

THE SOUL OF MERCEDES-BENZ

Our strategic principles as a luxury company

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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.

Our strategy is based on desire

Our goal: We will build the world's most desirable cars

Think

and act
like a luxury
company

Focus

on
profitable
growth

Expand

customer base
by growing
Top-End
Luxury

Embrace

customers
and grow
recurrent
revenues

Lead

in electric
drive and
car software

Lower

cost base
and improve
industrial
footprint

Driven by a highly qualified and motivated team

Sustainability, integrity and diversity as our foundation

Focus of this strategy update

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PILLAR 1

Think and act
like a luxury
company



Identity: What is the soul of Mercedes-Benz?



“We provide our customers with an emotional experience based on timeless design, superior technology and attention to detail. A Mercedes-Benz evokes desire and gives our customers the rewarding feeling of belonging to something special.”

Heritage: Mercedes-Benz is built on constant reinvention

The original
and most valuable
luxury car brand

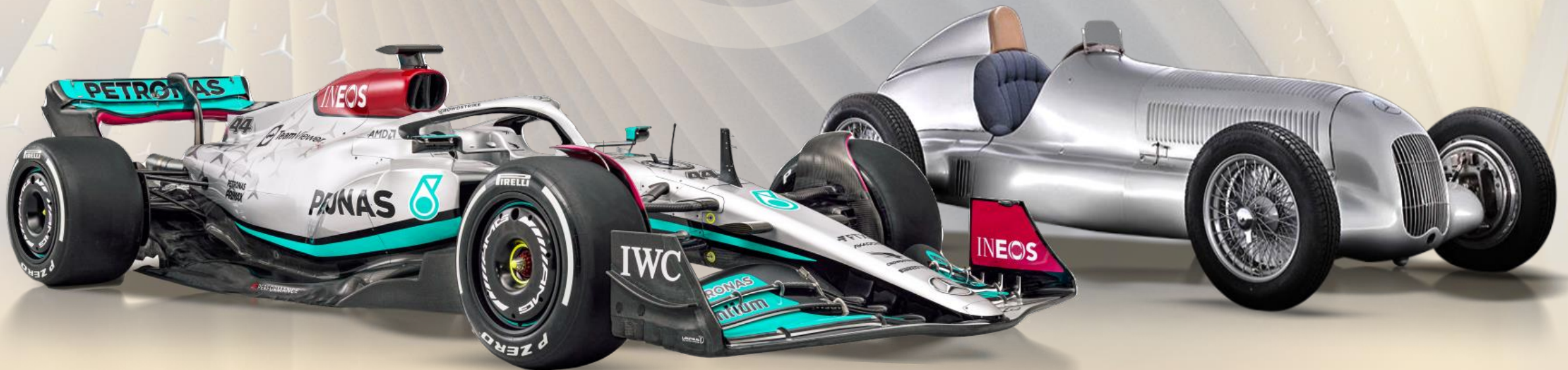


... and it all started on a race track in Nice

The power of F1
for our brand

823 m
fans

- 37% female
- 54% under 35



Zeitgeist relevance: There's no luxury without sustainability

Our sustainability goals:

2022

CO₂-neutral
production

2025

Up to
50% xEVs

2030

ready to go all
electric where market
conditions allow

2039

Carbon
neutrality



PILLAR 2

Focus on
profitable
growth



Growth: The luxury segment is resilient, profitable and accelerating

Adults with wealth above USD 1 m
(individuals in million)



Wealth growth even in mature markets
(individuals in million)



