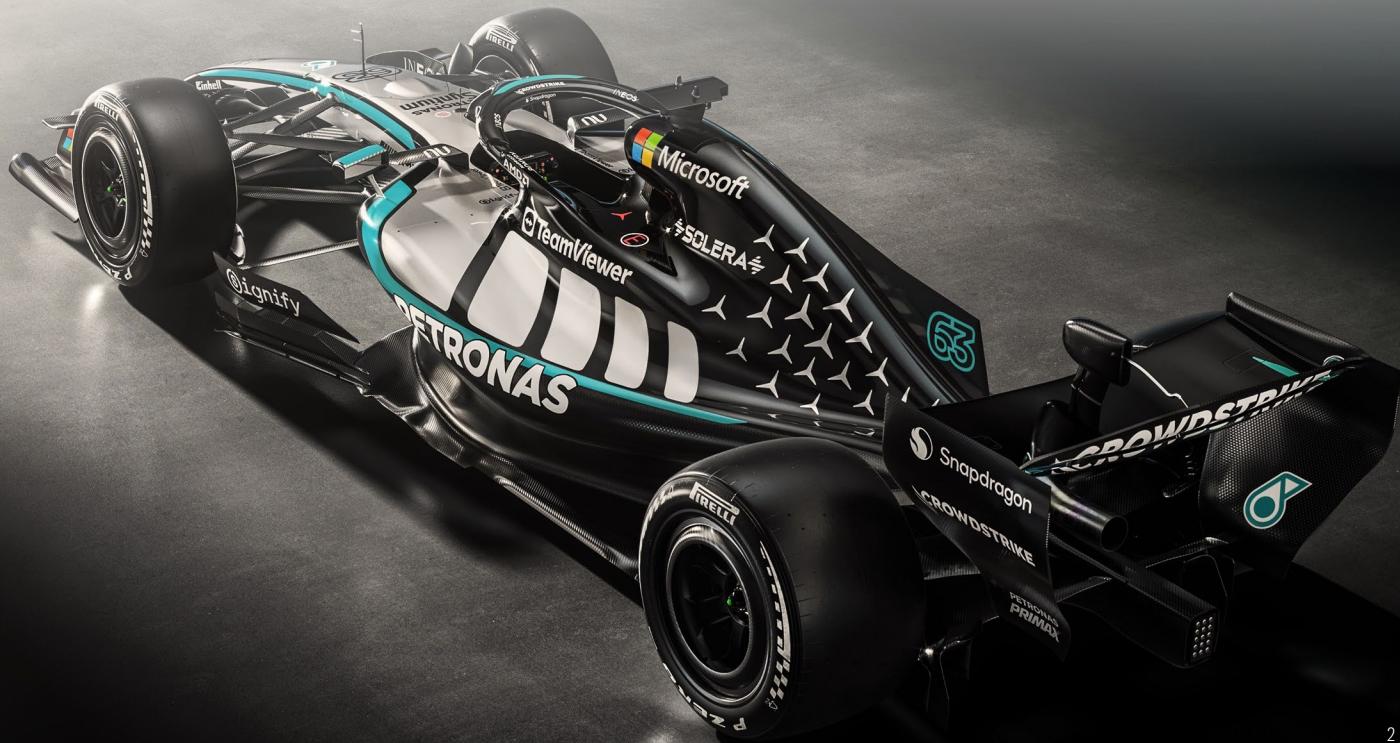


STRATEGY UPDATE



AS RULES SHIFT, WE GEAR UP WITH EVEN GREATER DRIVE.
WE'RE TURNING OUR STRENGTHS INTO MOMENTUM



THE DESTINATION IS SET: OUR STRATEGIC MIDTERM GOALS



~2.0 m

sales volume

>15%

Top-End sales growth

2X

xEV share

OUR AREAS OF ATTACK

TECHNOLOGY & PRODUCT



We elevate the game for our customers

GO-TO-MARKET



We sharpen our competitive edge in every region

CHINA



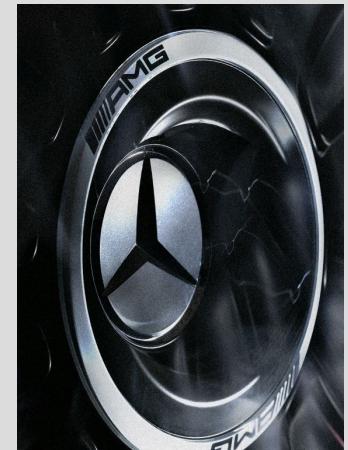
We rise to the competition with confidence

TEAM & ENTERPRISE



We reinvent ourselves as a team & as a company

FINANCIAL STRENGTH



We remain cost-disciplined and generate attractive returns

CARBON-NEUTRALITY REMAINS OUR ULTIMATE GOAL ...

