

# Fixed Income Presentation

## Q3 2024

### Mercedes-Benz Group AG

# AGENDA

**I. Mercedes-Benz Group Review Q3 2024**

II. Divisional Review Q3 2024

III. Outlook FY 2024

IV. Funding

V. Sustainability

VI. Luxury

VII. Automated Driving & Operating System

# Mercedes-Benz Group: Key messages



**Sales:** Solid sales for Cars and Vans. Cars mix soft amidst subdued environment, particularly in China.

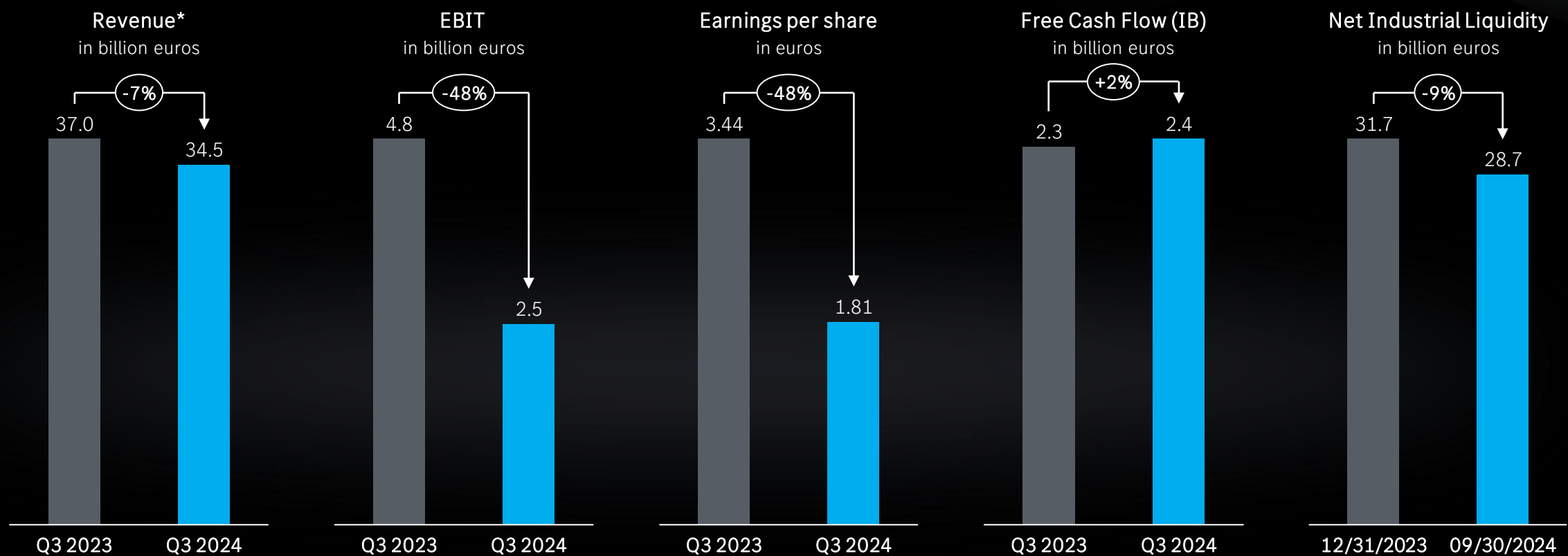
**Products:** World premieres of the Mercedes-Maybach SL Monogram series and AMG GT special editions. VAN.EA prototypes on the roads.

**Profitability:** Cars weak. Vans very good. MBM navigating challenging market conditions.

**Technology:** Level 3 automated driving progressing to 95 km/h. Mercedes-Benz battery recycling factory opened in Kuppenheim.

**Capital Allocation:** Strong cash generation continued. Share buyback cash outs at EUR 4.3 bn YTD.

# Mercedes-Benz Group: Key figures

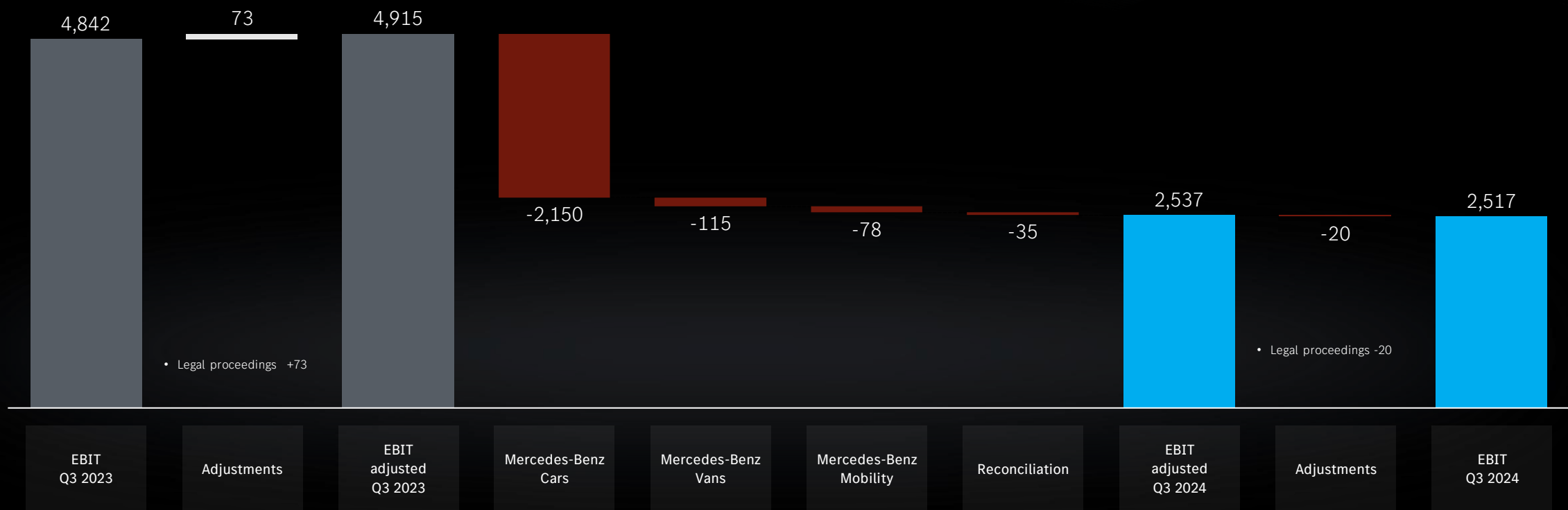


\* Adjustments in the prior-year quarterly figures without impact on EBIT. Further information can be found in the interim report.



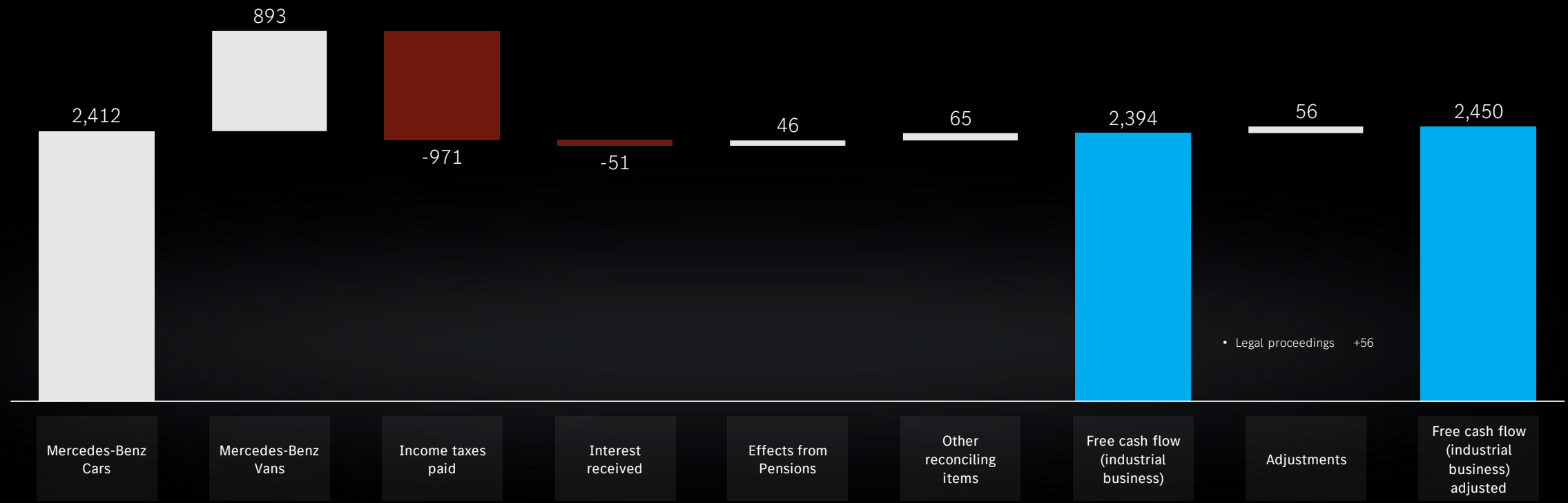
# Mercedes-Benz Group: EBIT

In million euros



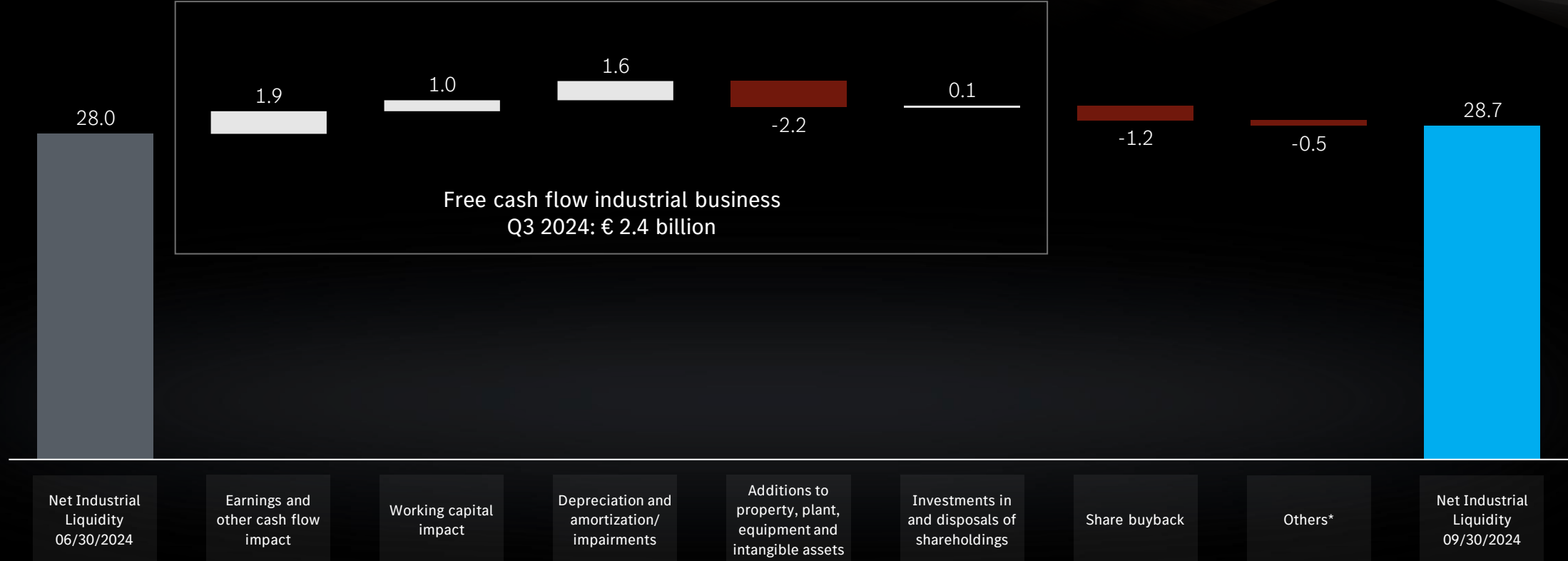
# Mercedes-Benz Group: Reconciliation from CFBIT to Free Cash Flow

