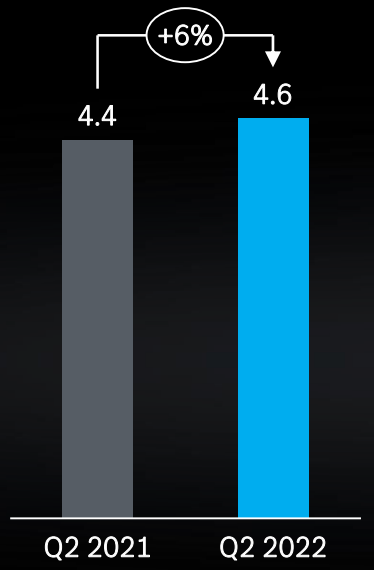
Roadshow Presentation
Q2 2022
Mercedes-Benz Group AG

AGENDA

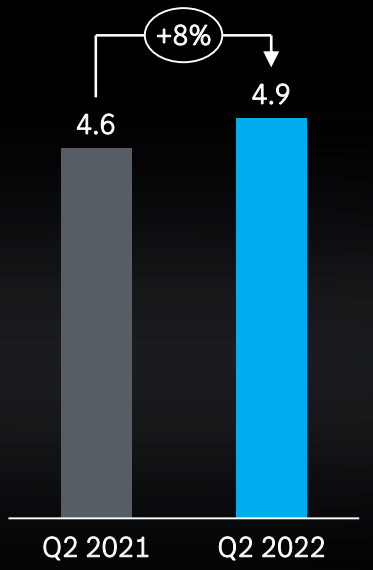
Mercedes-Benz Group: Key figures*

Revenue
in billion euros

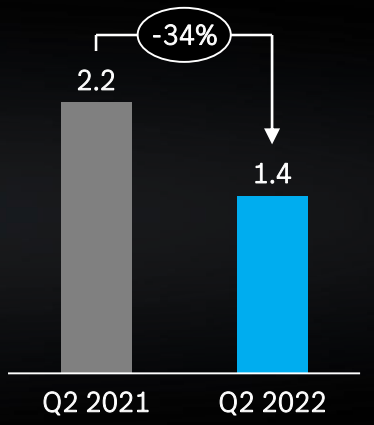
EBIT
in billion euros



EBIT adj.
in billion euros



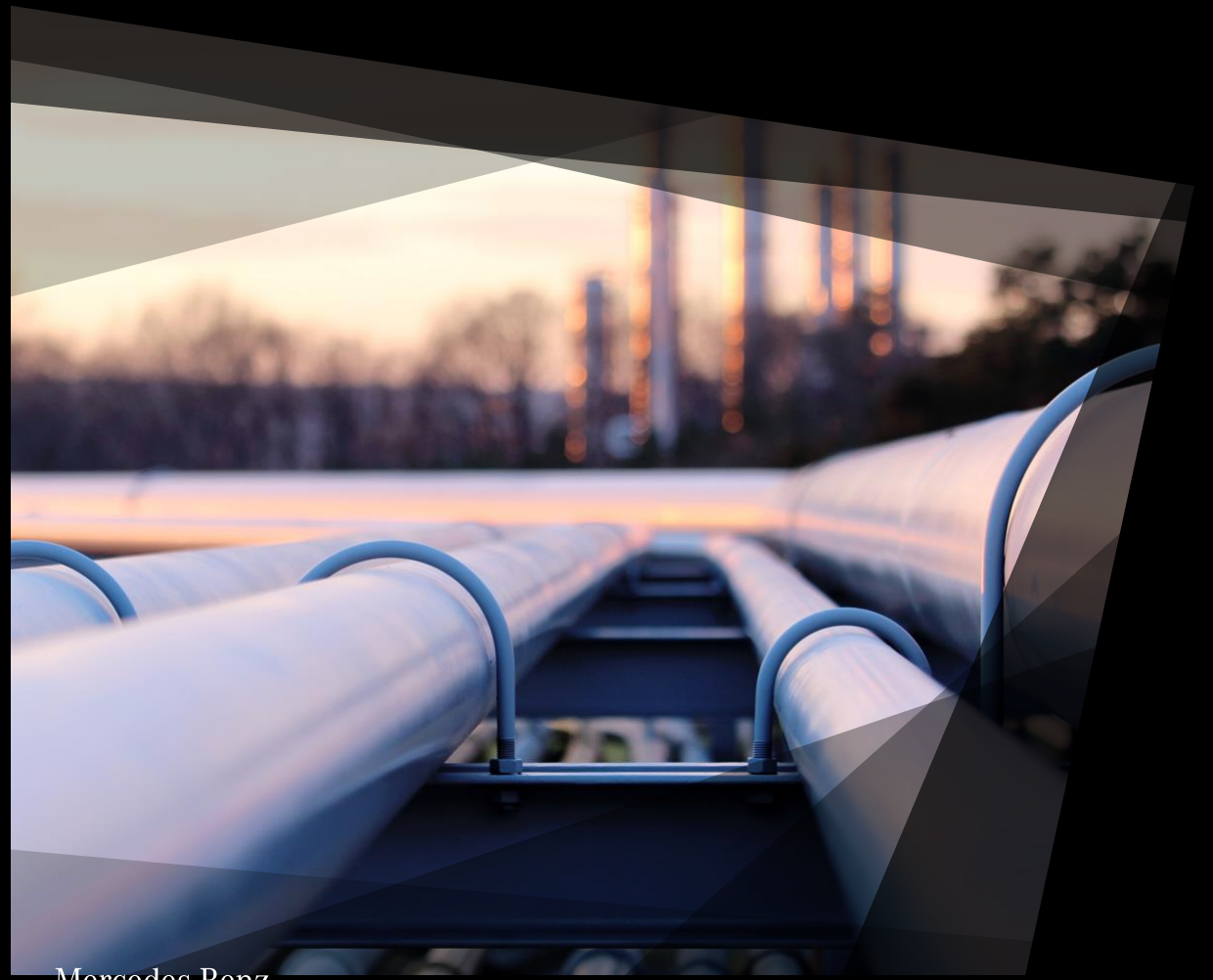
Free Cash Flow (IB)
in billion euros



Net Industrial Liquidity
in billion euros

* 2021 figures continuing operations only

Mercedes-Benz Group: Minimizing the impact of limited gas supply



- Mercedes-Benz is a global company. Risk of bottlenecks in gas supply existing in Europe. Gas supply at our plants currently stable.
- First measures executed to reduce consumption; further significant reduction potential identified
- Long-term plan to switch from gas to electricity & other renewable resources
- In constant exchange with gas suppliers, production partners & relevant authorities

Mercedes-Benz Cars: Key messages

