

SELLING DESIRE

Creating the ultimate customer experience


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The following presentation contains forward-looking statements that reflect management's current views with respect to future events. Such statements are subject to many risks and uncertainties. If the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. For further details, please refer to the disclaimer at the end of the presentation.



Elevate
the brand



Elevate
the experience

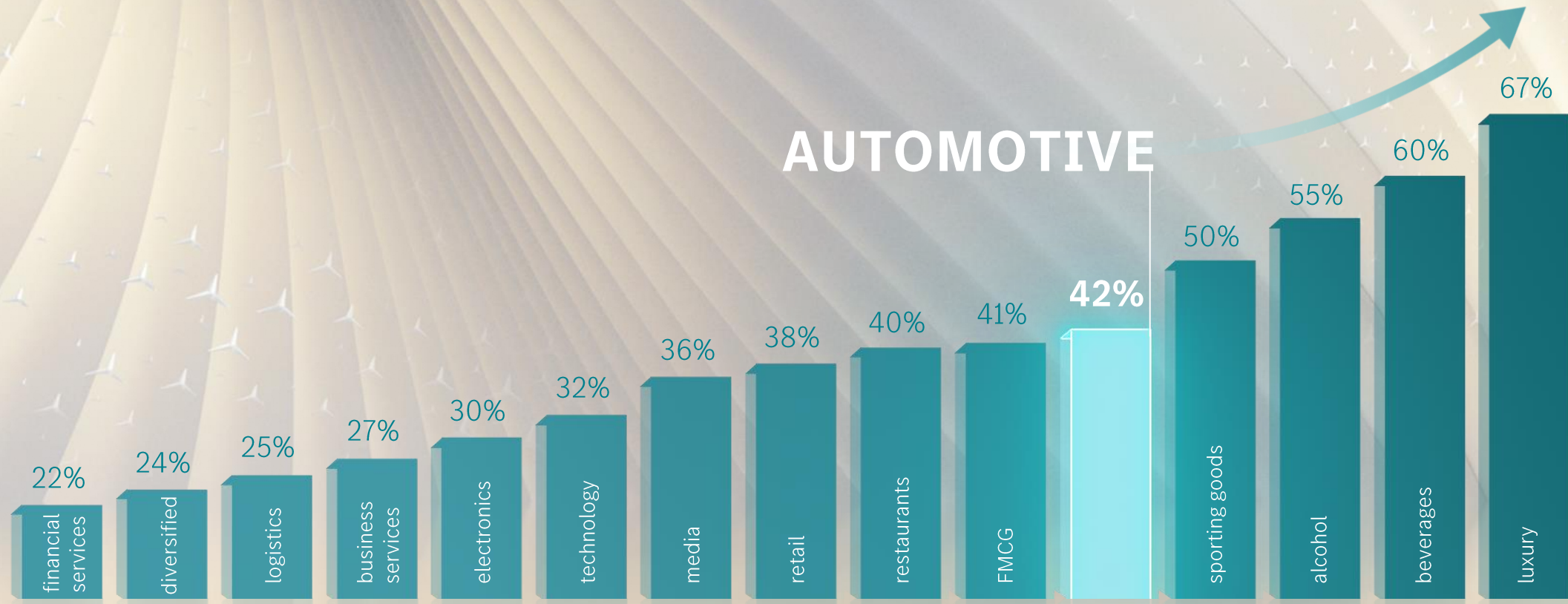


Elevate
the brand

Role of brand averages by industry

◀ functionally-led purchase

emotionally-led purchase ▶



The world's most valuable luxury car brand

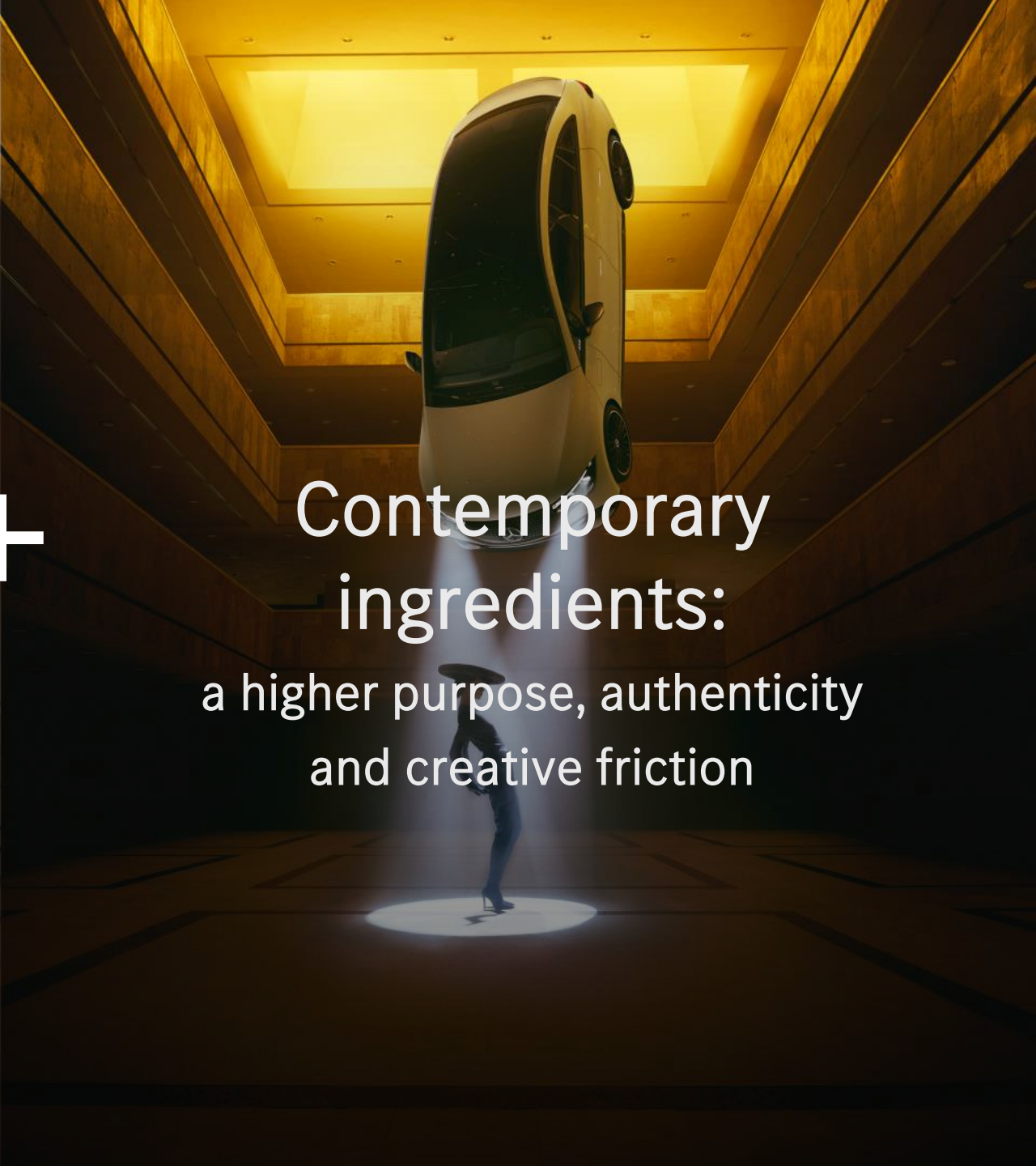




Traditional ingredients:

high quality, craftsmanship
and exclusivity

+



Contemporary
ingredients:

