



Mercedes-Benz: Five reasons for confidence

September 8, 2025



#1

We're at the beginning of our
biggest-ever product launch programme.

We spark desire wherever we choose to play.



>40

product launches
until the end of 2027

We've refocused our Entry segment to the most standout models.
They're moving technological boundaries in this class.



CLA

Premiere of CLA &
CLA SB in 2025

SUVs

Debut of GLB &
GLA in 2026

The Core segment remains the backbone of our business.
We'll complete our portfolio across all powertrains.



GLC

Continuing success
story in electric era

C-Class

800 kilometres
of range

E-Class

Next level
space & comfort

Mercedes-Benz GLC with EQ Technology (provisional figures: energy consumption combined: 14.9-18.8 kWh/100 km | CO₂ emissions combined: 0 g/km | CO₂ class: A)^[1]

^[1] Figures are preliminary and were determined internally in accordance with the "WLTP test procedure" certification method. At present, there has been neither an EC type approval nor a certificate of conformity with official values. There may be discrepancies between the figures provided and the official values.

We've achieved a structurally higher Top-End share.
In the next years, we'll massively strengthen the upper end of our portfolio.



AMG

Redefining BEV/
ICE performance

Maybach

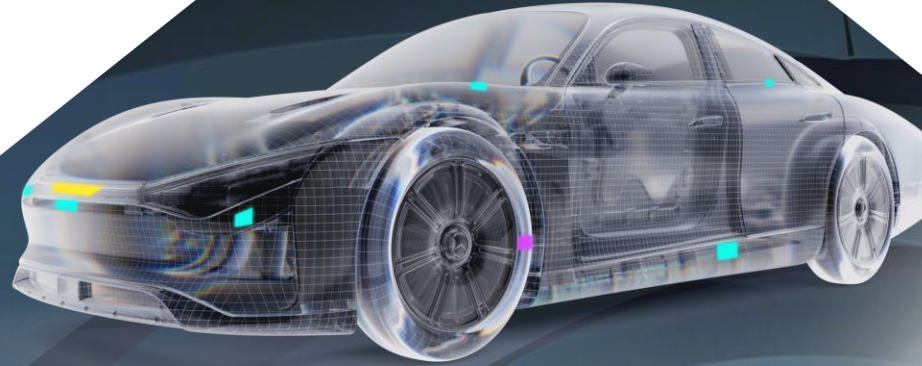
Evolving brand,
portfolio & retail

G-Class

Expansion
of portfolio

S-Class

Update
next year



#2

We're pioneering the next generation of
Mercedes-Benz tech for our customers.

Every new Mercedes-Benz will be software-defined.
It's the foundation to elevate the digital customer experience.



Chip-to-Cloud

Own architecture with
full OTA capability

User Experience

Integration of local
partners & AI functions

ADAS

leverage fleet data to
continuously add functionality

We're pushing automated driving to improve customer experience and increase safety while focusing on profitability.



Parking

Memory & remote
park assist feature

Level 2++

Point-to-point assisted
driving in urban traffic

Level 3

Available in
Germany & U.S.

A dark-colored pickup truck is shown from a side-rear perspective, driving through a desert landscape. The truck is kicking up a massive, dense cloud of orange-brown dust that fills the lower half of the frame. The background shows a clear blue sky and a flat desert floor. The entire scene is framed by a large, stylized number '3' that is part of the overall graphic design.

#3

We're taking our performance
to the next level.

We're intensifying our efforts to fundamentally reduce costs and prioritise funding.



Production cost
>10% reduction
until 2027

Material cost
>8% reduction
until 2027

Fixed costs
>10% reduction
until 2027

Investments
>10% reduction
in mid-term

Mercedes-Benz is becoming a leaner and faster company.
We will bring all customer touchpoints together in one dedicated unit.



Foster customer
centricity

Drive
sales

Boost
profitability

Ensure long-
term success

We're sharpening our customer focus to elevate sales and profitability.