STRINGENT PLATFORM STRATEGY



NMC & LFP battery chemistries across the board in series vehicles and standardised electric drivetrain

AMG.EA AS TECHNOLOGICAL MASTERPIECE



AMG GT XX tech with axial flux motors and direct-cooled battery to enter series production in 2026

... WHILE MERCEDES-BENZ CUSTOMERS HAVE FULL CHOICE

HIGH-TECH ELECTRIFIED COMBUSTION ENGINES (EU7-READY)



4 cylinders
petrol & diesel



6 cylinders
petrol & diesel



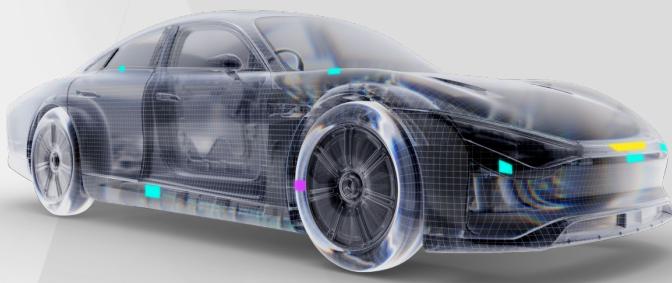
8 cylinders
petrol

2026: new S-Class

Most comprehensive powertrain update ever, incl. electrified V8 & long-range PHEV

WE'RE ROLLING OUT MB.OS WITH LIGHTNING SPEED

EVERY NEW MERCEDES-BENZ
IS SOFTWARE-DEFINED



Body & Comfort

Infotainment

Automated Driving

Driving & Charging

ACROSS ALL SEGMENTS & DRIVETRAINS,
CUSTOMERS WILL BENEFIT FROM MB TECH STACK



Latest MB technology



WE'VE MADE MAJOR ADVANCES IN ASSISTED DRIVING - AND WE'RE JUST GETTING STARTED

Today
L2++ POINT-TO-POINT ASSISTED DRIVING



Coming up
L3 NEXT-GENERATION & L4 ROBOTAXI ECOSYSTEM



Software



Hardware



Operator



Open to further partnerships

WE'LL HAVE A COMPLETE AND COMPELLING PORTFOLIO. OUR DESIGN LANGUAGE: QUINTESSENTIALLY MERCEDES-BENZ

	2025	2026	2027
Top-End	ICE SL MM SL PureSpeed	S-Class	
	BEV		
Core	ICE		
	BEV	GLC	
Entry	ICE CLA	GLB CLA SB	
	BEV CLA CLA LWB	GLB CLA SB	

MAINTAINING MOMENTUM: SEVEN WORLD PREMIERES IN THE NEXT THREE MONTHS



THE FOCUS ON THE TOP-END SEGMENT REMAINS A CORNERSTONE OF OUR STRATEGY



New Mercedes-Maybach S-Class
for our most demanding
customers debuts in March



AMG.EA enters series production:
launch of new 4-door Coupé
this year followed by new SUV



Best-ever sales in 2025;
premiere of cabriolet
next year

WE STRENGTHEN OUR COMPETITIVENESS ACROSS REGIONS ...

USA



EUROPE



OVERSEAS



Growing our presence to unlock economic potential

Seizing growth opportunities while rebalancing capacities

Capitalising on growth potential

... AND DOUBLE DOWN ON OUR CHINA PRESENCE



Tech & product offensive

Next-level localisation

Customer-centricity

Operational excellence

WE ARE REINVENTING OURSELVES - AS A TEAM AND AS A COMPANY

WINNING ATTITUDE



STRONG LEADERSHIP TEAM



AI-DRIVEN ENTERPRISE TRANSFORMATION



ADVANCED PILOTS WITH ROBOTICS



WE'VE BUILT FINANCIAL STRENGTH AND WILL KEEP
GENERATING ATTRACTIVE SHAREHOLDER RETURNS



€ 32.2 bn

Net industrial liquidity in 2025

>130%

Total shareholder return from 2019 to 2025

WE'RE PROUD OF 140 YEARS OF INNOVATION -
AND OUR PIONEERING SPIRIT HAS NEVER BEEN STRONGER

