

# 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



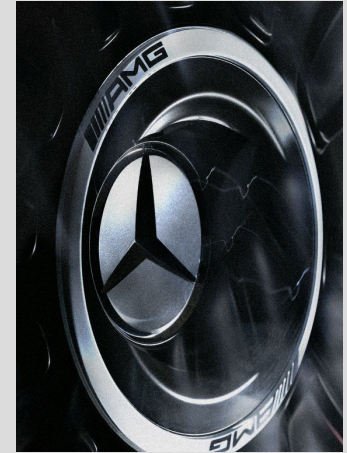
We rise to the competition with confidence

## 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

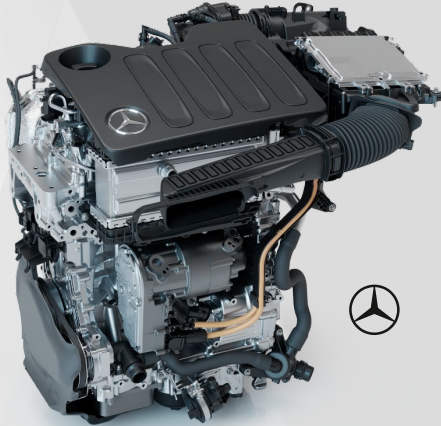
## AMG.EA AS TECHNOLOGICAL MASTERPIECE



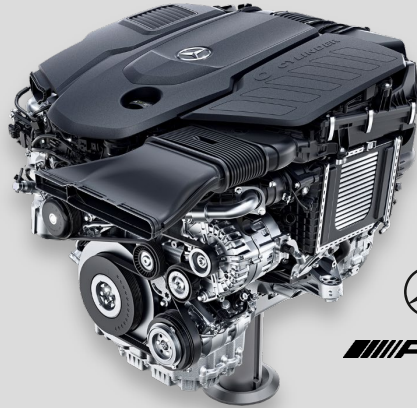
AMG GT XX tech with axial flux motors and direct-cooled battery to enter series production in 2026

# ... WHILE MERCEDES-BENZ CUSTOMERS HAVE FULL CHOICE

## HIGH-TECH ELECTRIFIED COMBUSTION ENGINES (EU7-READY)



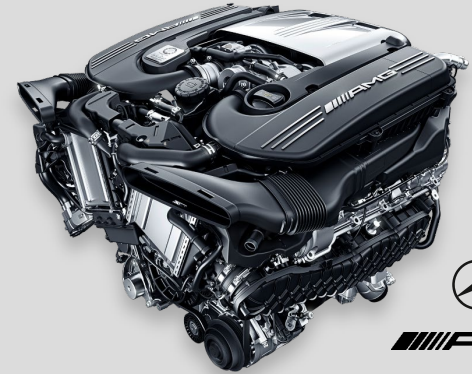
4 cylinders  
petrol & diesel



6 cylinders  
petrol & diesel



AMG



8 cylinders  
petrol



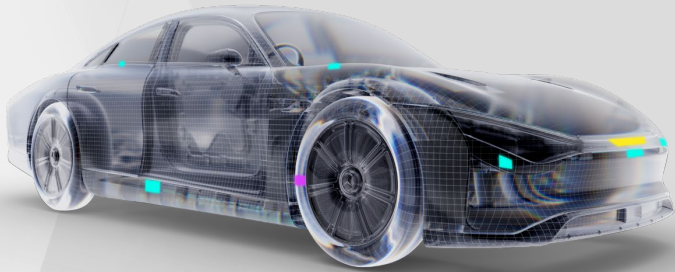
AMG

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



Mercedes-Maybach SL 680 Monogram Series | Energieverbrauch kombiniert: 13,6 l/100km | CO<sub>2</sub>-Emissionen kombiniert: 309,0 g/km | CO<sub>2</sub>-Klasse: G  
 Mercedes-AMG PureSpeed | Energieverbrauch kombiniert: 13,7 l/100 km | CO<sub>2</sub>-Emissionen kombiniert: 312 g/km | CO<sub>2</sub>-Klasse: G

# 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



Growing our presence to unlock economic potential

## EUROPE



Seizing growth opportunities while rebalancing capacities

## OVERSEAS



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



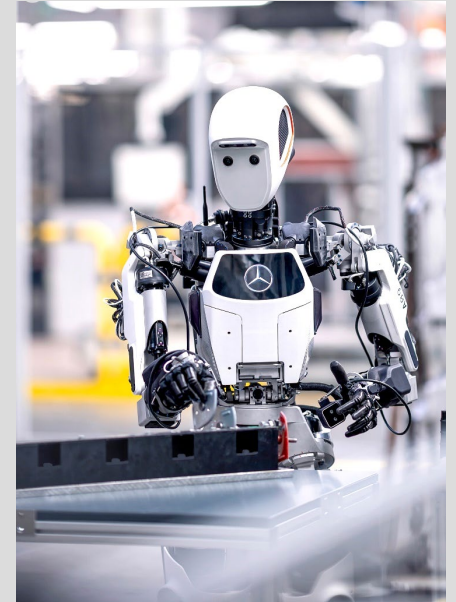
## STRONG LEADERSHIP TEAM



## 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

