clear path to **profitable growth** with **dedicated regional growth strategies**