Scarcity: Semi shortage will pass, our pricing discipline will stay

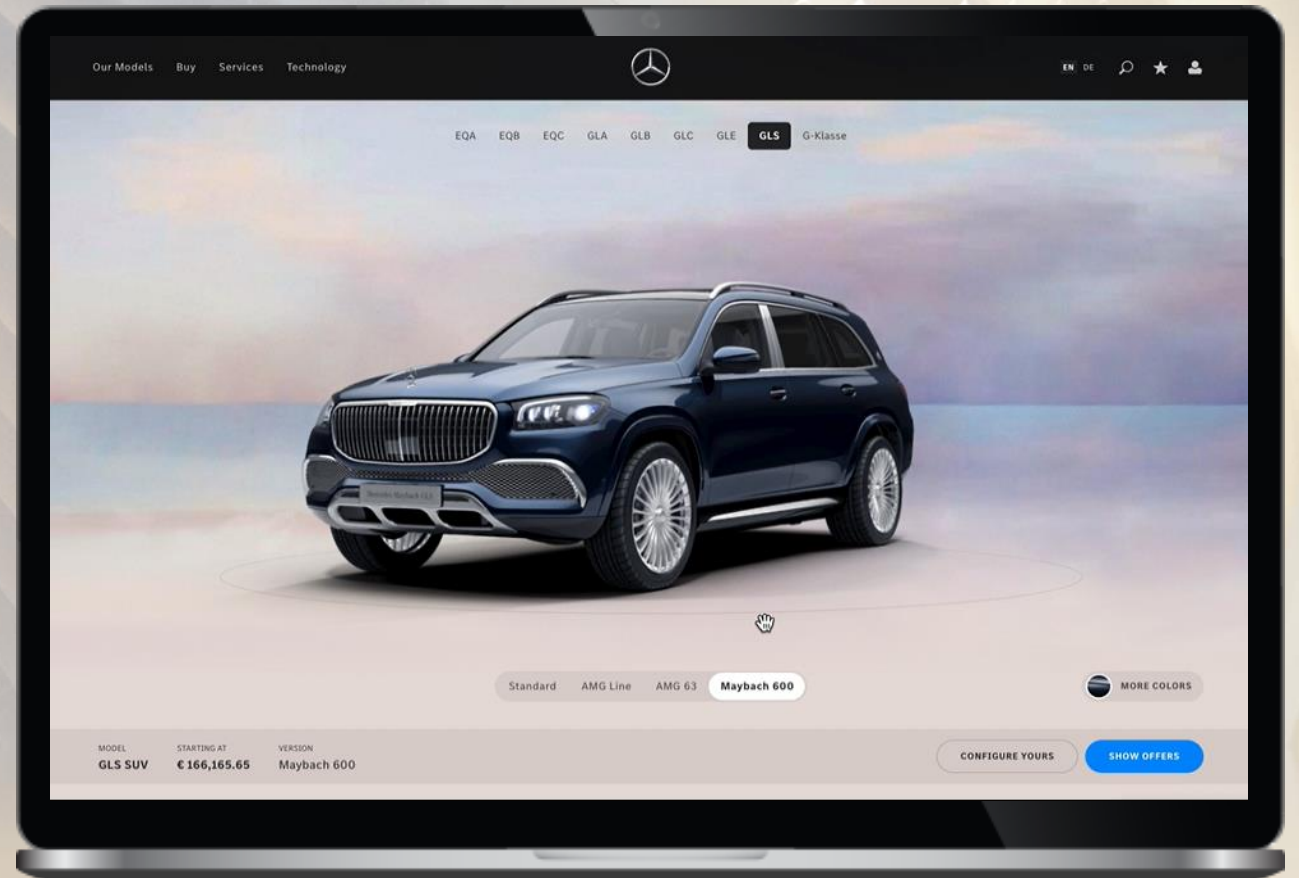


Distribution: More direct control over our sales channels

One of our goals:

> 80%

Direct Sales
in Europe by 2025



Focus: Redefining our business starts with reshaping our portfolio & mix

Top-End Luxury

Expand & Enhance

Core Luxury

Grow & Refine

Entry Luxury

Focus & Elevate



2019

2026

Schematic illustration

PILLAR 3

Expand our
customer base
by growing
Top-End Luxury



Exclusivity: Significant progress with our top-end vehicles

+30%

Top-end vehicle unit sales in 2021



... and increasingly electric with even more conquest potential

~60%

Expected growth of top-end vehicle share
of total Mercedes-Benz sales 2019-2026



Dedication: Increasing brand awareness through collaborations and unique retail concepts



X-Factor: More individualisation for the top-end of our portfolio and ultra exclusive collectibles



ONE-OFFS

COLLECTIBLES

INDIVIDUALISATION

Our strategic direction is clear



Pure play company

not conglomerate

Profit focused

not volume-driven

Luxury growth

not mainstream expansion

Mercedes software

not generic and fragmented

Private use case

not shared mobility

All in on BEV

all out of ICE

Bottom line

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



Disclaimer

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