In million euros



# Mercedes-Benz Group: Net Industrial Liquidity

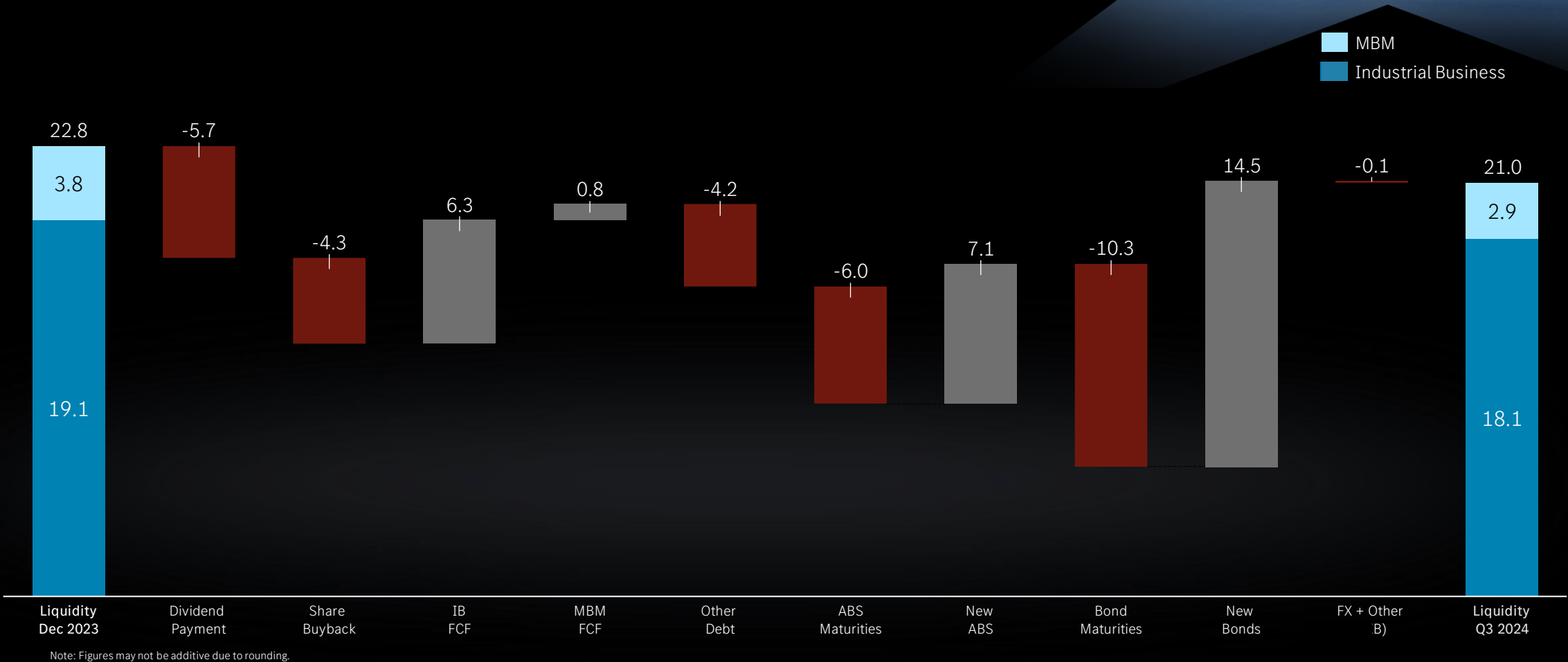
In billion euros



\* Mainly FX and MBM related effects

# Mercedes-Benz Group: Gross Liquidity

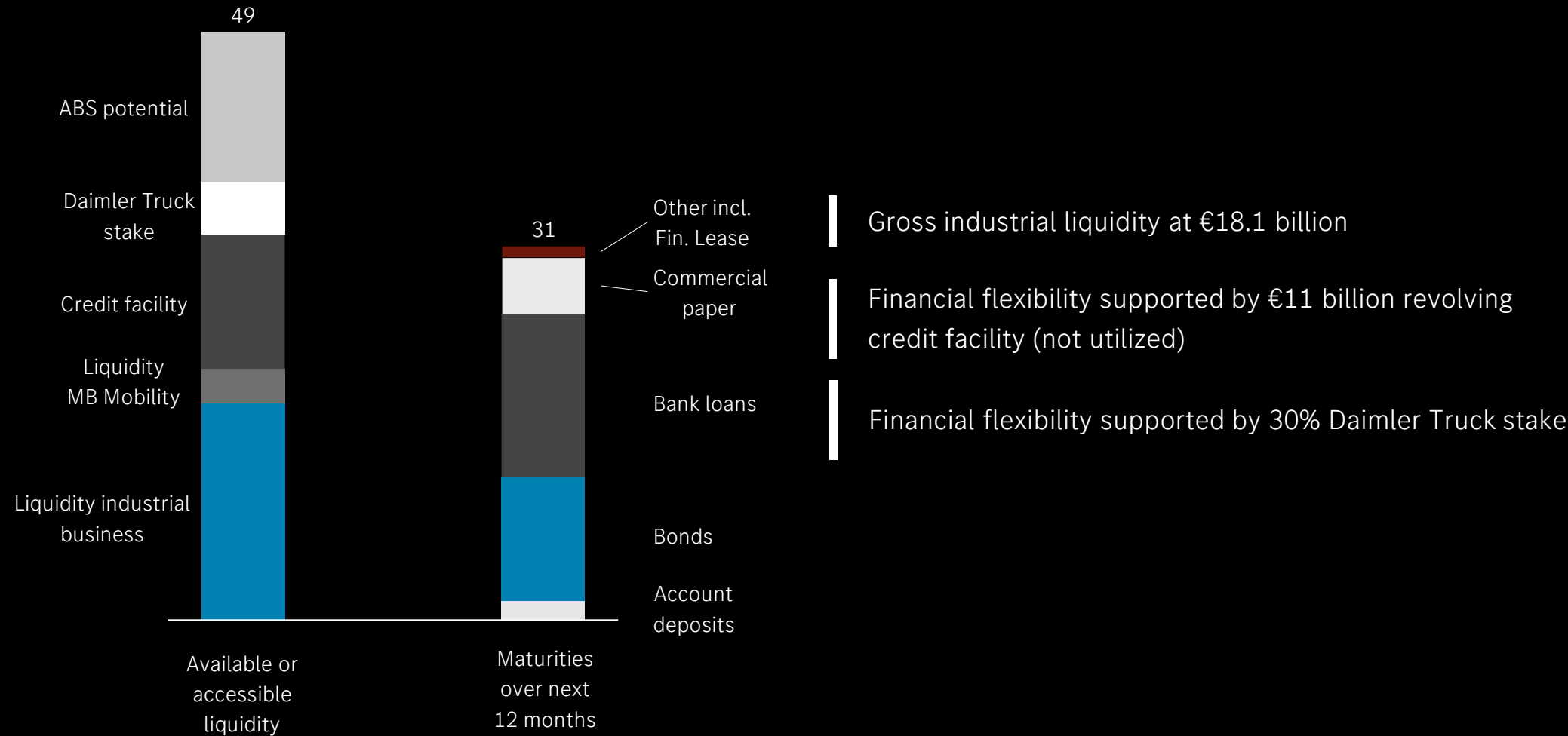
In billion euros



# Mercedes-Benz Group: Financial flexibility over a 12-month period

## Q3 2024

in billions of EUR



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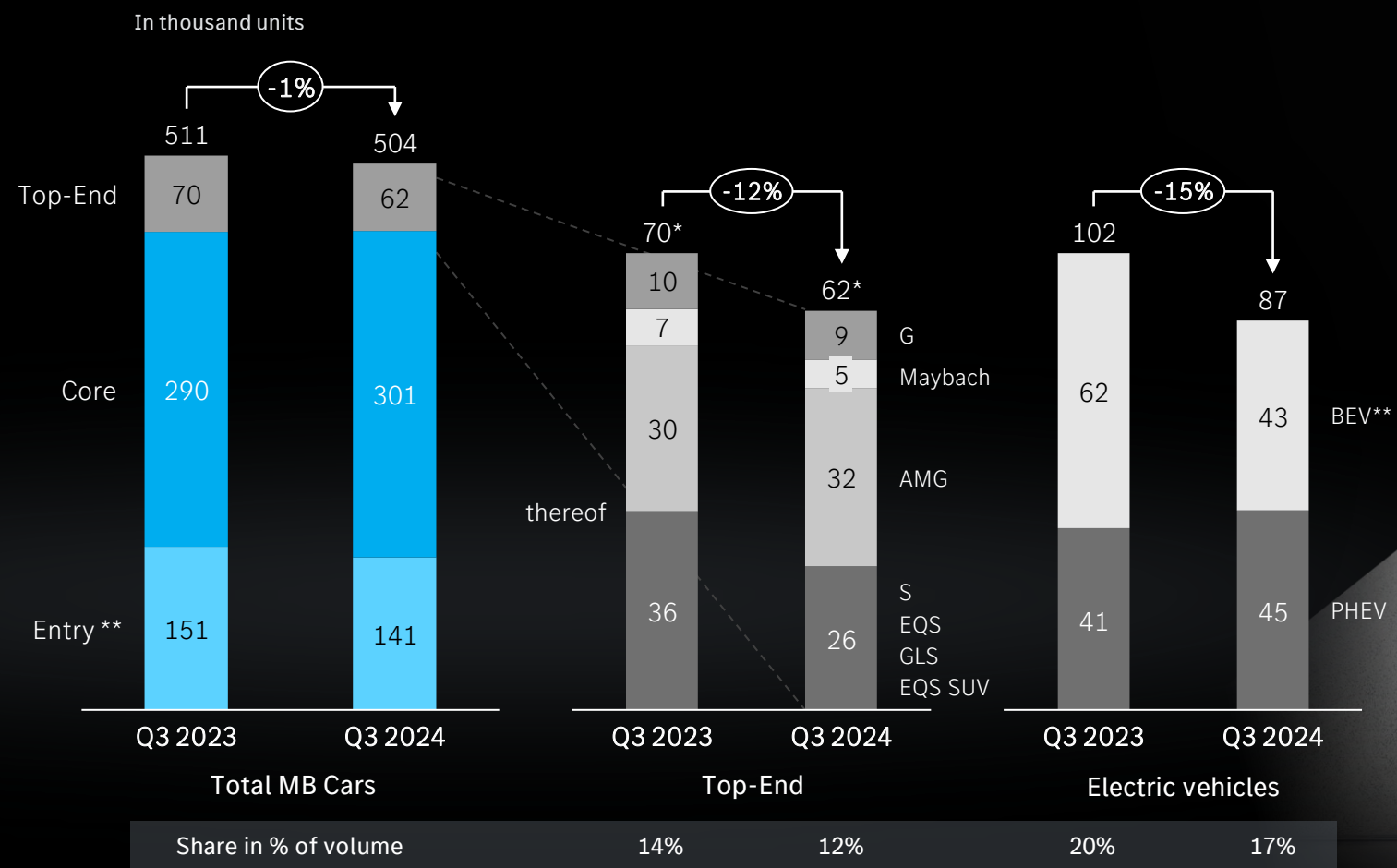
IV. Funding

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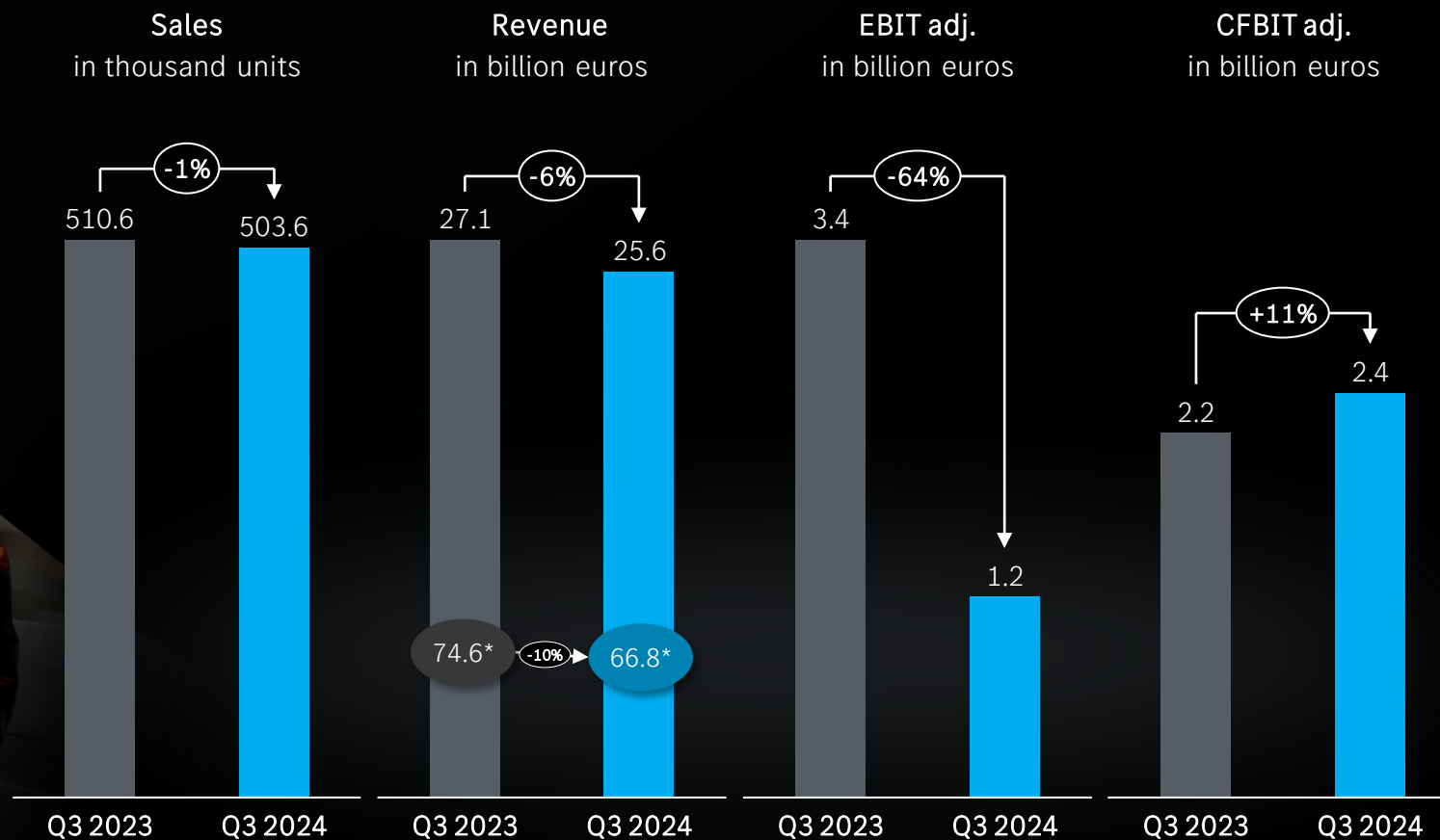
# Mercedes-Benz Cars: Top-End and electric vehicle unit sales



\* w/o double counting (e.g. G63, S-Class, Maybach)  
\*\* incl. smart

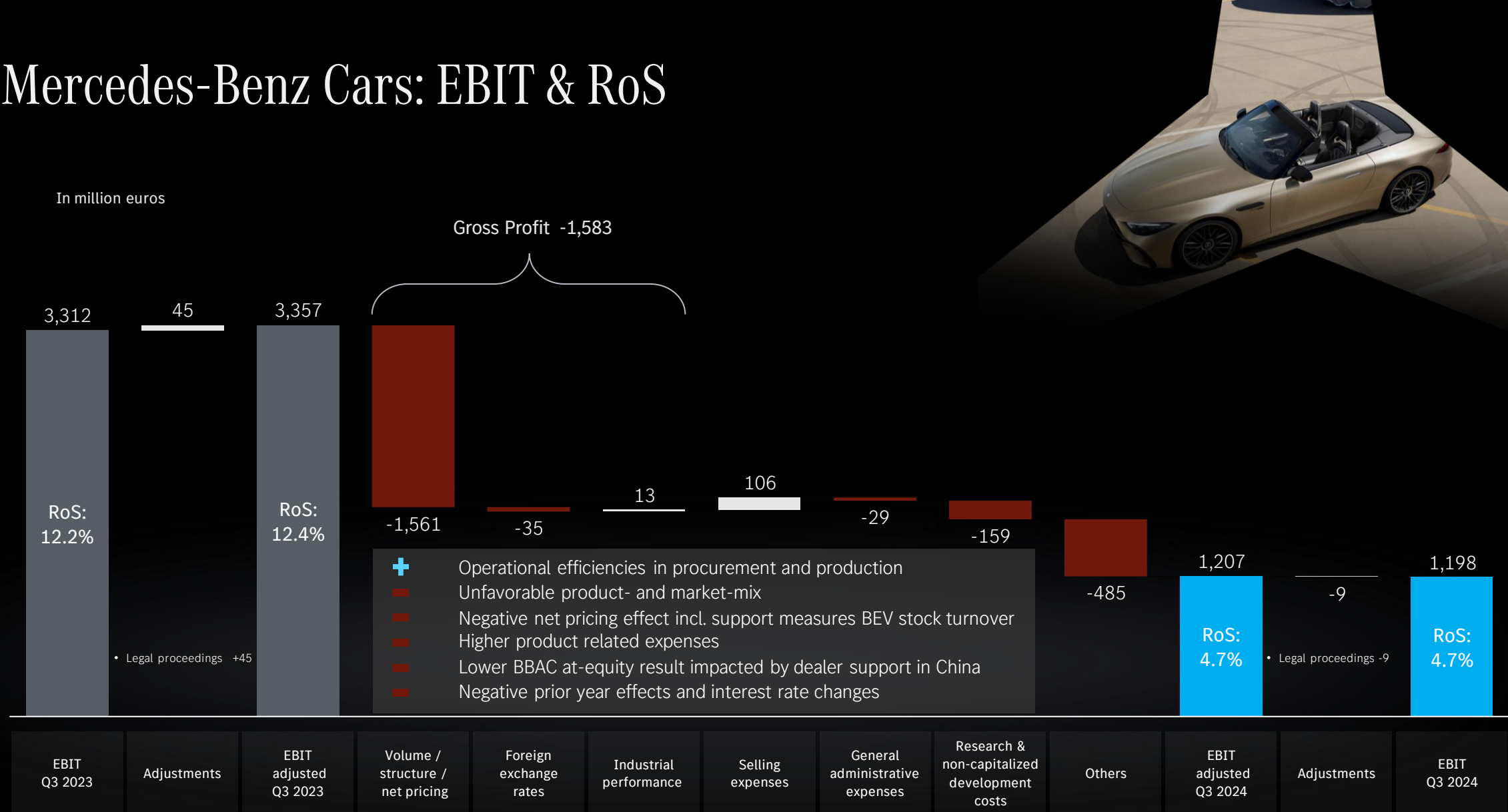


# Mercedes-Benz Cars: Financials



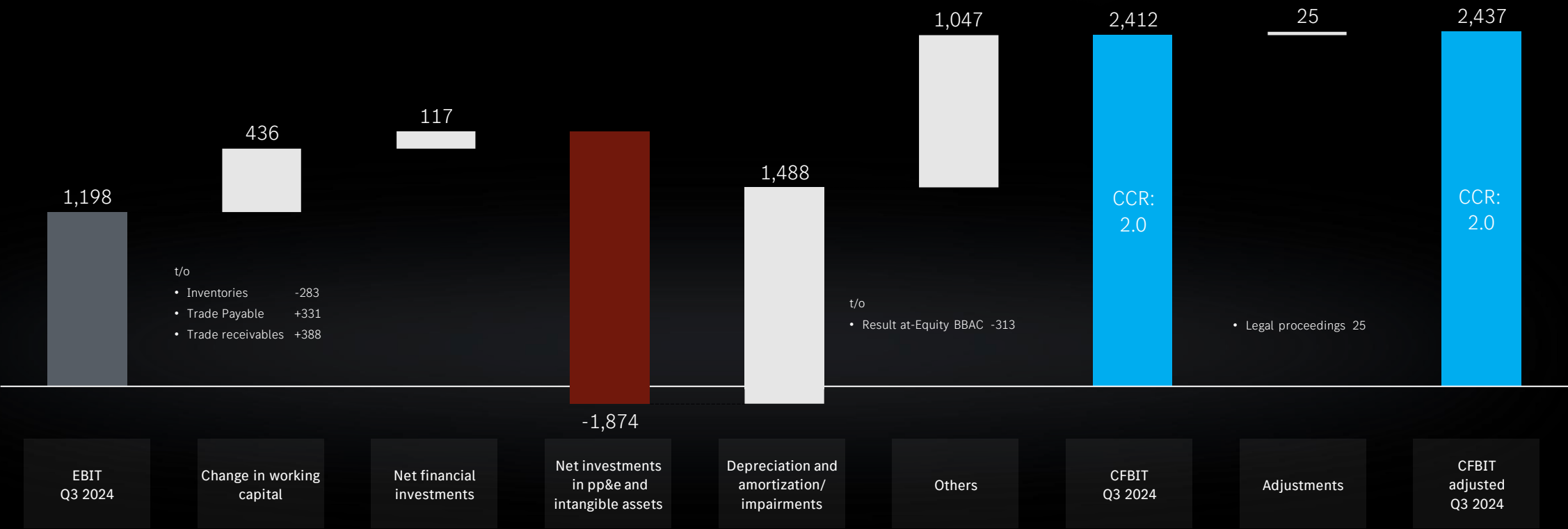
\* ASP in thousand euros excl. Smart, BBAC sales and pbp revenues

