

ELEVATING EXPERIENCES

A customer-driven evolution of our offering concept and digital business development

■ STRATEGY UPDATE: MERCEDES-BENZ OPERATING SYSTEM

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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.



We've built a house for our customers - with software-enabled upgrades they desire

EASILY ACCESSIBLE

LOVE TO STAY!

Customer behaviors and expectations are the driving force for us

>80%

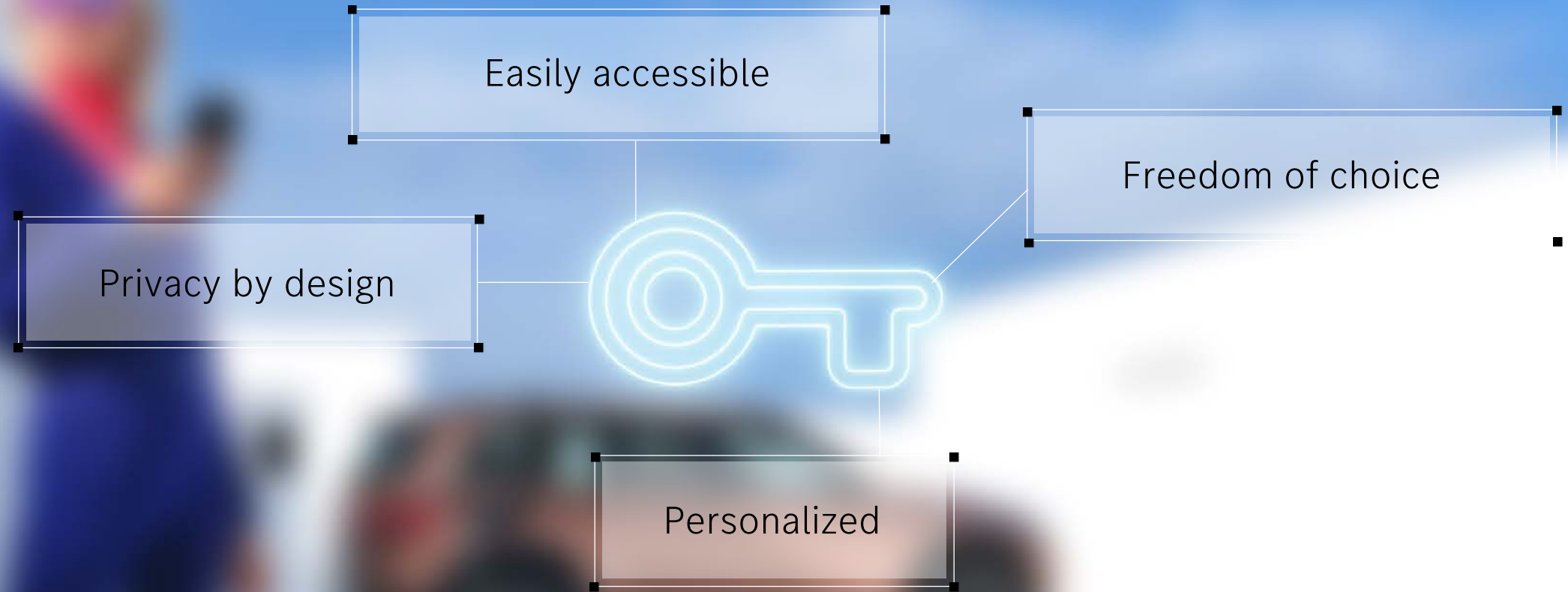
of customers say Digital Extras are very important

Their expectations:

Simple and intuitive | Regularly updated via OTA



The Mercedes me ID is the key to our house for customers



A strong digital customer base as a springboard for future growth

TODAY

Mercedes me is live in **50** markets

A strong digital customer base as a springboard for future growth

TODAY

>10 million connected cars worldwide

A strong digital customer base as a springboard for future growth

2025

Mercedes me is planned to be live in **65** markets

A strong digital customer base as a springboard for future growth

2025

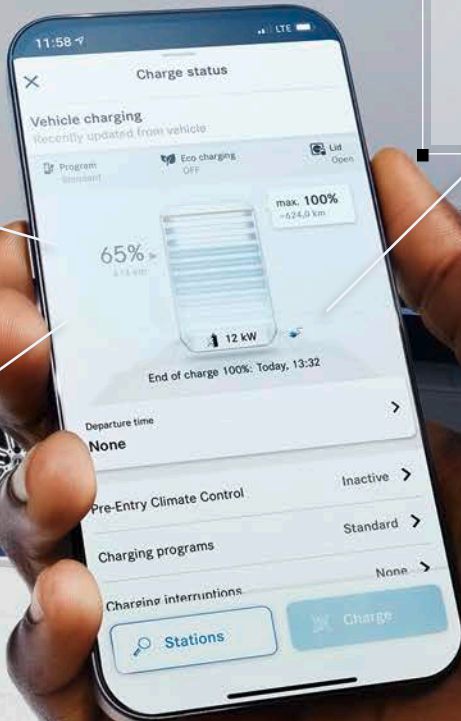
...and targeting expansion to more than **16 million** connected cars