Deepen customer
insights based
on AI

Elevate physical
brand experience &
customer programmes

Expand
eCommerce
& digital

Elevate quality
& availability
of parts



#4

We increase our resilience
by reshaping our global footprint.

We're taking on the competition in China.



China-fit
products

Competitive
cost positioning

Trusted
brand

Relevance
& resilience

We're building on our regional setup in the U.S.



Grow sales &
contribution

Elevate customer
experience

Strengthen
local team

We're streamlining our operations in Europe.



Shifting capacity
towards east

Making German footprint
more weatherproof

Started sale of own
retail in Germany

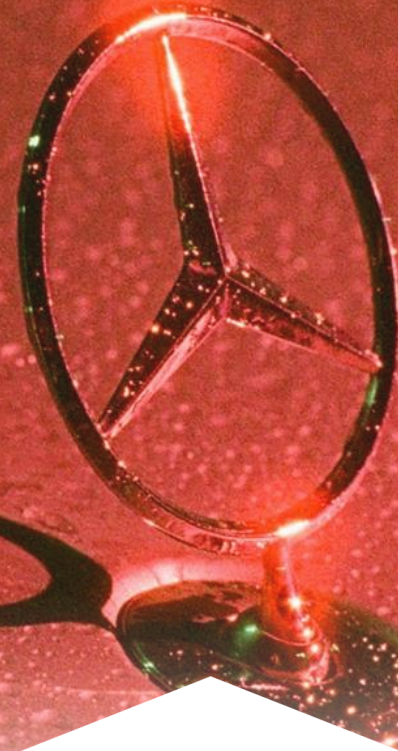
We've expanded our software capability around the world.
It accelerates the development of custom-fit solutions.



Increased capital
allocation
towards software

Strong global R&D network
for entire software
development journey

Enhancing R&D
footprint in China

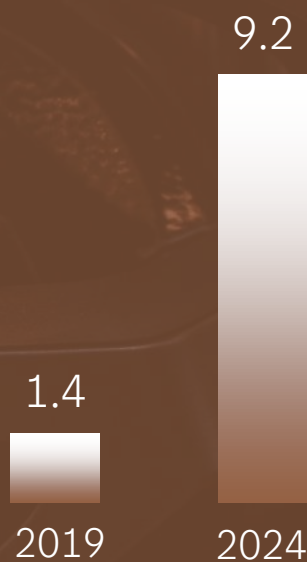


#5

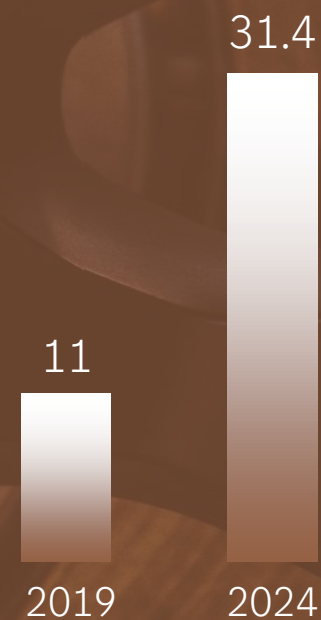
We continue to focus on
attractive shareholder returns.

We've put ourselves in a much better financial shape.