# Mercedes-Benz Cars: EBIT & RoS

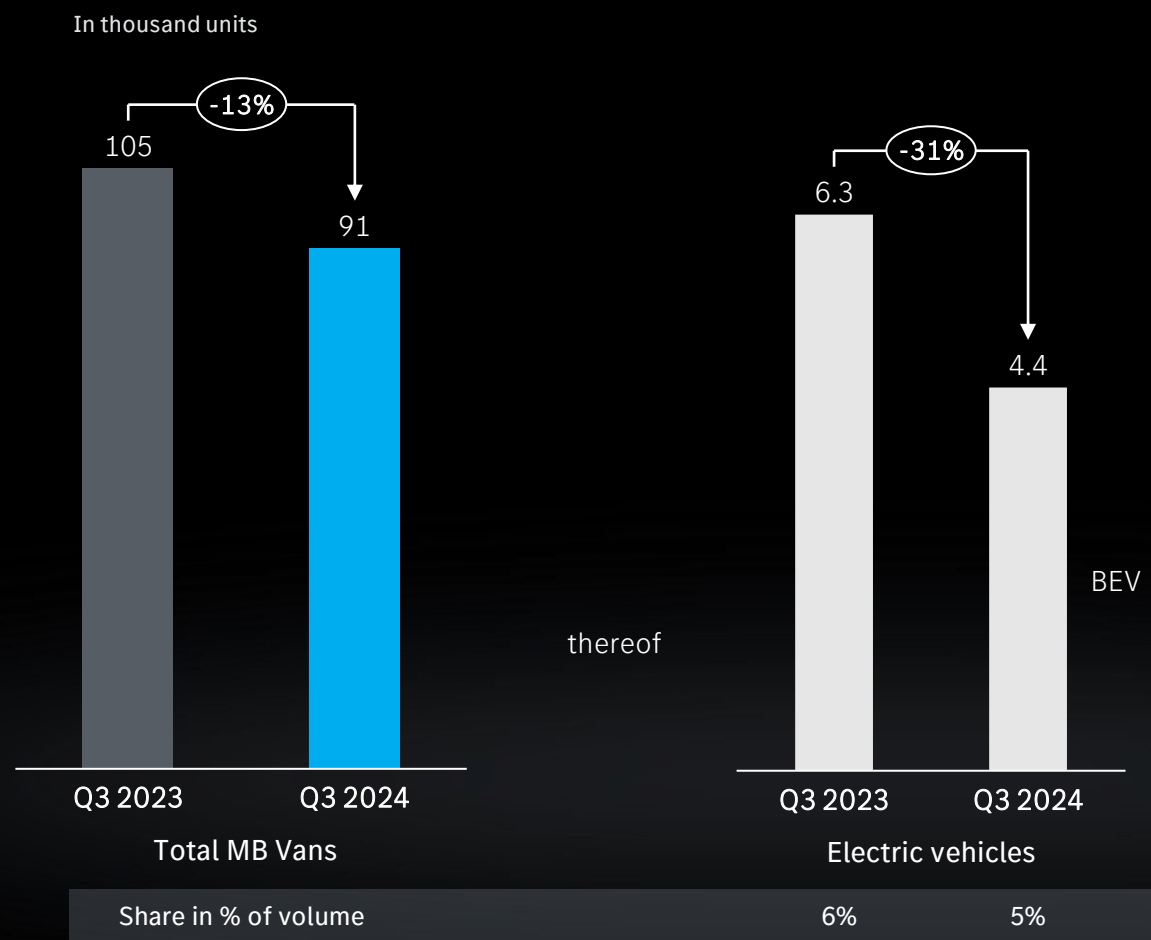


# Mercedes-Benz Cars: EBIT to CFBIT

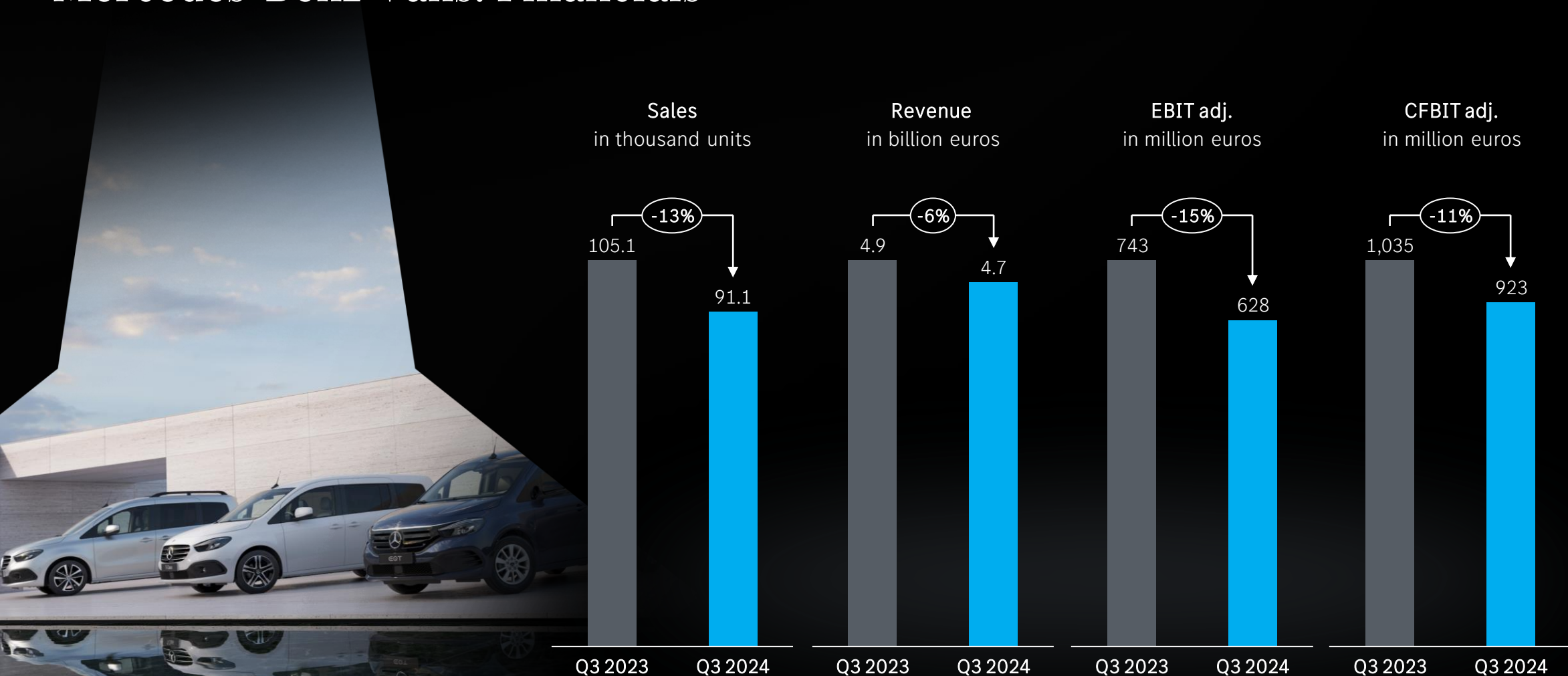
In million euros



# Mercedes-Benz Vans: Electric vehicle unit sales

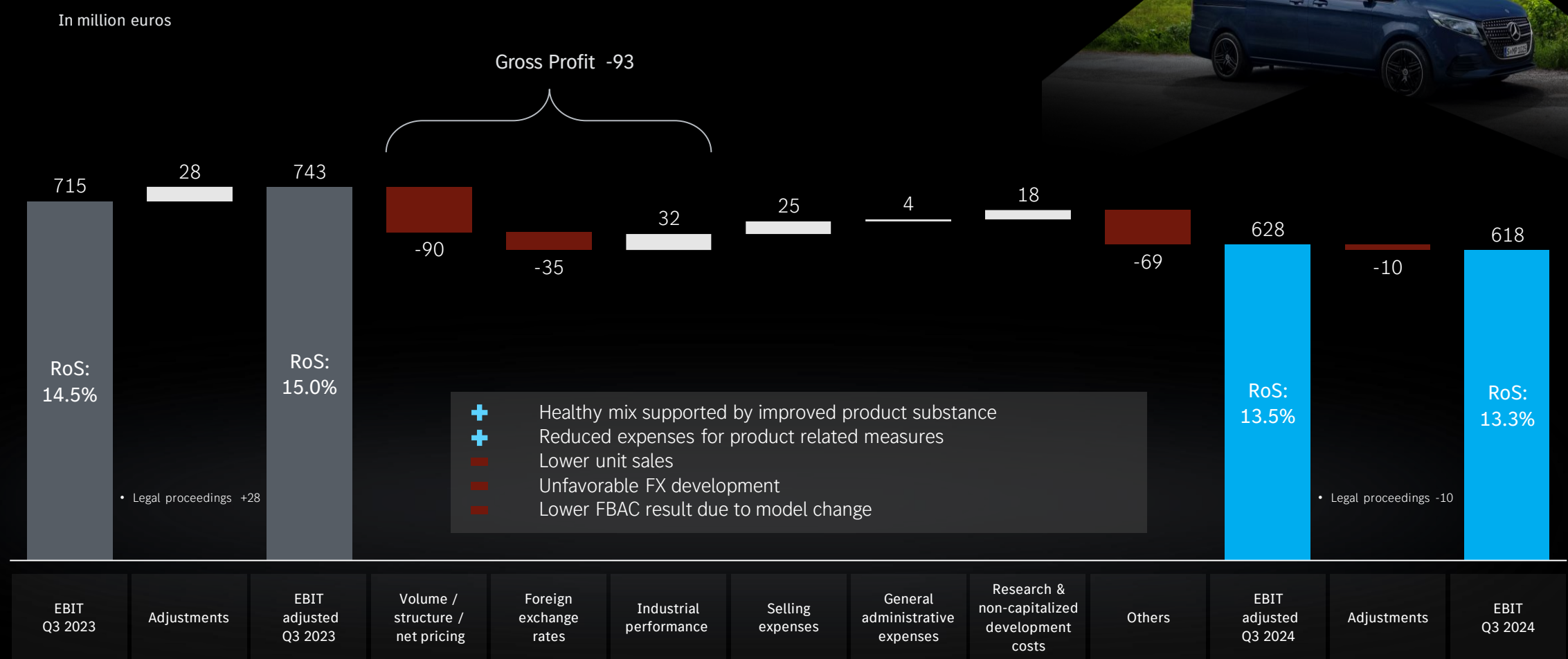


# Mercedes-Benz Vans: Financials



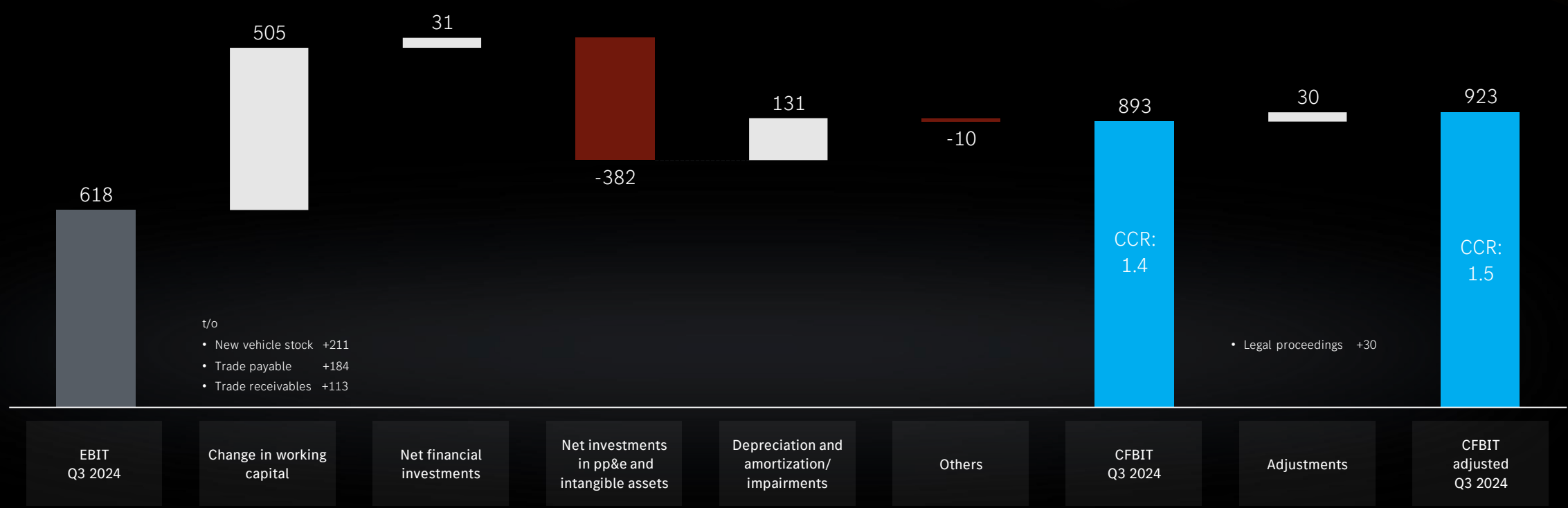


# Mercedes-Benz Vans: EBIT & RoS



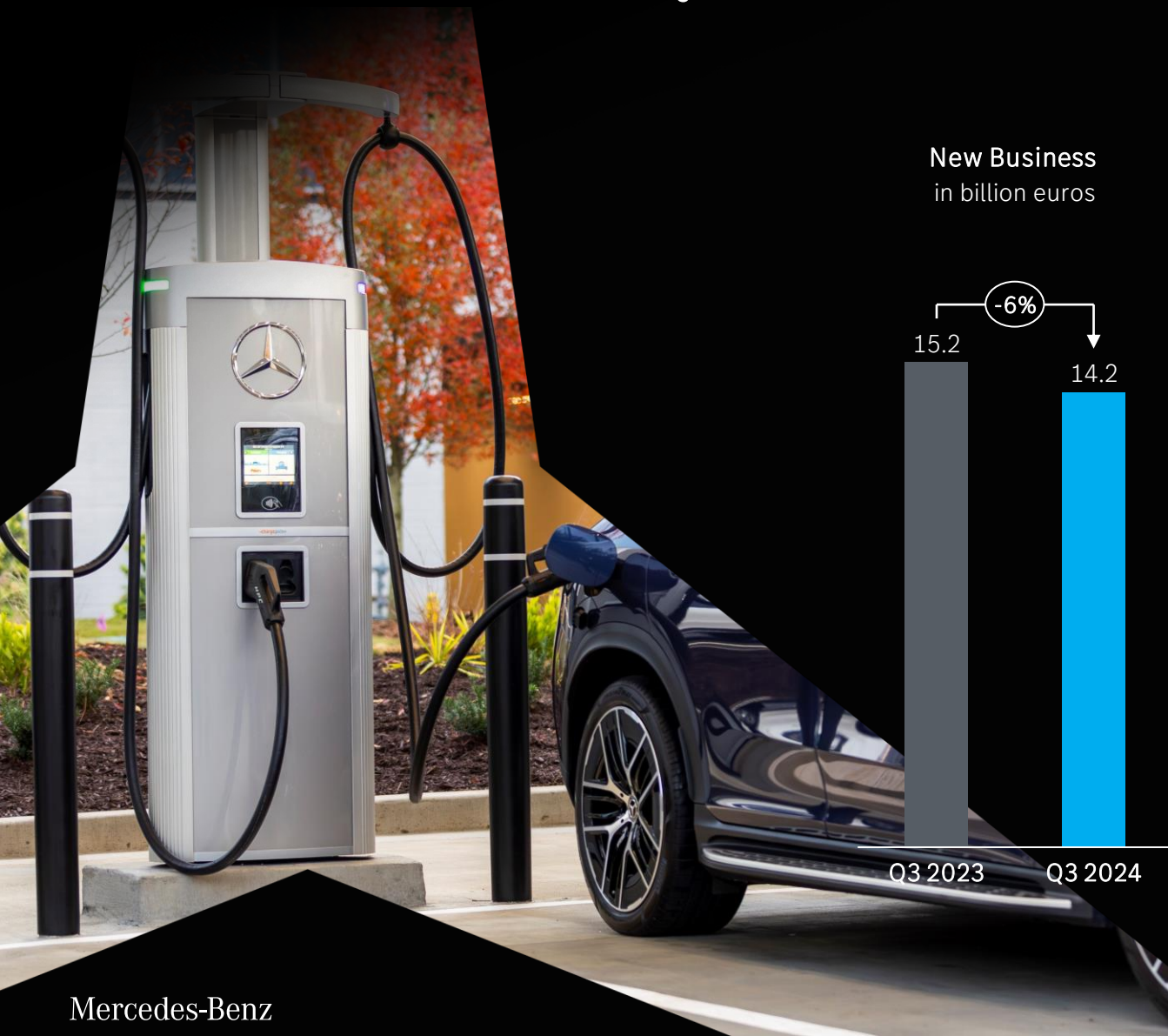
# Mercedes-Benz Vans: EBIT to CFBIT

In million euros

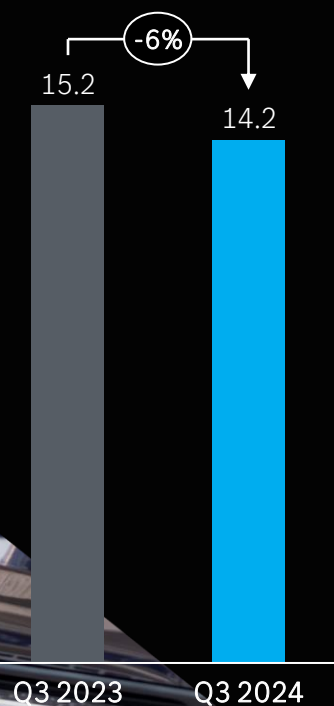




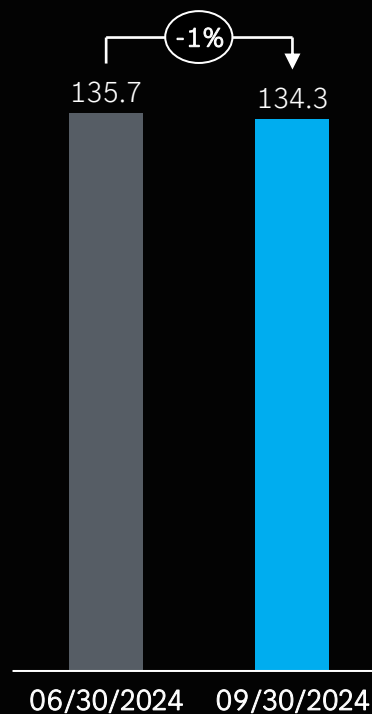
# Mercedes-Benz Mobility: Financials



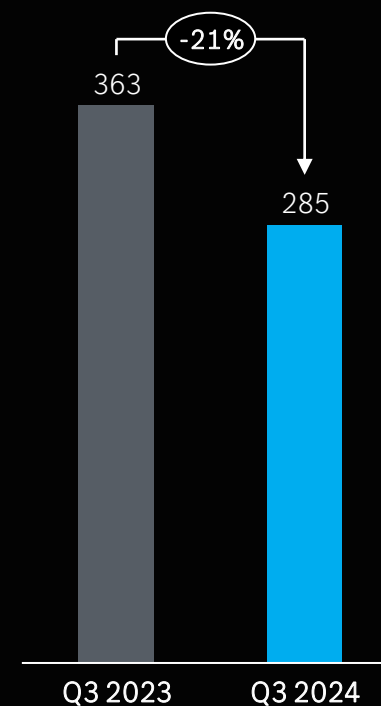
New Business  
in billion euros



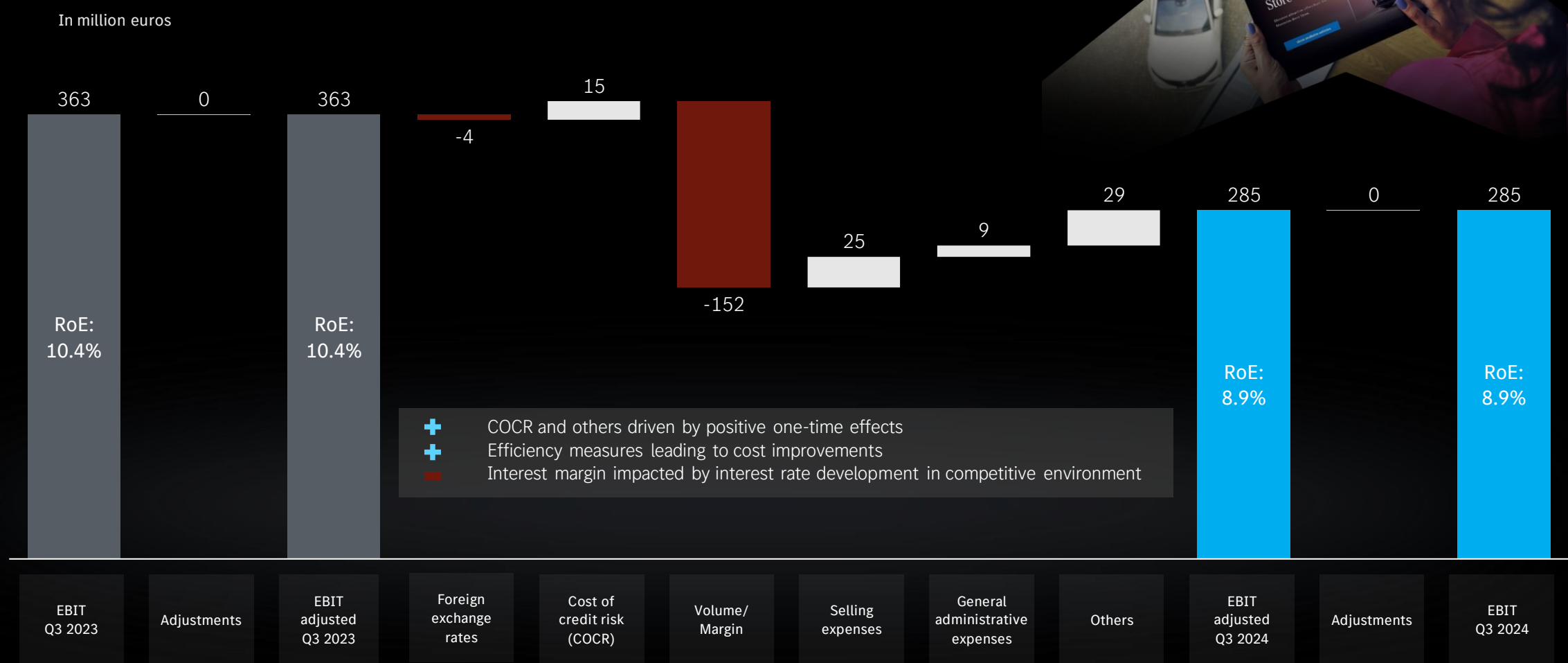
Contract Volume  
in billion euros



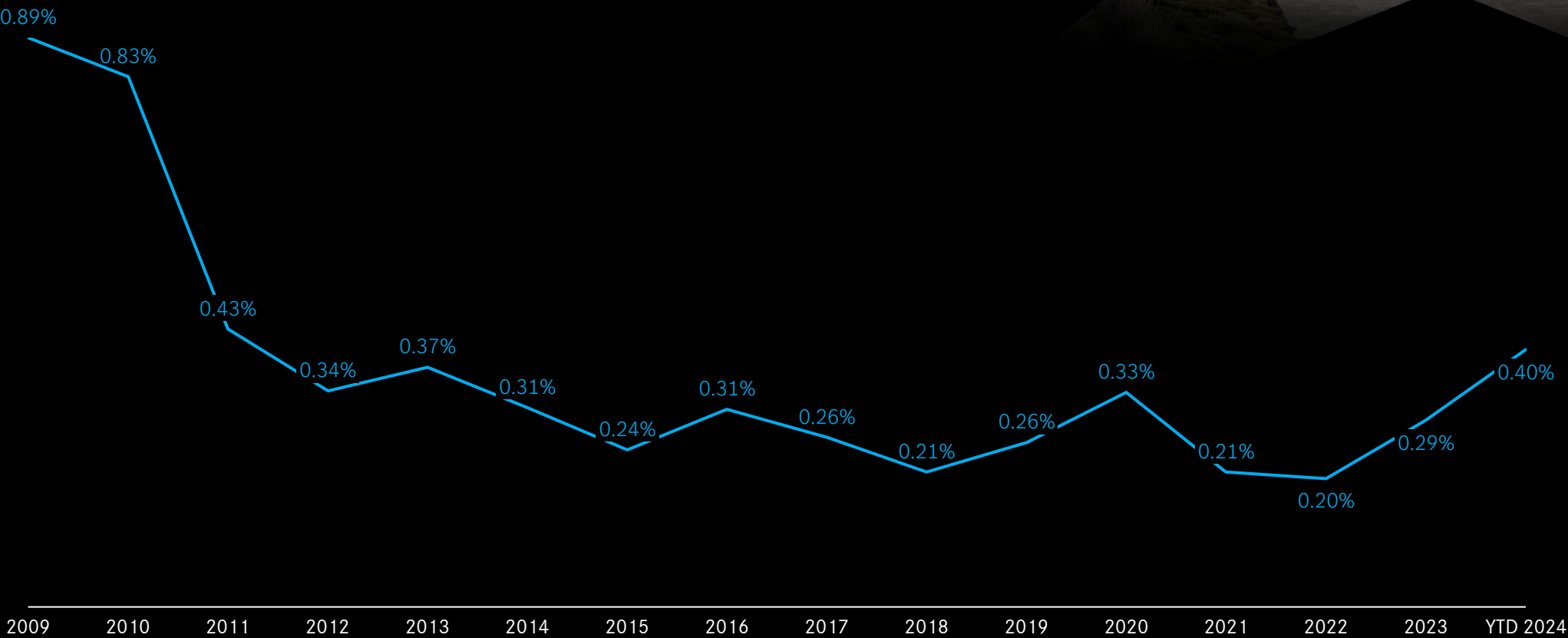
EBIT adj.  
in million euros



# Mercedes-Benz Mobility: EBIT & RoE



# Mercedes-Benz Mobility: Net credit losses\*



\* As percentage of portfolio, subject to credit risk.

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# Mercedes-Benz Divisional Guidance 2024



## ASSUMPTION

The assumptions regarding the economic situation and the development of automotive markets continue to be characterized by a degree of uncertainty. In addition to unexpected macroeconomic developments, uncertainties for the global economy and the business development of the Mercedes-Benz Group may arise in particular from geopolitical events and trade policy.

Unit Sales	Mercedes-Benz Cars	Slightly below
	Mercedes-Benz Vans	Slightly below
xEV share	Mercedes-Benz Cars (xEV)	18 to 19 %
	Mercedes-Benz Vans (xEV)	4 to 5 %
Return on Sales (adjusted*)	Mercedes-Benz Cars	7.5 to 8.5 %
	Mercedes-Benz Vans	14 to 15 %
	Mercedes-Benz Mobility (RoE)	8.5 to 9.5 %
Cash Conversion Rate** (adjusted)	Mercedes-Benz Cars	0.8 to 1.0
	Mercedes-Benz Vans	0.8 to 1.0
Investment in pp&e	Mercedes-Benz Cars	Significantly above
	Mercedes-Benz Vans	Significantly above
R&D expenditure	Mercedes-Benz Cars	At prior-year level
	Mercedes-Benz Vans	Significantly above

\* The adjustments include material adjustments if they lead to significant effects in a reporting period. These material adjustments relate in particular to legal proceedings and related measures, restructuring measures and M&A transactions.

\*\* Adjusted Cash Flow before Interest and Taxes (CFBIT) divided by adjusted EBIT.