We have the best-rated app of any carmaker – an industry benchmark

4.8* star rating

60% of 1.5 million Mercedes me Store purchases in 2022 were made via the app

15 million downloads



*Rolling 12-month global average rating in Apple App Store and Google Play Store

What's key for our customers? Simplicity and convenience

Mercedes me store access via

Head unit

App

Web



ENTERTAINMENT

Apps you love



ZYNC VIDEO STREAMING

Next level of in-car entertainment

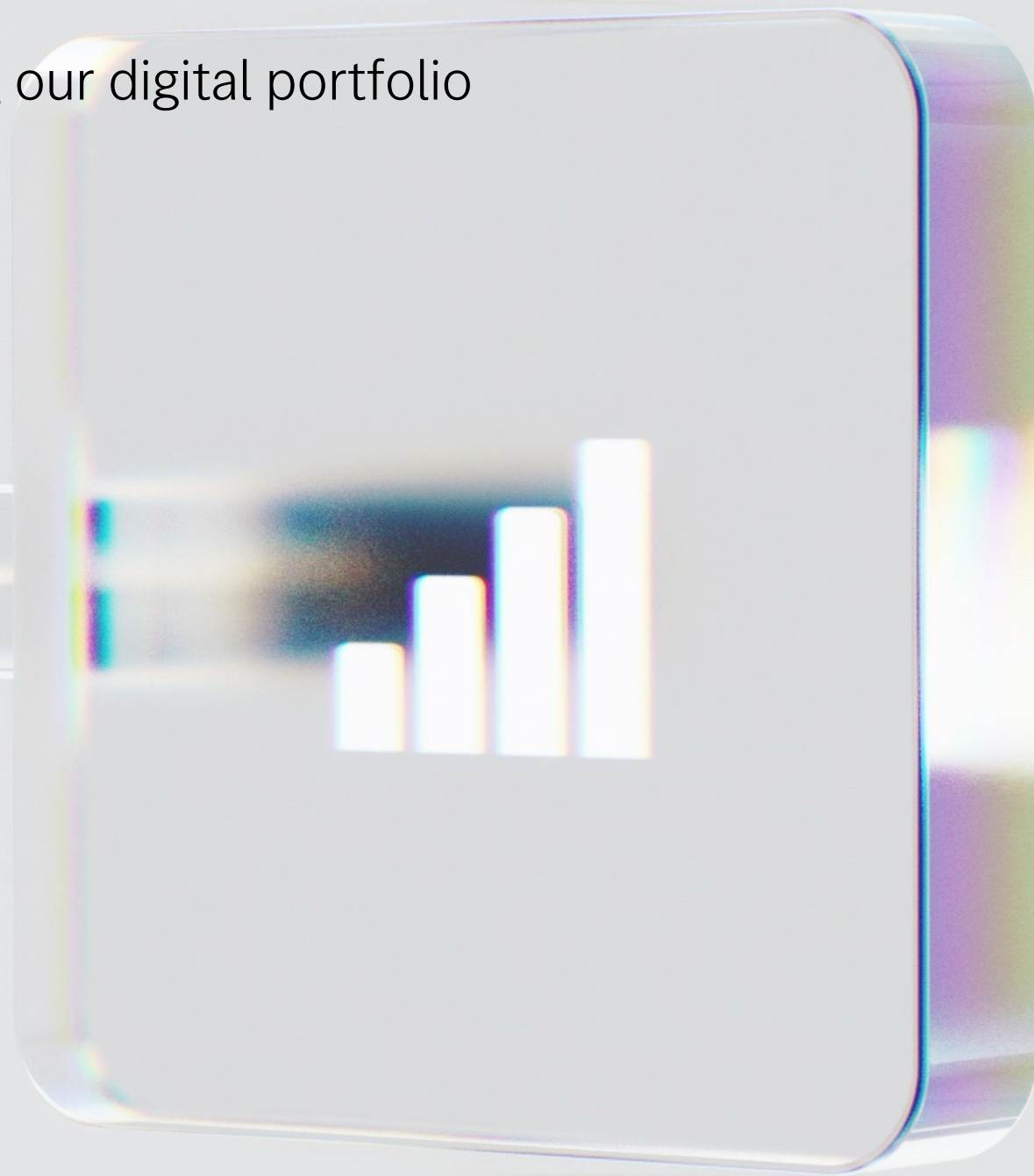
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GUARD 360°
A bodyguard for your car

We are rapidly expanding our digital portfolio



We are rapidly expanding our digital portfolio

We are bundling the best functionalities into one MB.CONNECT package



The MB.CONNECT package will bundle a wide range of services into one

High flexibility: Available for a fixed-term three-year contract with vehicle purchase or via subscription

From 2025 onwards, 80% customer retention expected (for vehicles in the one-to-six-year age)