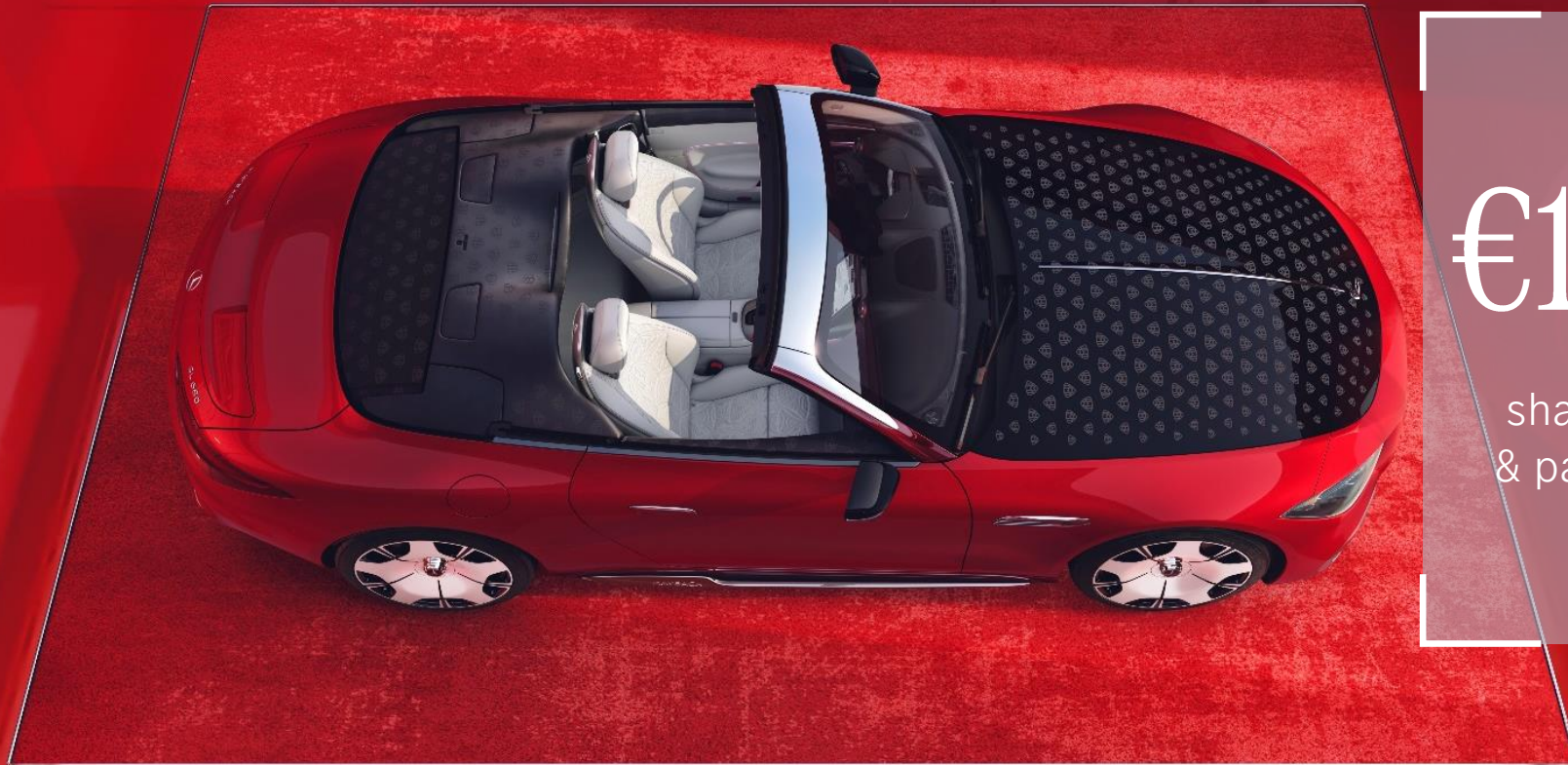
Group Free Cash Flow
in billion euros



Group Net Industrial Liquidity
in billion euros



Our benchmark capital allocation framework is in place.



€10.3 bn.

share buyback volume
& paid dividend in 2024

We have good reasons to be confident about our future.
We are fully committed to deliver.



Biggest
product launch
programme

Next
generation
of MB tech

Taking
performance
to next level

Increasing
resilience & reshaping
global footprint

Attractive
shareholder
returns

Mercedes-AMG E 53 HYBRID 4MATIC+ (energy consumption combined, weighted: 26.7-24.1 kWh/100 km plus 1.1-0.8 l/100 km, fuel consumption discharged battery combined, weighted: 9.5-8.6 l/100 km, CO₂ emissions combined, weighted: 24-19 g/km, CO₂ class combined, weighted: B, CO₂ class discharged battery: G)