# Mercedes-Benz Group Guidance 2024



## ASSUMPTION

The assumptions regarding the economic situation and the development of automotive markets continue to be characterized by a degree of uncertainty. In addition to unexpected macroeconomic developments, uncertainties for the global economy and the business development of the Mercedes-Benz Group may arise in particular from geopolitical events and trade policy.

Revenue	Slightly below
EBIT	Significantly below
Free Cash Flow (Industrial Business)	Significantly below

# Mercedes-Benz Group/Divisional Guidance Ranges\*

<i>Specification/ KPI</i>	Significantly below	Slightly below	At prior-year level	Slightly above	Significantly above
Revenue/ Unit Sales	$X < -7.5\%$	$-7.5\% \leq X < -2\%$	$-2\% \leq X \leq +2\%$	$+2\% < X \leq +7.5\%$	$X > +7.5\%$
EBIT (Group)	$X < -15\%$	$-15\% \leq X < -5\%$	$-5\% \leq X \leq +5\%$	$+5\% < X \leq +15\%$	$X > +15\%$
FCF IB	$X < -25\%$	$-25\% \leq X < -10\%$	$-10\% \leq X \leq +10\%$	$+10\% < X \leq +25\%$	$X > +25\%$
Investments/ R&D	$X < -10\%$	$-10\% \leq X < -2.5\%$	$-2.5\% \leq X \leq +2.5\%$	$+2.5\% < X \leq 10\%$	$X > +10\%$

\* X = Actual Guidance Figure





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# Our funding strategy is built on strict principles

## Targeting Financial Independence

No dependence from single markets, instruments, banks or investors

Diversification of funding sources and instruments: Bank Loans, Bonds, ABS, Commercial Paper

No Covenants and asset pledges, no Credit Support Agreements

## Maximizing Financial Flexibility

Keeping prudent amount of Cash and Committed Credit Facility

New markets funded via global and local banks first

Early capital market funding to save credit capacity in growth regions

## Stringent Global Funding Policy

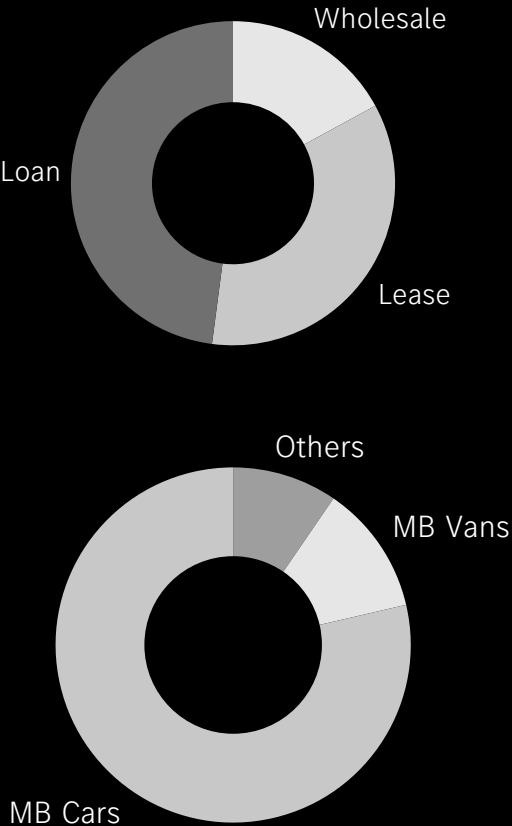
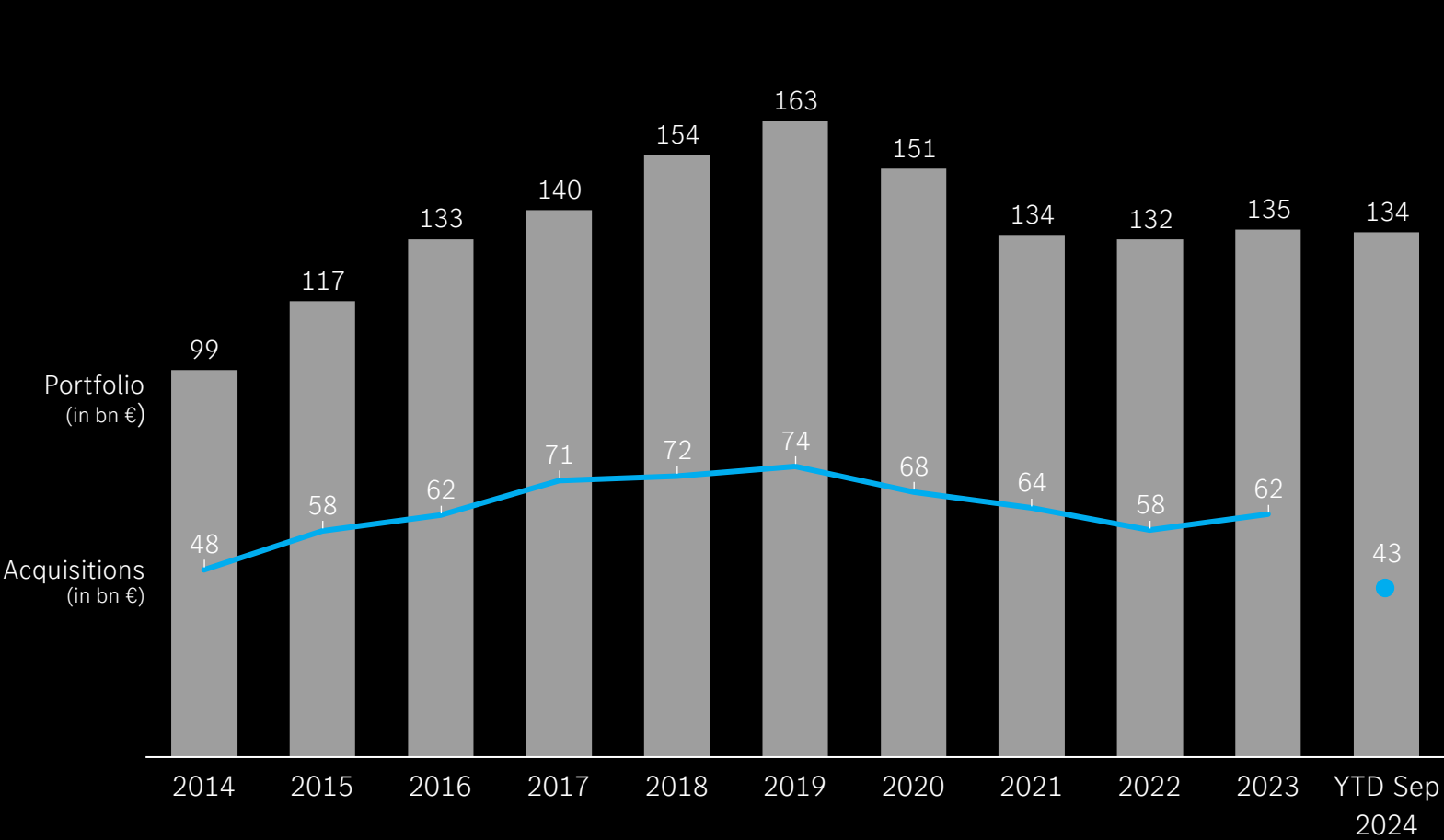
Liquidity matched funding

Interest rate matched funding

Currency matched funding

Country matched funding

# Portfolio at Mercedes-Benz Mobility remained stable compared to 2023



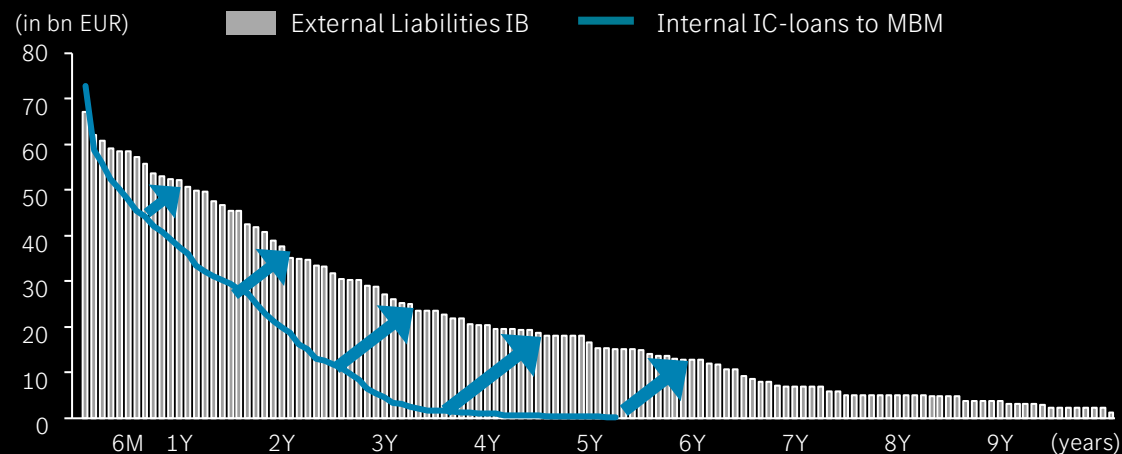
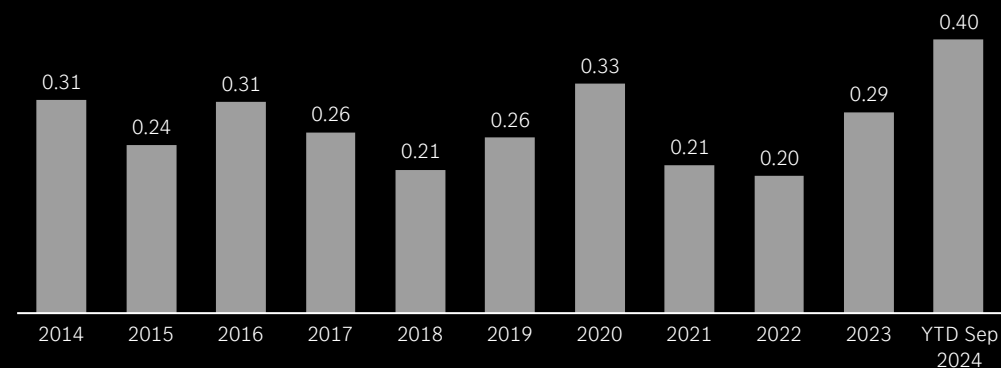
# Mercedes-Benz Mobility business with stringent credit management and solid refinancing

Net credit losses are impacted by the ongoing tense risk situation in the consumer segment in the US market. They are expected to remain on an elevated level in the year 2024.

The matched-funded approach ensures that liquidity risks are managed properly.

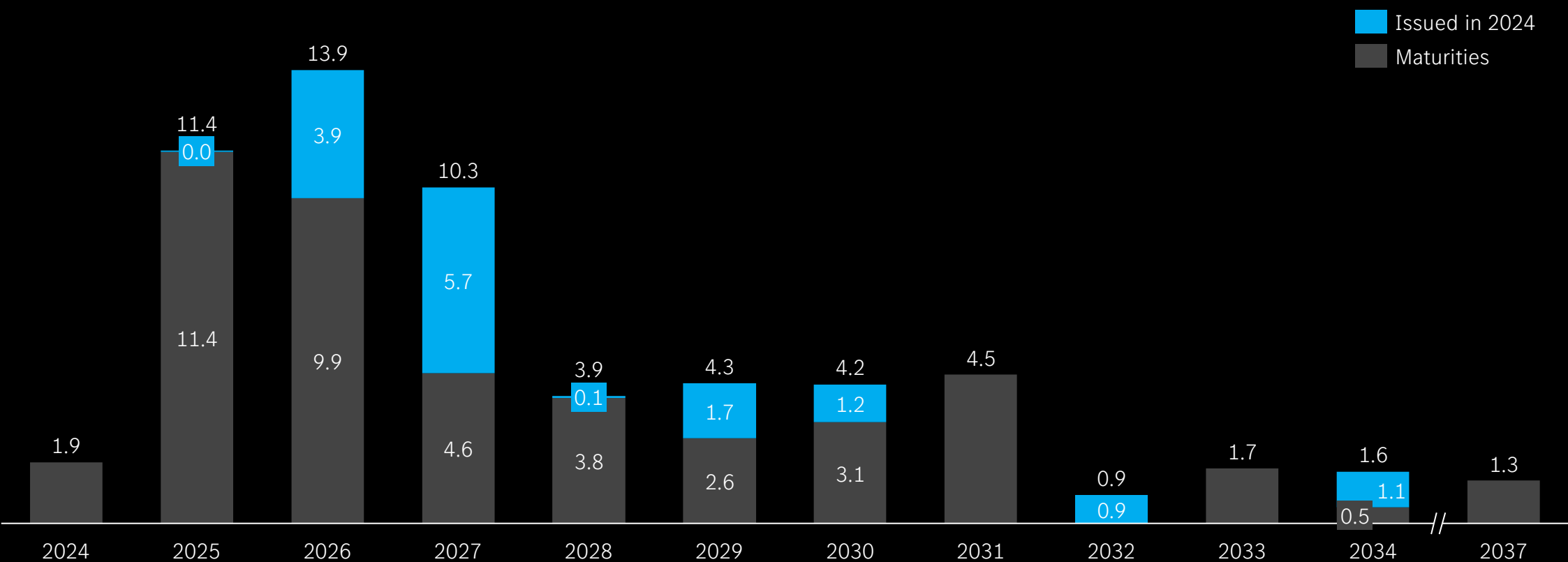
External liabilities of Mercedes-Benz Group have a longer duration due to capital market refinancing than internal allocation to MBM via IC-loans.