MB.CHARGE – we offer fixed prices and priority access to our charging network



Transparent, fixed-price charging rates

Priority access for customers to the Mercedes-Benz HPC network

> 80% customer retention expected from 2025 onwards (for vehicles in the one-to-six-year age)

MB.DRIVE – our expanded and new offerings for assisted and automated driving

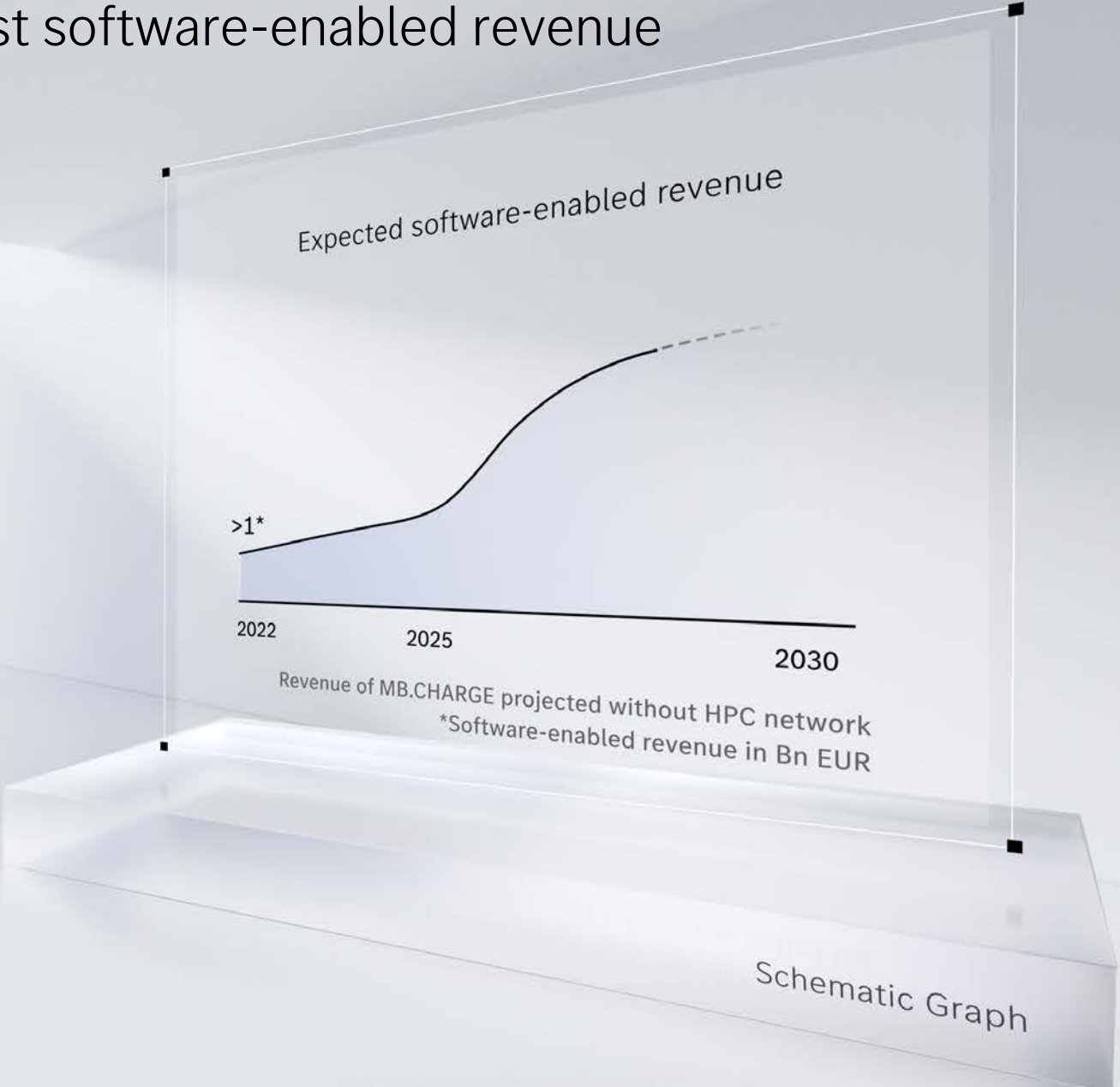


Starting with MMA we aim to equip all new models with hardware for enhanced assisted driving

Ability to upgrade to a higher degree of assistance foreseen across whole lifecycle

Conditionally automated driving functionalities can be ordered from the factory

More connected cars expected to boost software-enabled revenue



The transformation of Marketing & Sales: going beyond software-enabled upgrades

Growth of

SOFTWARE-ENABLED UPGRADES

business with a simple and intuitive digital offering concept



Enabling seamless

ONLINE TO OFFLINE EXPERIENCE

with Mercedes-Benz Omni-Channel Commerce



Fast rollout of

DIRECT SALES MODEL

with direct customer engagement



Optimization of

RETAIL FOOTPRINT

to provide a well-balanced digital and physical experience



Disclaimer

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