a higher purpose, authenticity
and creative friction

ICONIC

COMMUNICATION



Groundbreaking collaborations



New dimensions of digital brand development



AURA
BLOCKCHAIN
CONSORTIUM

FOUNDING MEMBERS

LVMH Mercedes-Benz OTB PRADA Group RICHEMONT

ONE
TEAM

ONE
VOICE



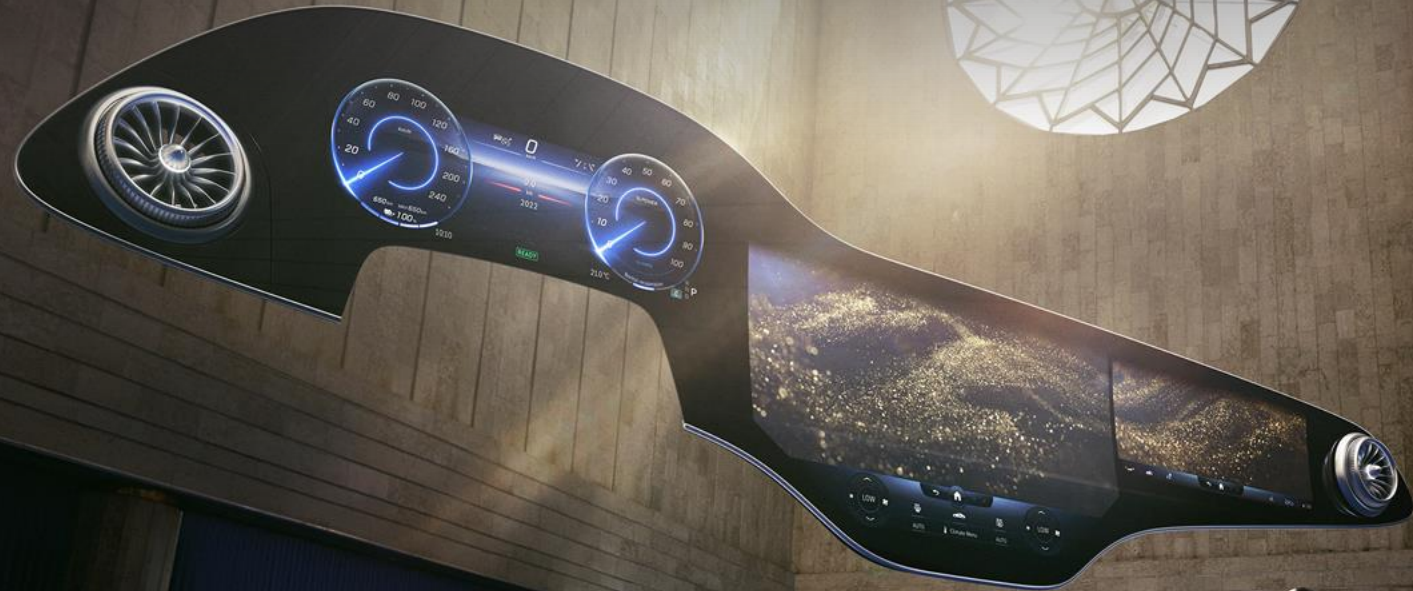


Elevate
the brand



Elevate
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Elevate the experience



Understanding our customers



50%

more adults with wealth
above 1 million USD
(2020-2025)

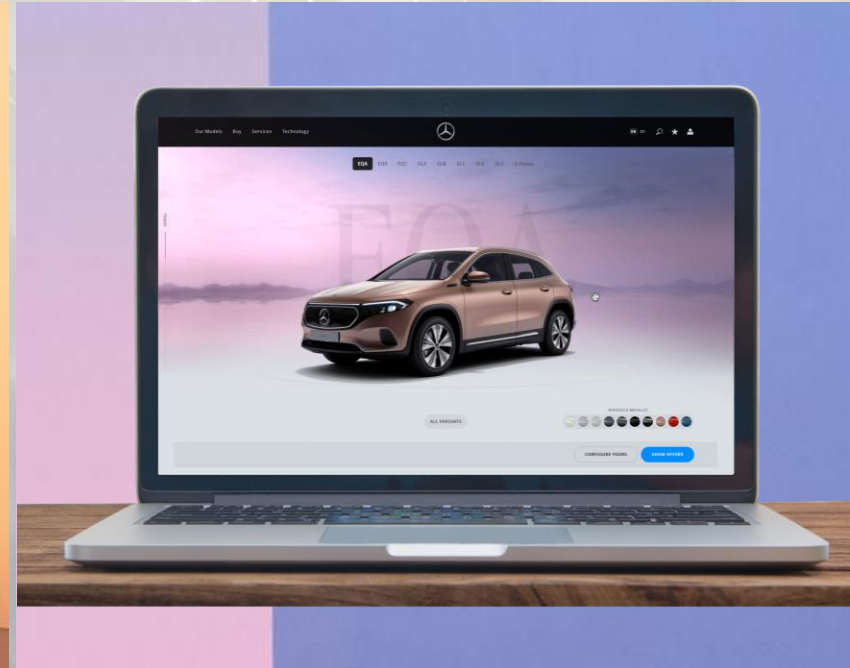
Source: Credit Suisse, "Global Wealth Report 2021"



~180%

expected contribution from GenY & GenZ
to total growth in personal luxury goods
market from 2019 to 2025

Source: Bain, "2021 Luxury Goods Worldwide Market Study"



60%

of car buyers under the
age of 45 are likely to purchase
their next car online

Source: McKinsey & Company, "Digitization in automotive retail in 2021 and beyond"

Optimising our retail network



Creating a customer-centric and efficient retail experience



Specific Mercedes-AMG touchpoints continue to grow worldwide



Digitalisation drives the importance of the physical brand experience



Unique emotional experiences



Direct sales: one giant leap for our customers and for us

Our ambition for 2025

20 markets globally

over 80% direct sales in Europe

25% online sales





THANK YOU

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 decline of demand 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; a shift in consumer preferences towards smaller, lower-margin vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases for fuel or raw materials; disruption of production due to shortages of materials, labour strikes or supplier insolvencies; 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; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; 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.