Net credit losses as a percentage of portfolio, subject to credit risk



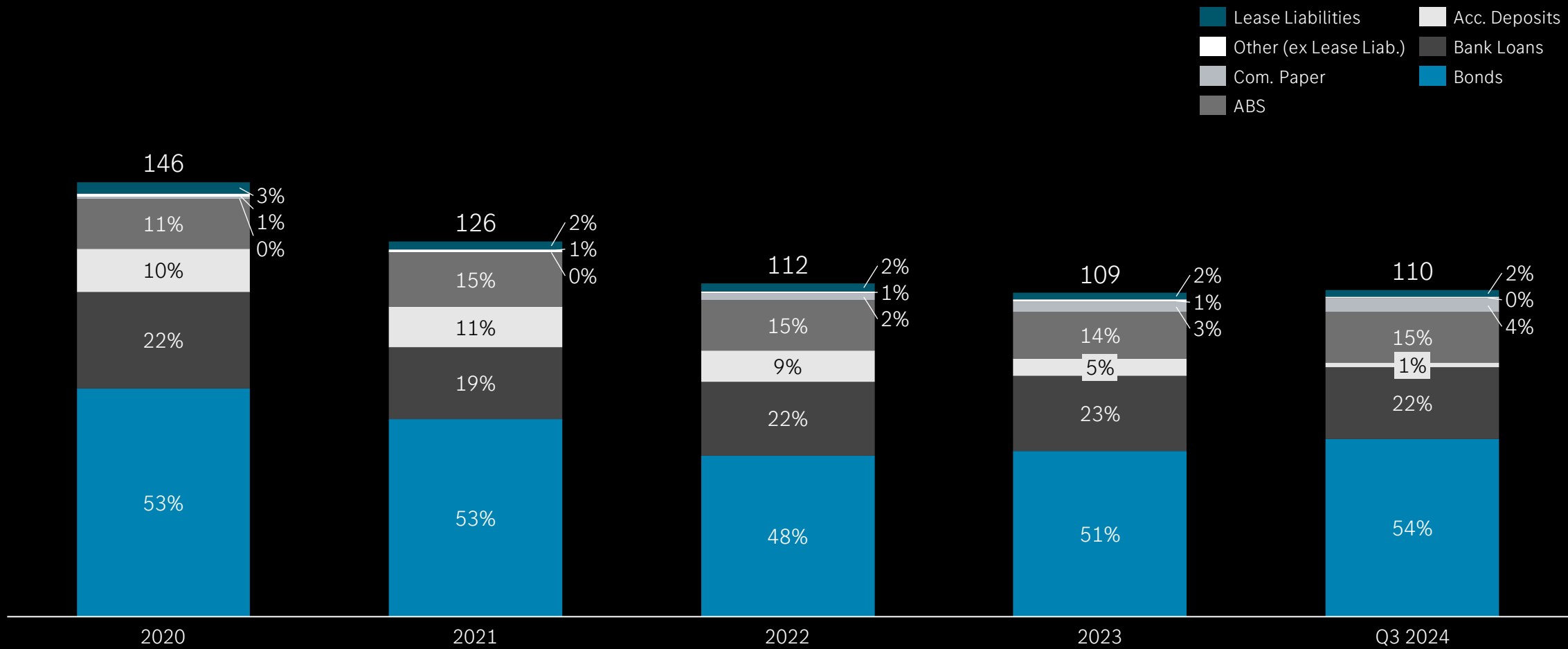
# Well balanced bond maturity profile

in billions of EUR as of September 30<sup>th</sup>, 2024

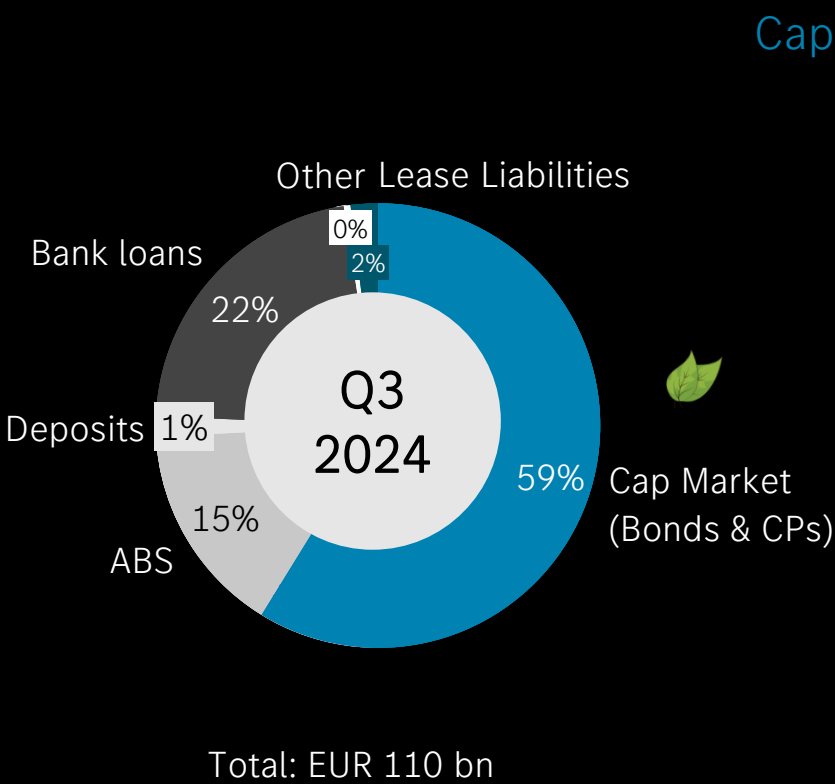


# Financing liabilities show a diversified funding mix

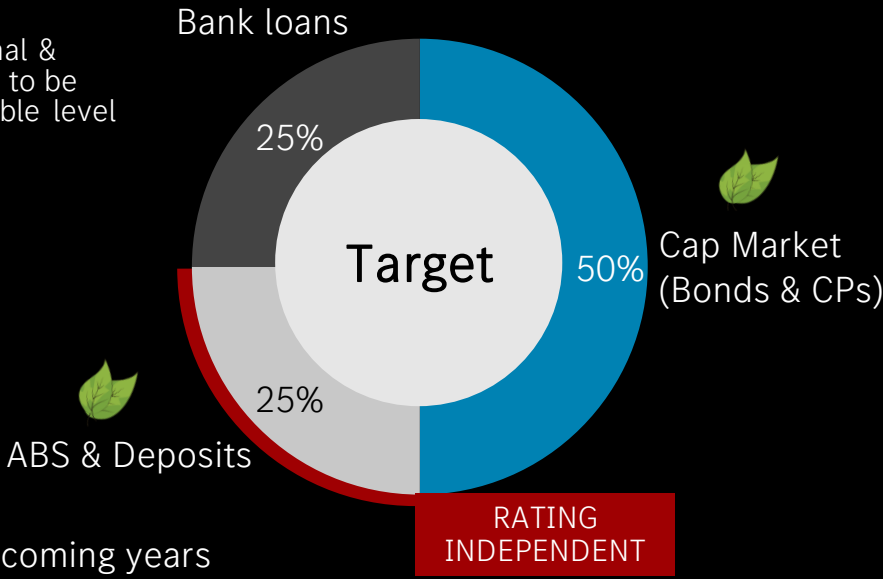
in billions of EUR



# To ensure sustainable portfolio growth, we mitigate risk and volatility through a balanced mix of funding instruments



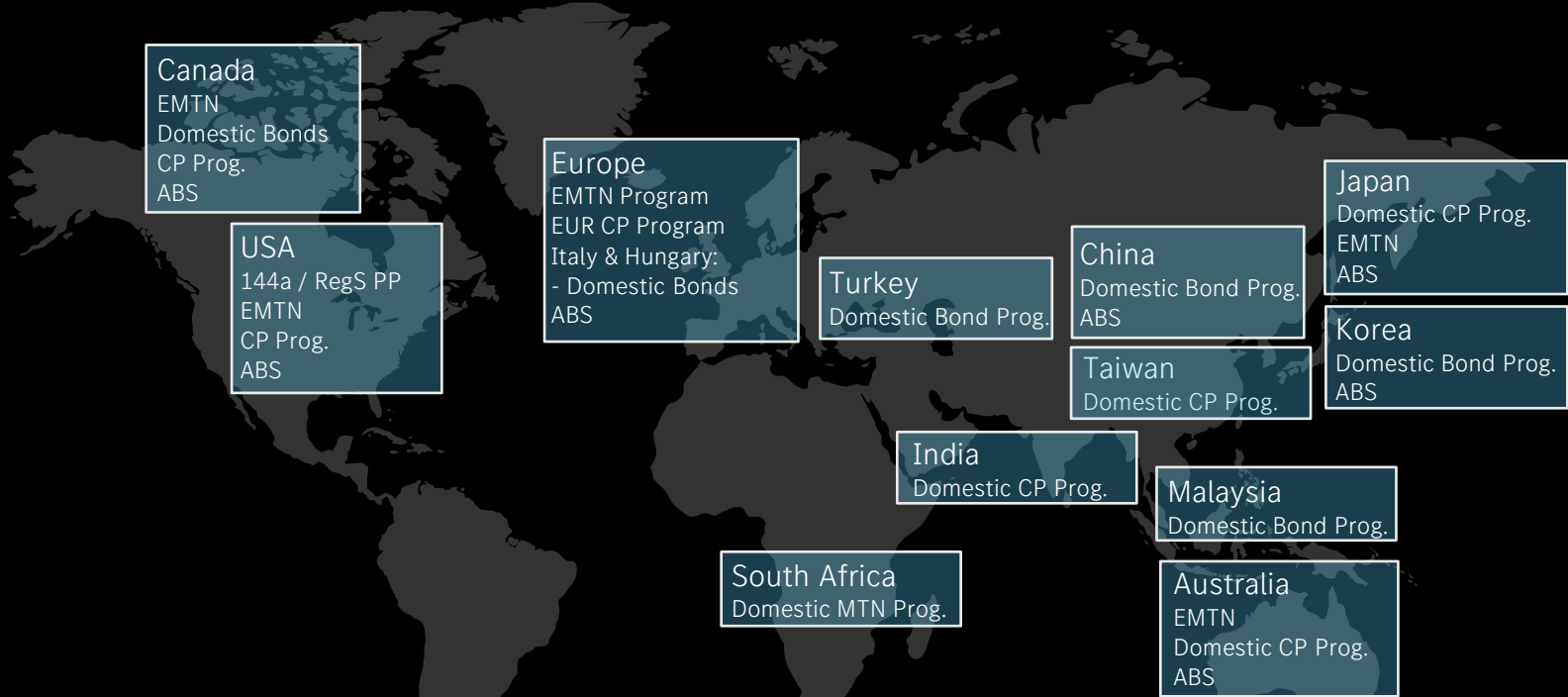
- Capital Markets** | Strengthen our global footprint and use market opportunities
- Bank Loans** | Deepen our excellent bank relationships
- ABS** | Globally expand our highly competitive ABS issuances
- Deposits** | Deposits from institutional & other qualified investors to be maintained on a reasonable level



Planned to increase Green Finance Share in the upcoming years



# Diversified global funding base: continuously matched with MBM requirements

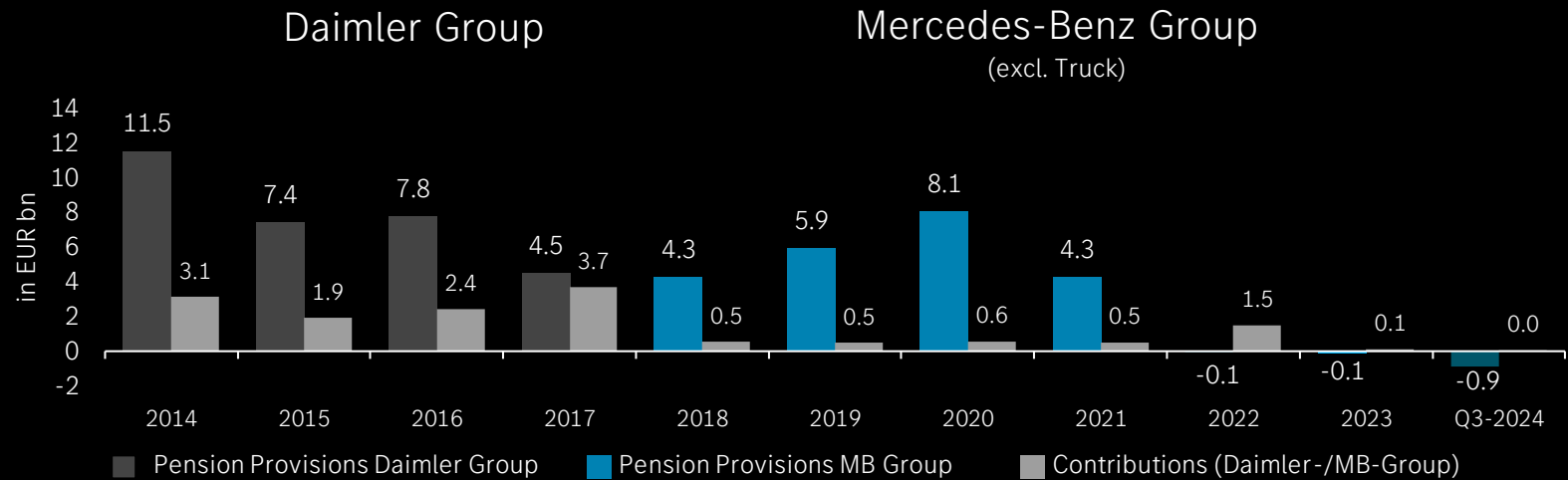


Bonds						ABS						Bank Loans		
Currency	Volume	%	Currency	Volume	%	Currency	Volume	%	Currency	Volume	%	110 banks providing funding of EUR 24 bn in 30 countries		
EUR	31.0	52%	ZAR	0.4	1%	USD	9.1	54%	CAD	0.3	2%			
USD	21.2	36%	AUD	0.4	1%	CNY	3.0	18%	AUD	1.1	6%			
CNY	2.2	4%	JPY	0.4	1%	EUR	1.6	10%	JPY	0.6	3%			
CAD	1.4	2%	MYR	0.3	0%	GBP	1.3	8%						
GBP	1.2	2%	KRW	0.3	0%									
CHF	0.6	1%	Other (HUF, SEK, HKD, NOK, TRY)	0.3	0%									
Total (EUR bn)	60		Currencies	16		Total (EUR bn)	17		Currencies	7				

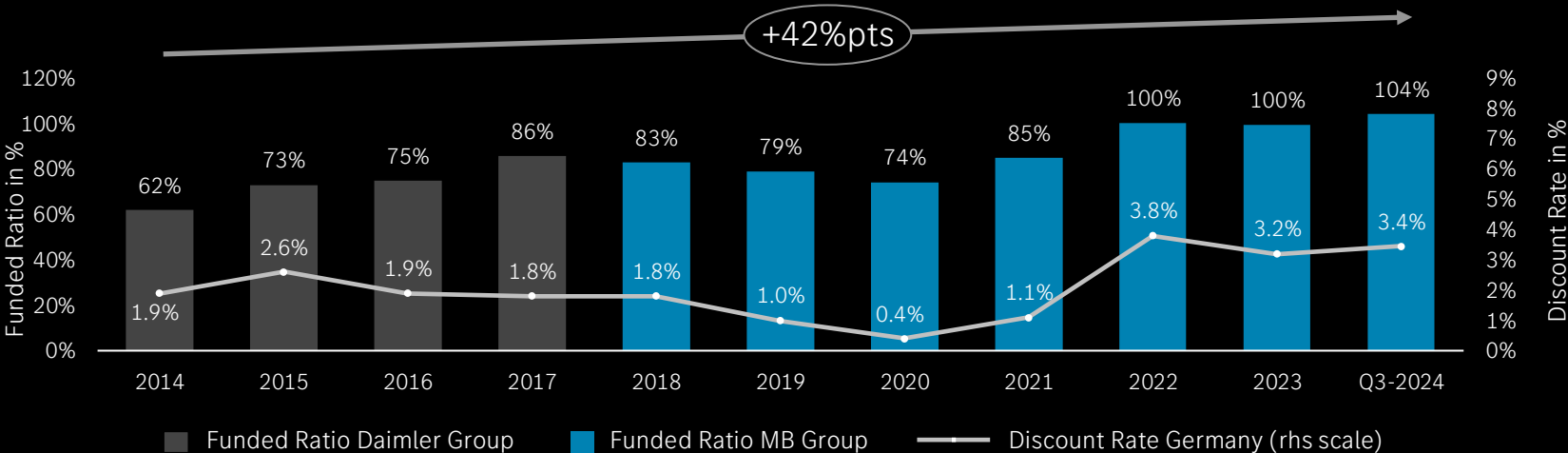
# Mercedes-Benz Group's financial KPIs set to support a strong rating

	Agency	Long-term	Outlook	Short-term
Current Credit Ratings	S&P:	A	stable	A-1
	Moody's:	A2	stable	P-1
	DBRS:	A	stable	R-1 (low)
	Scope:	A+	stable	S-1+

# Funded Ratio of pension obligations at approximately 104%



Solid capital structure: on a net basis, no more pension provisions since 12/2022



Funded Ratio improved in 2024 due to positive asset returns and slightly increasing discount rate

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# Electrification has four dimensions

EV EFFICIENCY

EV OFF-ROAD

EV PERFORMANCE

EV NEXT LEVEL



# The pace of the transformation is set by customers and market conditions

We will be able to cater to different  
customer needs until well into the 2030s

as high as **50 %**

expected xEV\* share of new vehicles at Mercedes-  
Benz Cars in 2<sup>nd</sup> half of this decade

**-20 %**

Investments targeted vs.  
2019 in 2<sup>nd</sup> half of decade





# Our sustainable business strategy “Ambition 2039” goes far beyond our products



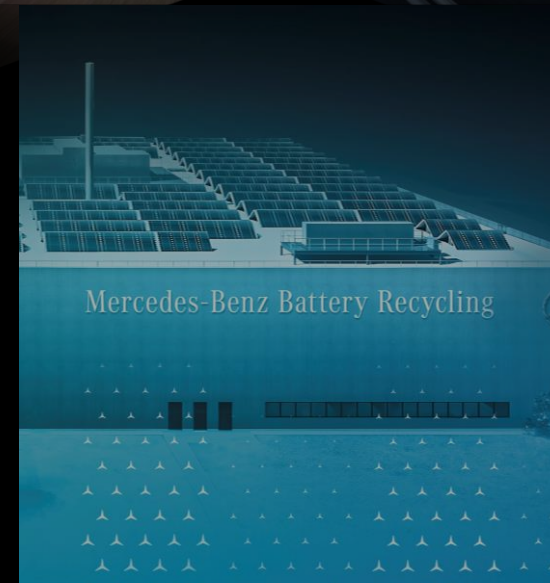
**Production:** The ambition for all Mercedes-Benz production plants worldwide is to run 100 percent on renewable energy with zero CO<sub>2</sub> emissions by 2039



**Sourcing:** ~60% of critical raw material assessment process finalised



**Retail:** aim for net-carbon neutrality\* by 2030 across sales & aftersales locations



Mercedes-Benz Battery Recycling

**Closing the loop:** opening battery recycling factory with targeted recycling rate of >96%

\* Net carbon-neutrality means that carbon emissions that are not avoided or reduced at Mercedes-Benz are compensated for by certified offsetting projects

# Ambition 2039 - Our commitment to net carbon-neutrality<sup>1</sup>

Supply chain



Production & logistics



Well-to-tank



Tank-to-wheel



End-of-life



**2020:** 49.7 t CO<sub>2</sub> emissions per vehicle, Mercedes-Benz Cars<sup>3</sup>

**2023:** 46.3 t CO<sub>2</sub> emissions per vehicle, Mercedes-Benz Cars<sup>3</sup>

**2039:** Net carbon-neutral fleet of new Mercedes-Benz vehicles along all stages of the value chain

<sup>1</sup> Net carbon-neutral means not causing any CO<sub>2</sub> emissions and compensating any CO<sub>2</sub> emissions that do occur through certified projects to offset emissions

<sup>2</sup> SBTi- Science-based target initiative; Mercedes-Benz AG targets for scope 1 and 2 as well as scope 3 (use phase) emissions approved in 2019

<sup>3</sup> Incl. scope 1, scope 2 and selected scope 3 CO<sub>2</sub>-emission categories concerning vehicle lifecycle



# MMA FAMILY integrates technology from VISION EQXX — the most efficient Mercedes we have ever built



Mercedes-Benz Electric Drive Unit  
(MB.EDU) with up to

93 % efficiency



Consumption of

~12 kWh/100 km



15 min

charging delivers  
up to 400 km range



Range of more than

750 km\*



800 V system enables up to

300 kW DC charging



\*WLTP: In real driving conditions, deviations from the certified standard values may occur. The real values are influenced by a variety of individual factors, e.g. individual driving style, environmental and route conditions.

# We want to ease the life of our customers with fast, convenient, and reliable charging solutions



## Global Joint Ventures

EU: >3,300 HPC plugs built

China: >7,000\* HPC plugs by 2026

North America: >30,000\* HPC plugs  
by end of decade

\* Figures are target values



## MB branded HPC network

>10,000\* HPC plugs across  
our key markets by  
end of decade



## Adding more options

Access to superchargers in North  
America from 2024 onwards.  
Integration of NACS starting 2025



# Mitigating transformation risks - optimising our footprint

## CAPACITY



Structural adjustment and realignment  
of production capacity and volume,  
e.g. sale of Hambach

## TRANSFORMATION



Rightsizing industrial footprint, e.g. Jawor:  
transformation from powertrain into van site,  
benefit for entire Group

## FLEXIBILITY

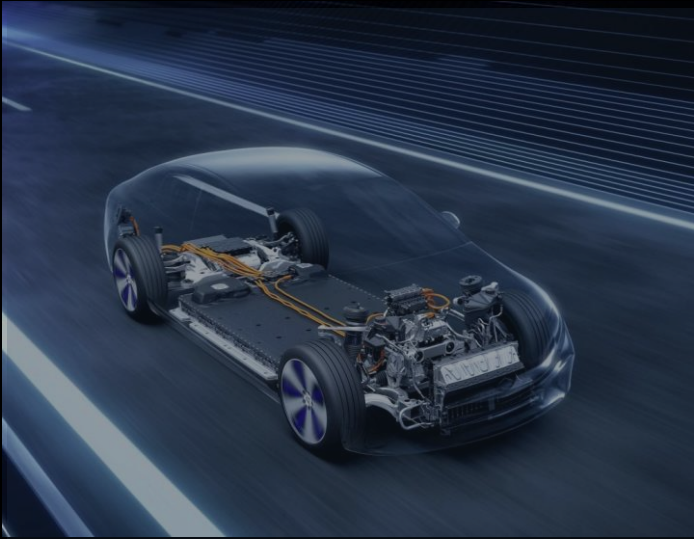


Maximum flexibility with xEVs\* and combustion  
engine vehicles on the same production line

\* Plug-in hybrids and all-electric vehicles

# Mitigating transformation risks - optimising our cost base

## SCALE



Future all-electric architectures designed in a way to use common components and synergy parts

## BATTERIES



> 30 % reduction in €/kWh battery cost possible in the coming years, while improving efficiency & charging time

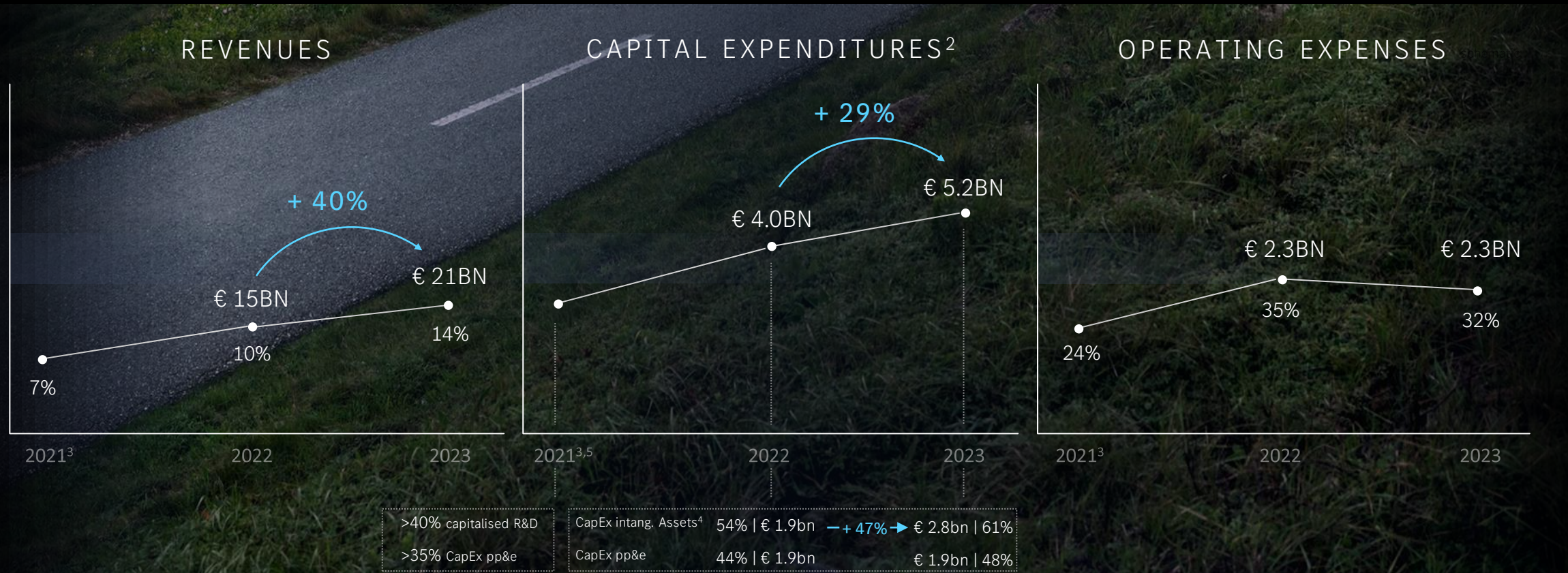
## PROCUREMENT



Targeting the reduction of material costs in the coming years



# EU Taxonomy-aligned shares<sup>1</sup> - Taxonomy reporting demonstrates progress towards carbon neutrality



<sup>1</sup> Comprehensive EU Taxonomy reporting in Annual Report 2023 <sup>2</sup> CapEx without additions to equipment on operating leases; Taxonomy-aligned CapEx of 24%  
<sup>3</sup> Voluntary reporting on the proportion of economic activities relating to low-carbon vehicles (below the limit value of 50g CO<sub>2</sub>/km) <sup>4</sup> Mainly capitalised development cost <sup>5</sup> Including capital expenditure on non-current assets related to Daimler's commercial vehicle business until its first classification as available for sale or disbursement in accordance with IFRS 5 by July 30, 2022

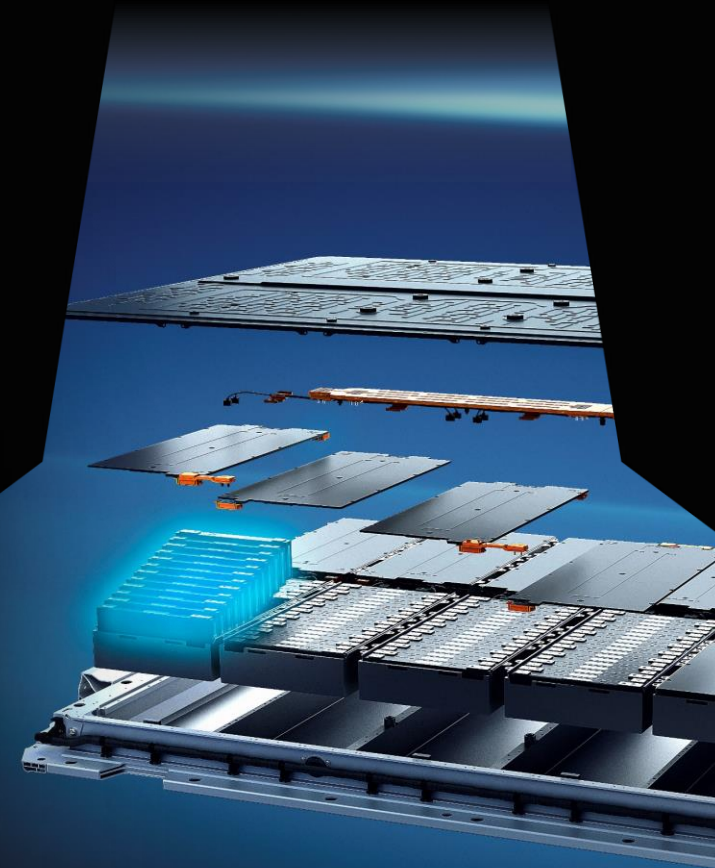
# Together with our partners, we will expand our activities in battery cells and systems

Local-for-local strategy with partners and new cell factories around the world

Envision AESC

CATL

ACC





# Mercedes-Benz tests Factorial solid-state battery cells: Breakthrough in battery technology innovation to advance EV safety and performance

Developed in partnership: all-solid-state battery Solstice™

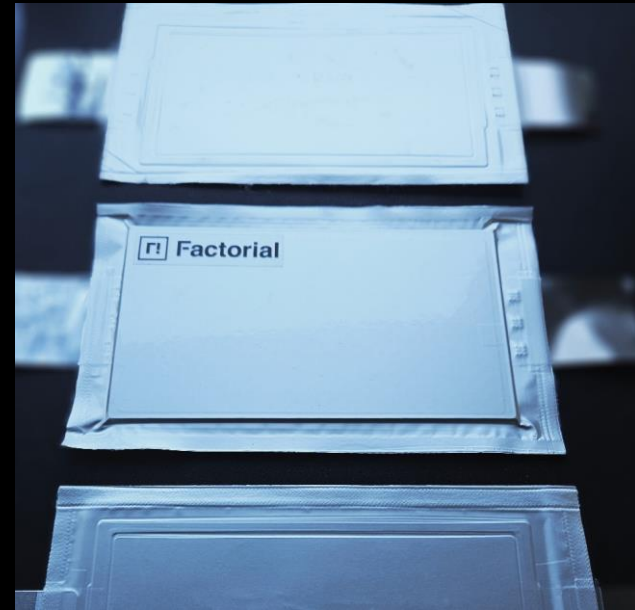
High energy density

Significant increase in EV range

More sustainable, energy-efficient, and cost-effective battery production

Factorial already delivered B-samples of its solid-state battery cells utilizing its FEST® platform to Mercedes-Benz, paving the way for the new Solstice™ solid-state battery technology and the next generation of EVs

Expected to be implemented by the end of the decade



**Factorial**



# We are addressing the battery cost challenge

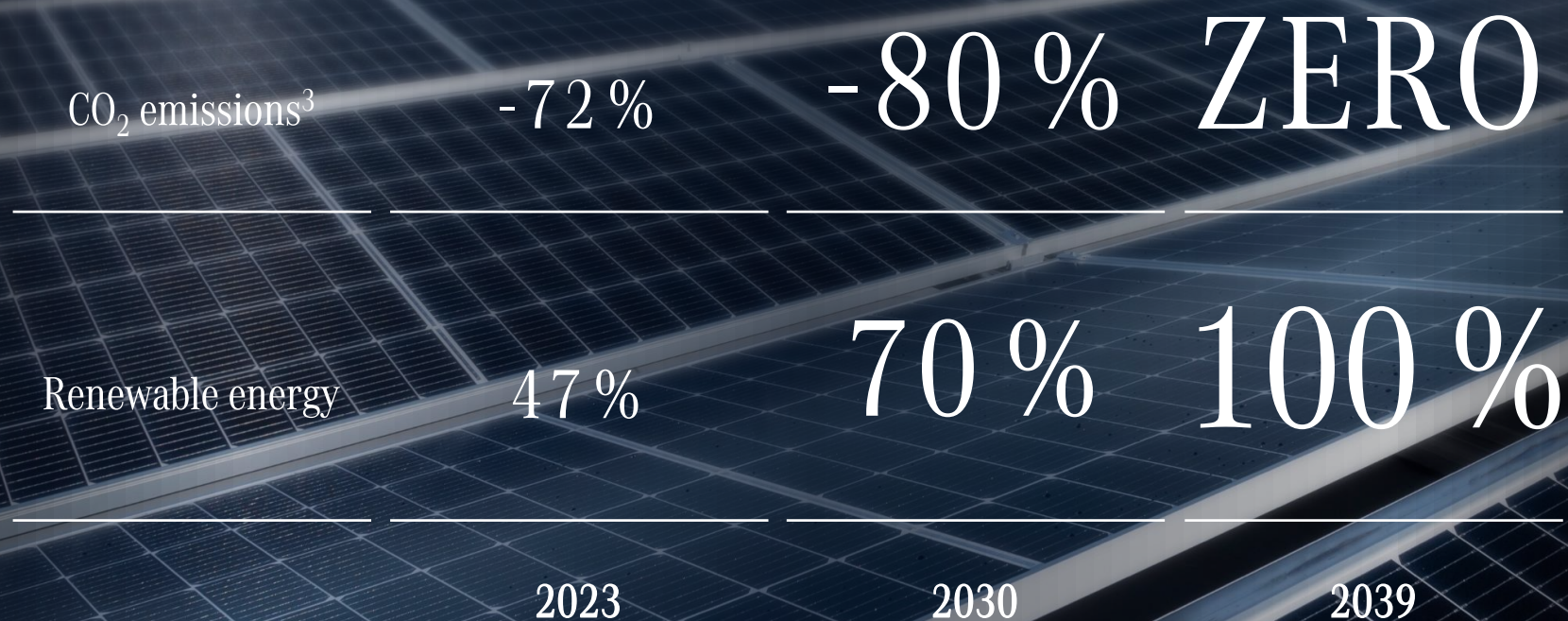


>30%

possible €/kWh battery cost reduction in coming years -  
while improving efficiency & charging time

- ▶ Optimised cell and module design
- ▶ Improved vehicle integration
- ▶ Further development of NMC and next gen LFP
- ▶ Cell updates during lifecycle
- ▶ Continuous improvement agreements with suppliers

# Carbon reduction & renewable energy expansion at Mercedes-Benz Cars; net carbon-neutral production since 2022<sup>1,2</sup>



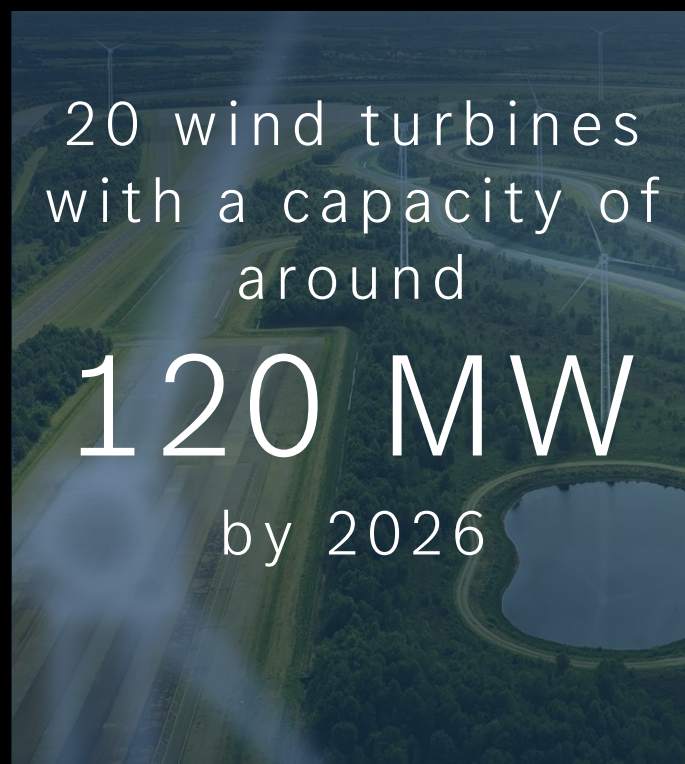


# Mercedes-Benz Group intends to cover more than 50% of its total electricity demand in Germany from new solar and wind power plants

## PHOTOVOLTAIC



## WINDPARK PAPENBURG



## WINDPARK WINDANKER



# We are establishing a net carbon-neutral\* supply chain

## STEEL

### CARBON FOOTPRINT REDUCTION BY 40%

1/3 of body-in-white steel in the  
U.S.-sourced from electric arc furnaces

### CO<sub>2</sub>-REDUCED STEEL FOR MORE THAN 1/3 OF DEMAND

Annual target for European  
press shops within this decade

## ALUMINIUM

### 1/3 of primary aluminium

for next BEV models in EU using electricity from renewable sources  
for electrolysis – goal is to extend to all aluminium sourced for our  
foundry in Mettingen (Germany)

CO<sub>2</sub> reduction per kg/Al of approx.\*

▶ **40–50 %** starting in 2024

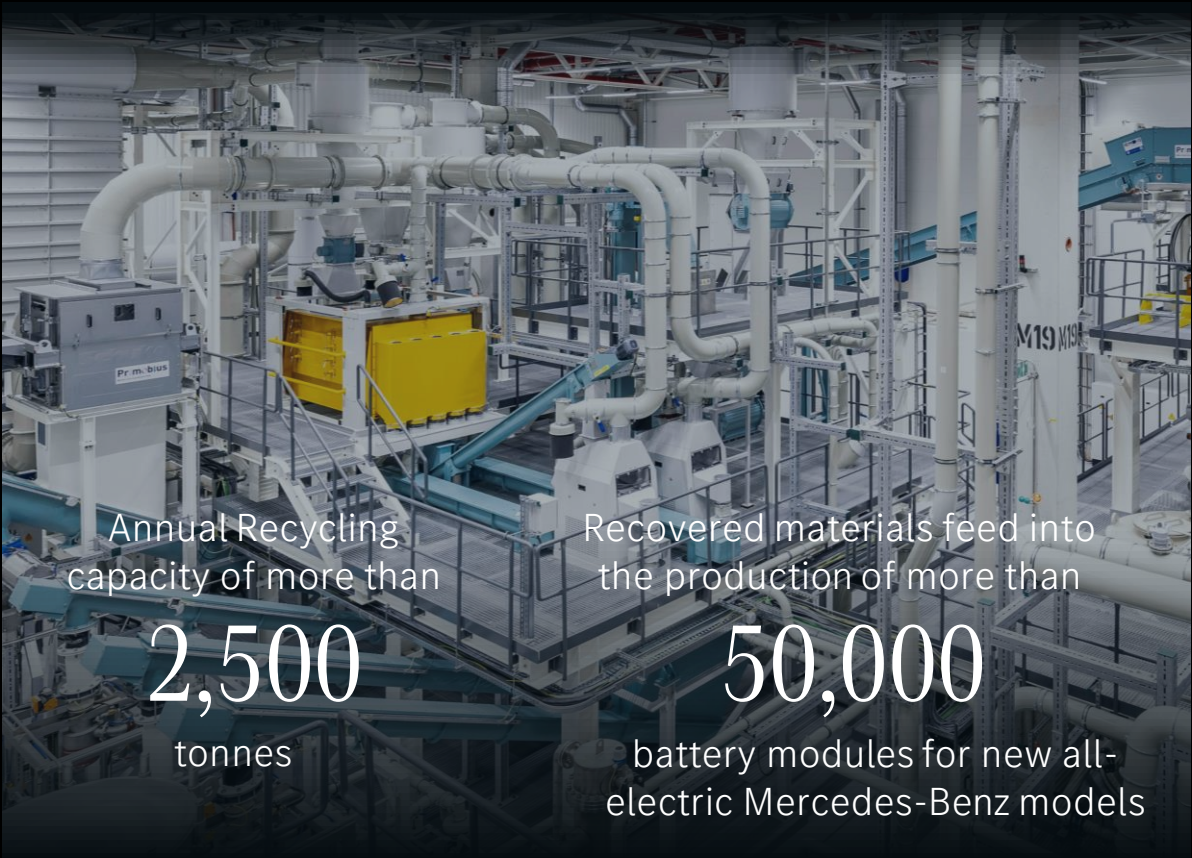
Developing further innovations for very-low-CO<sub>2</sub>  
aluminium parts with our partners

Targeted CO<sub>2</sub> reduction per kg/Al of approx.\*

**>90 %** by 2030



# Closing the loop with our net carbon-neutral\* battery recycling factory in Kuppenheim



Goal: More than **96%** recovery rate

- Plastics, Copper, Aluminium, Ferrum
- Nickel, Cobalt, Manganese, Lithium, Carbon
- Housing, Plastics, Cables, E/E-Components

Integrated mechanical-hydrometallurgical process

Recycling of lithium-ion batteries

BLACK MASS REFINING

MATERIAL SORTING



GRINDING



DISASSEMBLY



\* Net carbon-neutrality means that carbon emissions that are not avoided or reduced at Mercedes-Benz are compensated for by certified offsetting projects

# Our sustainable people plan focuses on a just transition for our employees



Target pictures of  
locations and entities

Becoming a lean, resilient,  
agile and innovative  
company

Hiring for our future

Turn **2** Learn >2 bn

investment in Turn2Learn  
qualification initiative  
worldwide 2022-2030

2.3 mn

learning hours in 2023,  
+19% compared to 2022

~ 142.000

participations in  
trainings in  
digitalisation  
in 2023 worldwide

Modern, flexible and  
diverse working  
environment

30%

share of women in  
senior management  
positions by 2030

**77%** ARE SATISFIED  
WORKING  
AT MERCEDES-BENZ  
+3% compared to 2021



# We finance our transformation in a sustainable manner

## GREEN FINANCE FRAMEWORK



In line with Ambition 2039

“DARK GREEN” by CICERO

Green Mercedes-Benz Mobility assets and Green ABS

## GREEN PANDA BOND



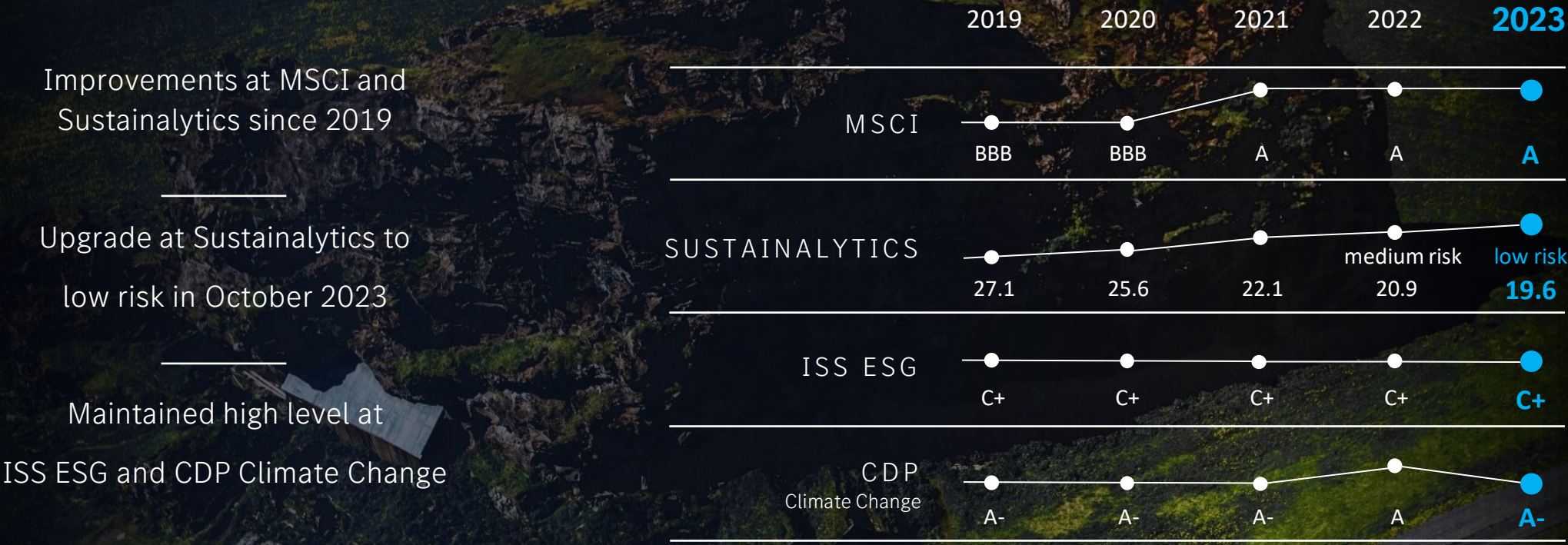
First automaker to issue a Green Panda Bond

Green Finance regional footprint expanded

Net proceeds for BEVs



# Mercedes-Benz Group ESG ratings performance



# AGENDA

I. Mercedes-Benz Group Review Q3 2024

II. Divisional Review Q3 2024

III. Outlook FY 2024

IV. Funding

V. Sustainability

**VI. Luxury**

VII. Automated Driving & Operating System

# Mercedes-Benz – The original and most valuable luxury car brand

Heritage:

Mercedes-Benz is built on constant reinvention



# \$59 bn

Mercedes-Benz brand value 2024 <sup>1</sup>

Formula 1:

The power of F1 for our brand

# 1.5 bn 70.5 mn

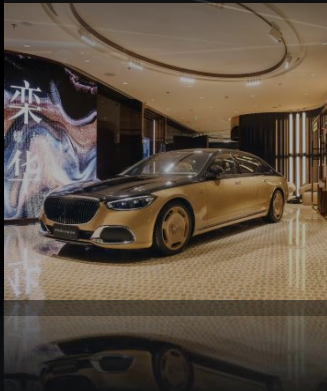
cumulative TV viewers <sup>2</sup>

social media followers <sup>2</sup>





# We elevate our physical brand experience with unique “Mercedes moments”



## **“The Mercedes-Benz Way”**

Customer Experience Training  
completed by end of 2024 in 33 markets.  
Continuation as a programme with  
ongoing activities in 2025.

## **New retail brand concept**

Customer experience with new  
look and feel already visible in  
more than 30% of showrooms  
worldwide.

## **Brand center network**

Global expansion to ensure highly  
individual customer experience  
for AMG, Maybach & G

# The new Mercedes-Maybach SL Monogram Series, for the ultimate open-air experience



The Mercedes-Maybach SL 680 Monogram Series\* is the sportiest model in the Maybach brand's history

Two curated design concepts “Red Ambience” and “White Ambience” at market launch

Chrome fin and upright star on the bonnet as well as aerodynamic scoop behind the seats redefine proportions

Maybach pattern forms a stylish design element linking exterior and interior

The highest level of driving and acoustic comfort

Market rollout starts in Europe in spring 2025, with other markets to follow



# Limited and highly exclusive: Mercedes-AMG GT 63 PRO 4MATIC+ “Motorsport Collectors Edition”



Aimed at car enthusiasts and collectors who are looking for a particularly sporty driving experience and are Formula 1™ fans

Special model limited to 200 units

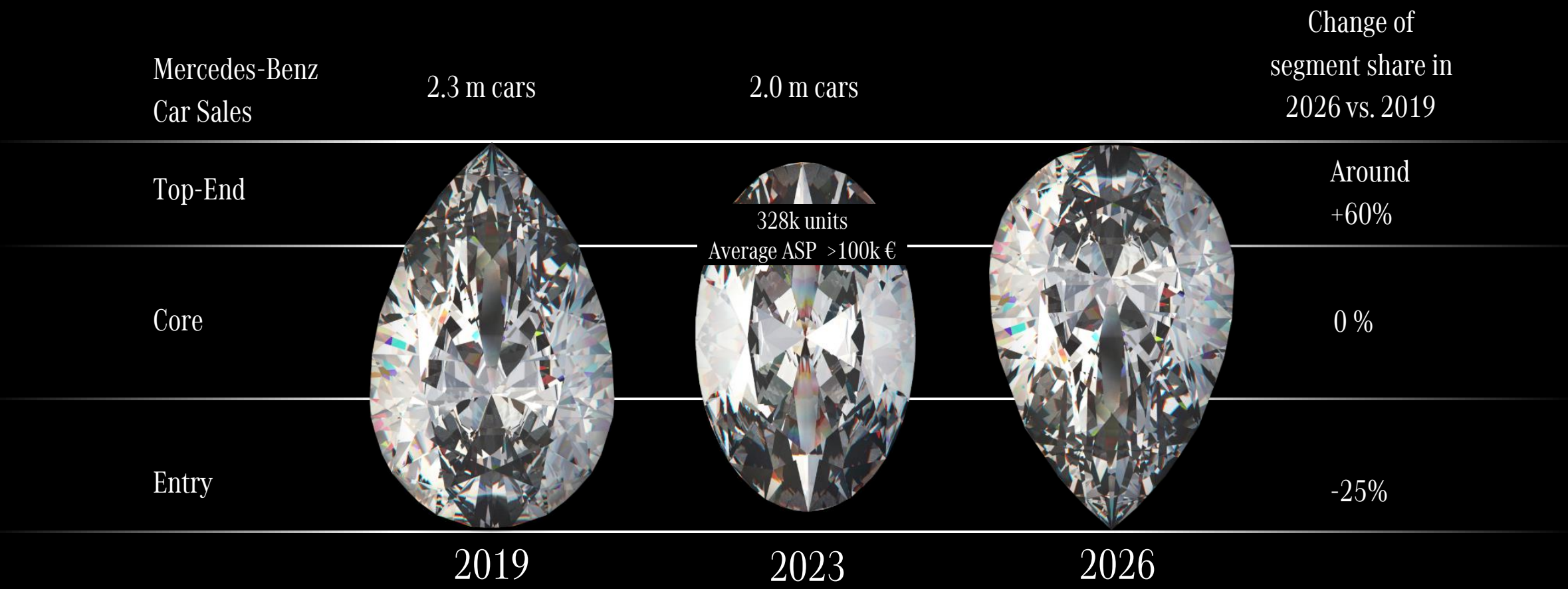
Exclusive paintwork with star pattern and PETRONAS-coloured contrasting elements

Fully equipped including edition-specific car cover

450 kW (612 hp) of power from the AMG 4.0-litre V8 biturbo engine, aerodynamic fine-tuning with reduced lift and more powerful cooling contribute to enhanced driving dynamics

\* Mercedes-AMG GT 63 PRO 4MATIC+ “Motorsport Collectors Edition” (combined energy consumption: 14.0 l/100 km | combined CO<sub>2</sub> emissions: 319 g/km | CO<sub>2</sub> class: G)  
The specified values were determined according to the prescribed measurement procedure WLTP (Worldwide Harmonised Light Vehicles Test Procedure). The ranges given refer to the German market. The energy consumption and CO<sub>2</sub> emissions of a car depend not only on the efficient use of the fuel or energy source by the car, but also on the driving style and other non-technical factors.

# Reshaped model portfolio will drive profitable sales growth





# We are creating new opportunities for profitable growth at the top-end of our product and brand portfolio



**S-Class:** strengthening position as undisputed market leader



**G-Class:** evolving the adventurous luxury icon in 2024



Mercedes-Maybach EQS 680 SUV (combined energy consumption: 24.1-22.0 kWh/100 km | CO2 emissions combined: 0 g/km | CO2 class: A)

**Maybach:** redefining sophisticated luxury, e.g. rollout MM EQS SUV



**AMG:** pushing forward performance luxury with new AMG GT family

For our most demanding customers, we will offer even more individualisation and exclusive editions



Extension of  
individualisation program:  
MANUFAKTUR



Exclusive limited  
editions: Maybach by  
Virgil Abloh



AMG PureSpeed:  
First Mythos car  
next year



Collaborations to shape  
the brand: Moncler



# We are continuously optimizing our footprint and our cost base



# Bottom line

We cannot control macro- or world events. But we are redesigning & repositioning Mercedes-Benz to ensure a structurally more profitable company.



The essence of our brand and our way forward



ICONIC  
LUXURY



LEADING  
TECHNOLOGY



# AGENDA

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# Mercedes-Benz continues to pioneer advancements in automated driving



**Launching Automatic Lane Change**  
Function introduced in North America and China, Europe to follow this year

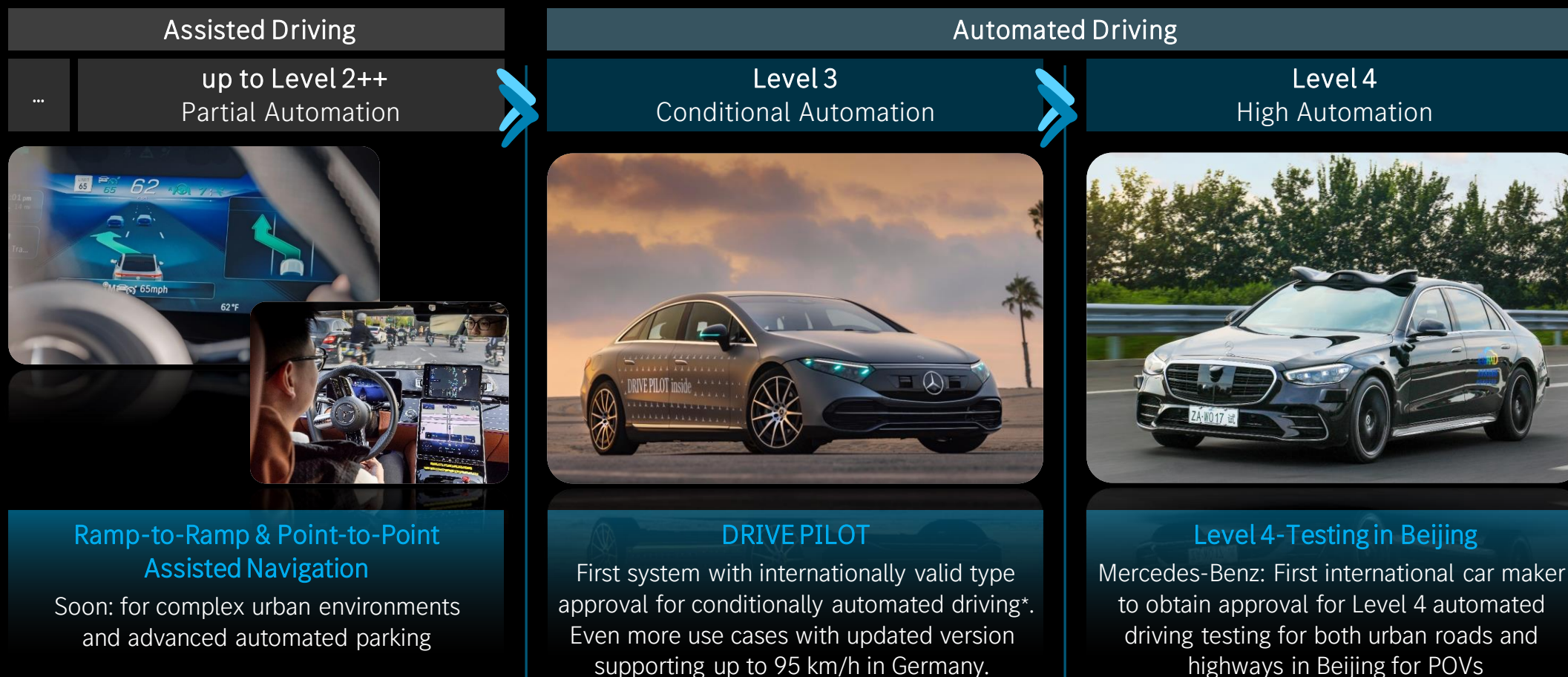


**Advancing DRIVE PILOT (L3)**  
Aim to extend speed up to 95 km/h in Germany by end of 2024, plans to go beyond



**Cooperating with NVIDIA**  
Joint development of future automated driving systems, rollout with MMA

# Future of ADAS: Competitive & profitable system available for privately owned vehicles, pioneering L4



\* Secondary activities are explicitly allowed in Level 3. Customers use their time more efficiently.



# Conditionally automated driving SAE-Level 3: DRIVE PILOT gives back time to customers

Mercedes-Benz is the **first car company in the world** to meet the UN-R157 regulation for **conditionally automated driving**

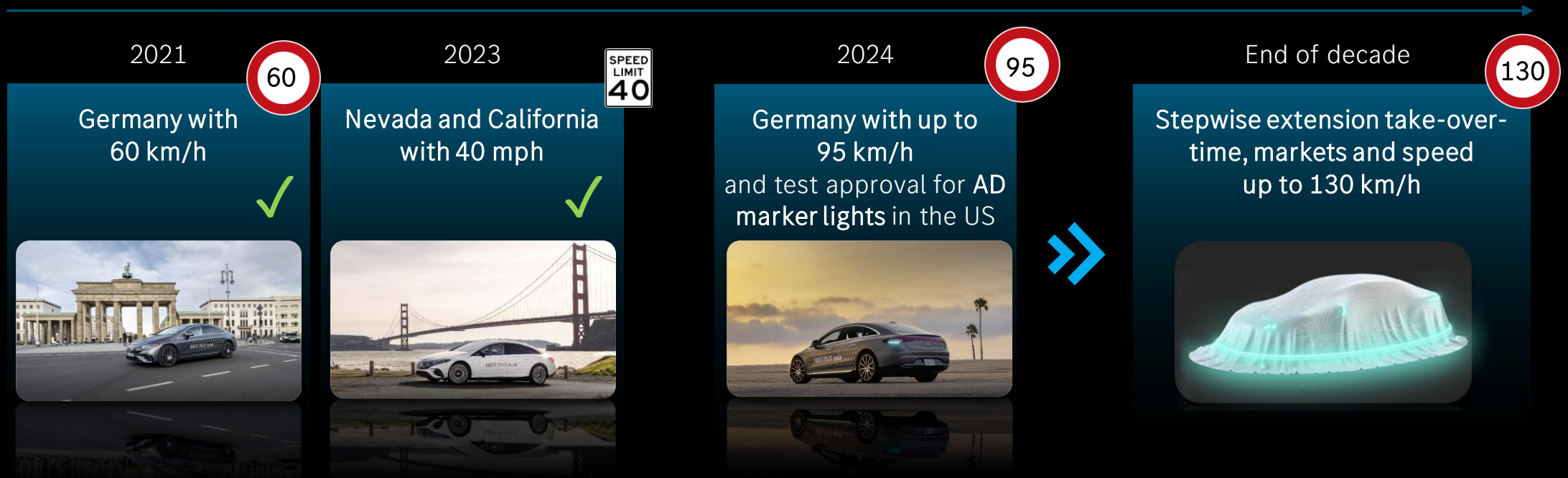
Orders for DRIVE PILOT for the S-Class and EQS started on May 17, 2022, in Germany

The production-ready version of DRIVE PILOT had its on-road debut in California and Nevada in late 2023 with a limited fleet of DRIVE PILOT equipped EQS Sedans

Mercedes-Benz started customer deliveries of DRIVE PILOT equipped MY2024 EQS Sedan and S-Class models in 2024 through participating authorized Mercedes-Benz dealers in California and Nevada



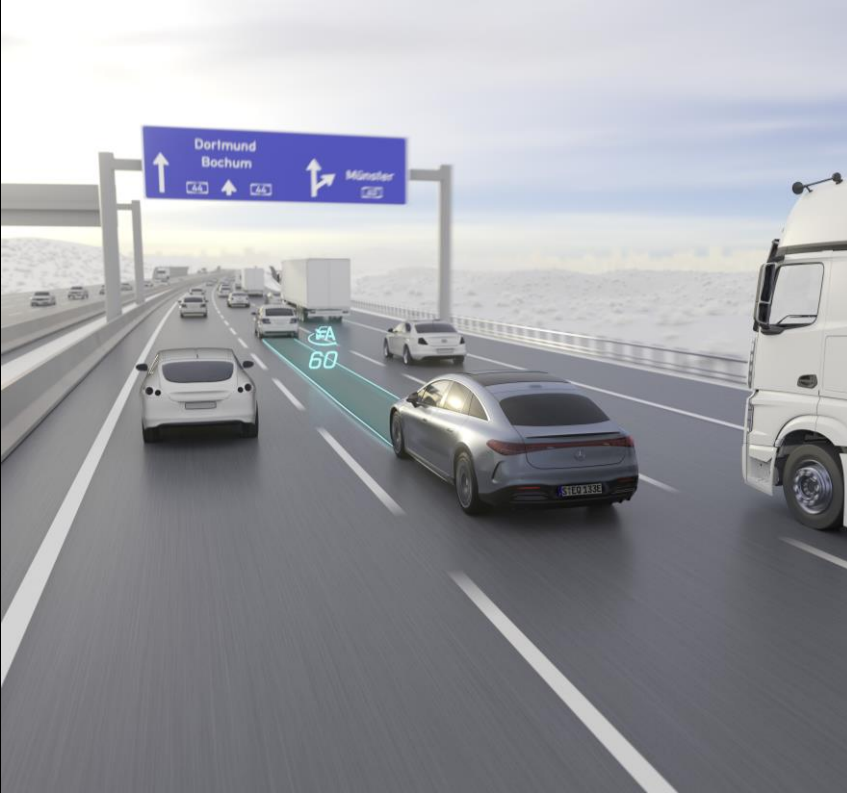
# Continuous updates for DRIVE PILOT: Advanced speed and take-over time enables unseen in-cabin use cases only L3 vehicles can offer



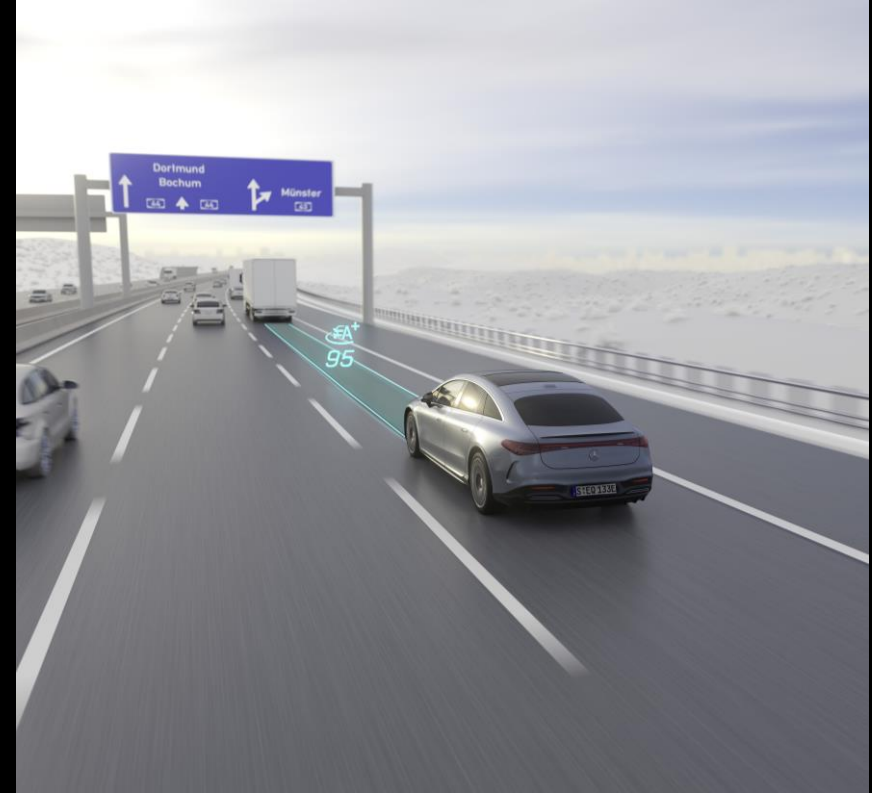
» Give back time and offer highest driving comfort to our customers is our aim



# The evolution of DRIVE PILOT



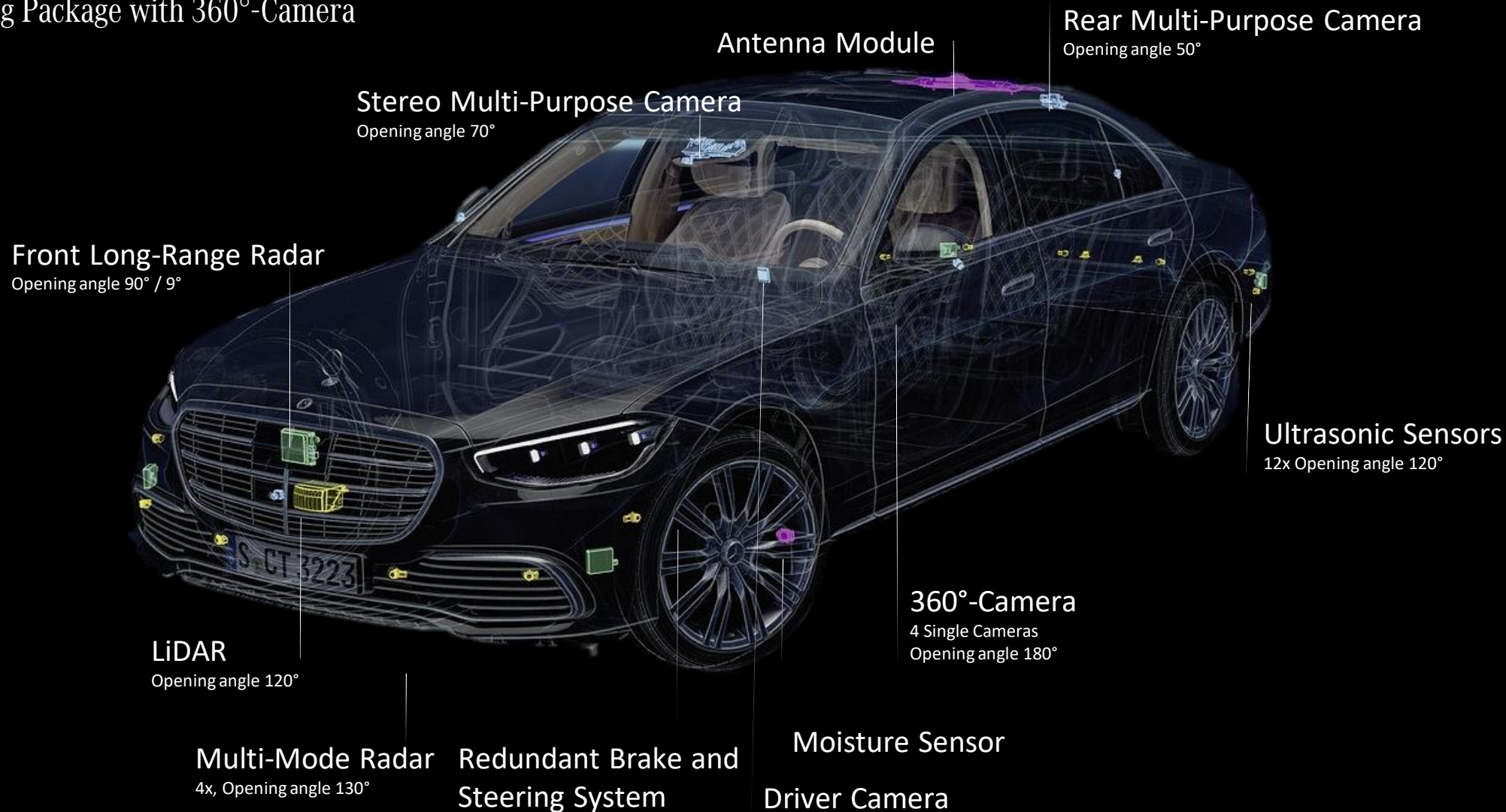
- »» In congested traffic
- »» Available on all lanes
- »» Up to 60 km/h



- »» In flowing traffic
- »» Available on right lane only
- »» Up to 95 km/h

# Driving Assistance Package with DRIVE PILOT

## Parking Package with 360°-Camera



# On-road validation of automated driving systems at Mercedes-Benz

We do extensive field validation to get real-life information about Level 2 and Level 3 system performance

- »» Every single measurement is one dot on the map
- »» Our data can simulate the road network of Europe
- »» DRIVE PILOT extensively tested and available on all 13,191 km of German Autobahn

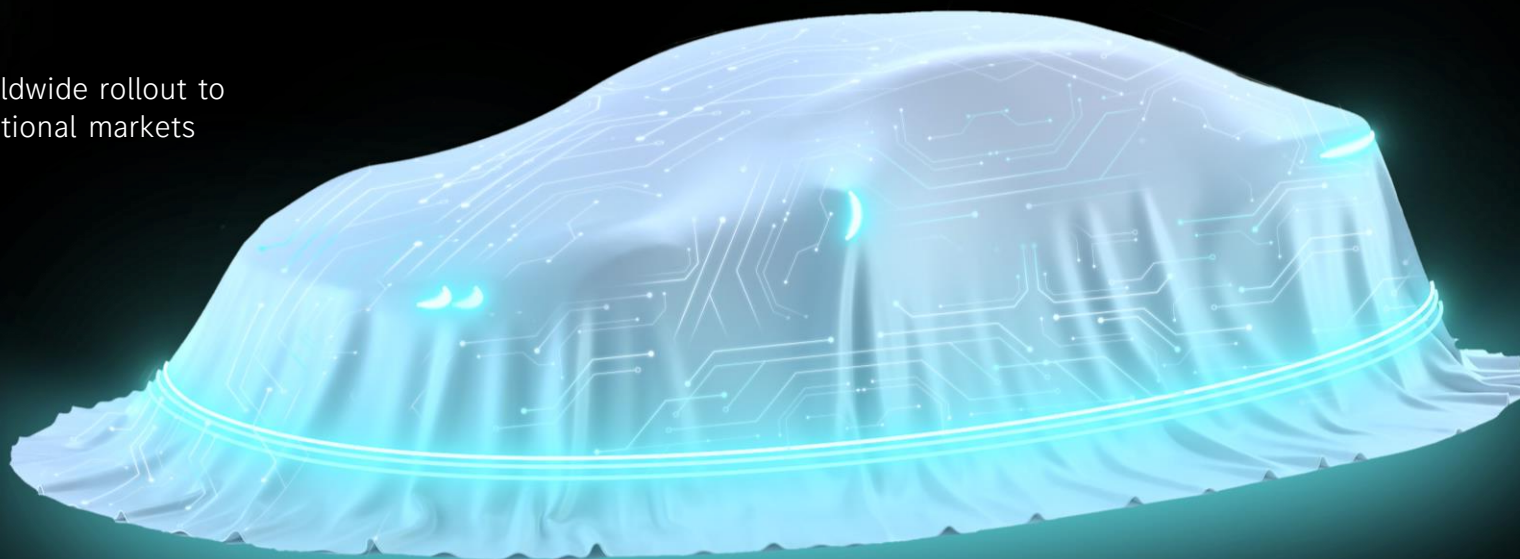


# Accelerating next-gen Level 2+ and Level 3 automated driving with 2x computing power - Giving customers back even more time

**Up to 130 km/h**  
in its final stage

Automatic Lane Change (ALC) and  
highway-to-highway transfer

Worldwide rollout to  
additional markets





# We are creating an exceptional digital experience



## Own operating system MB.OS

Launch in 2025 with MMA

## Chip-to-cloud architecture

High-end computers give full access to hard- & software

## Next level infotainment

Human-like interaction with generative AI,  
expansion of digital offering, advanced graphics



# MB.OS: It's about the operating system of our entire business





# MB.OS infotainment - upcoming exciting entertainment and navigation features

MBUX Virtual Assistant



MBUX Surround Navigation



Navigation based on Google Maps starting with CLA



New Third-Party Apps and Content Providers



RIDEVU Video Streaming (Sony Pictures Entertainment)



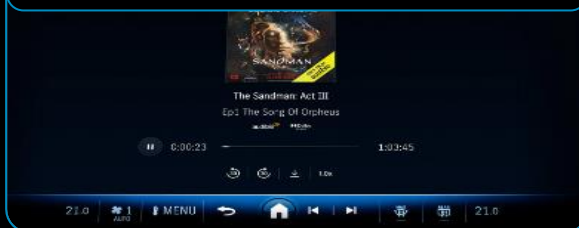
The Car as a New Gaming Hub (Need for Speed)



MBUX SOUND DRIVE:  
Music to the beat of your driving style



Cooperation with Audible and Amazon Music



Digital Art with MBUX Collectibles



# We are the architects

Our promise: The world's most desirable cars

Our opportunity: Outstanding products & improved enterprise productivity

Our conviction: Software a core competence

Our realism: Technology partnerships essential

Our vision: Future proofing our valuable real estate

Our focus: Delivering MB.OS for the launch of MMA





# 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 negative change in market conditions 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; changes in laws, regulations and government policies (or changes in their interpretation), particularly those relating to vehicle emissions, fuel economy and safety or to ESG reporting (environmental, social or governance topics); price increases for fuel, raw materials or energy; disruption of production due to shortages of materials or energy, labour strikes or supplier insolvencies; a shift in consumer preferences towards smaller, lower-margin vehicles; a limited demand for all-electric vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; 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; 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.