Performance: Demonstrated resilience in challenging environment, vigilance towards macroeconomic & geopolitical developments

Profitability: Net pricing positive & healthy mix

Products: GLC world premiere, EQE start of sales, EQS SUV production ramp-up

Technology: EQXX with new efficiency record (>1,200 km), L3 system available for EQS & S-Class

People: Investment in training & qualification

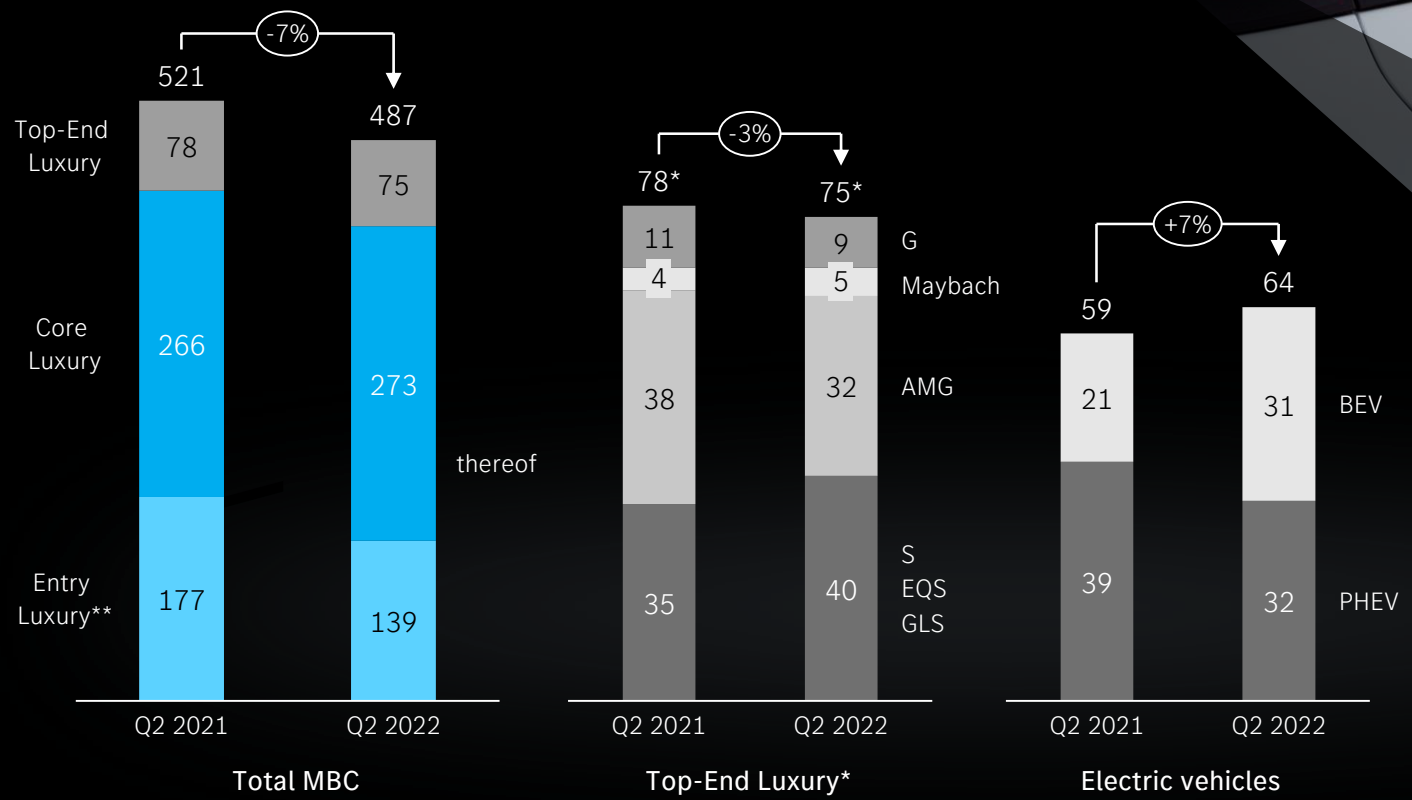
Strategy: Sharpened focus of business model & product portfolio (Economics of Desire)

Mercedes-Benz Cars:
Preparing our production network for our all-electric portfolio

- Decision reached on new production setup in close cooperation with employee representatives
- Foundation for rapid, efficient & flexible scaling of next-generation electric vehicles
- Models of Entry (MMA) and Core (MB.EA) Luxury segment to be produced in Kecskemét from 2024
- Bremen plant to manufacture cars based on electric MB.EA platform, AMG.EA will be built in Sindelfingen, MMA in Rastatt

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

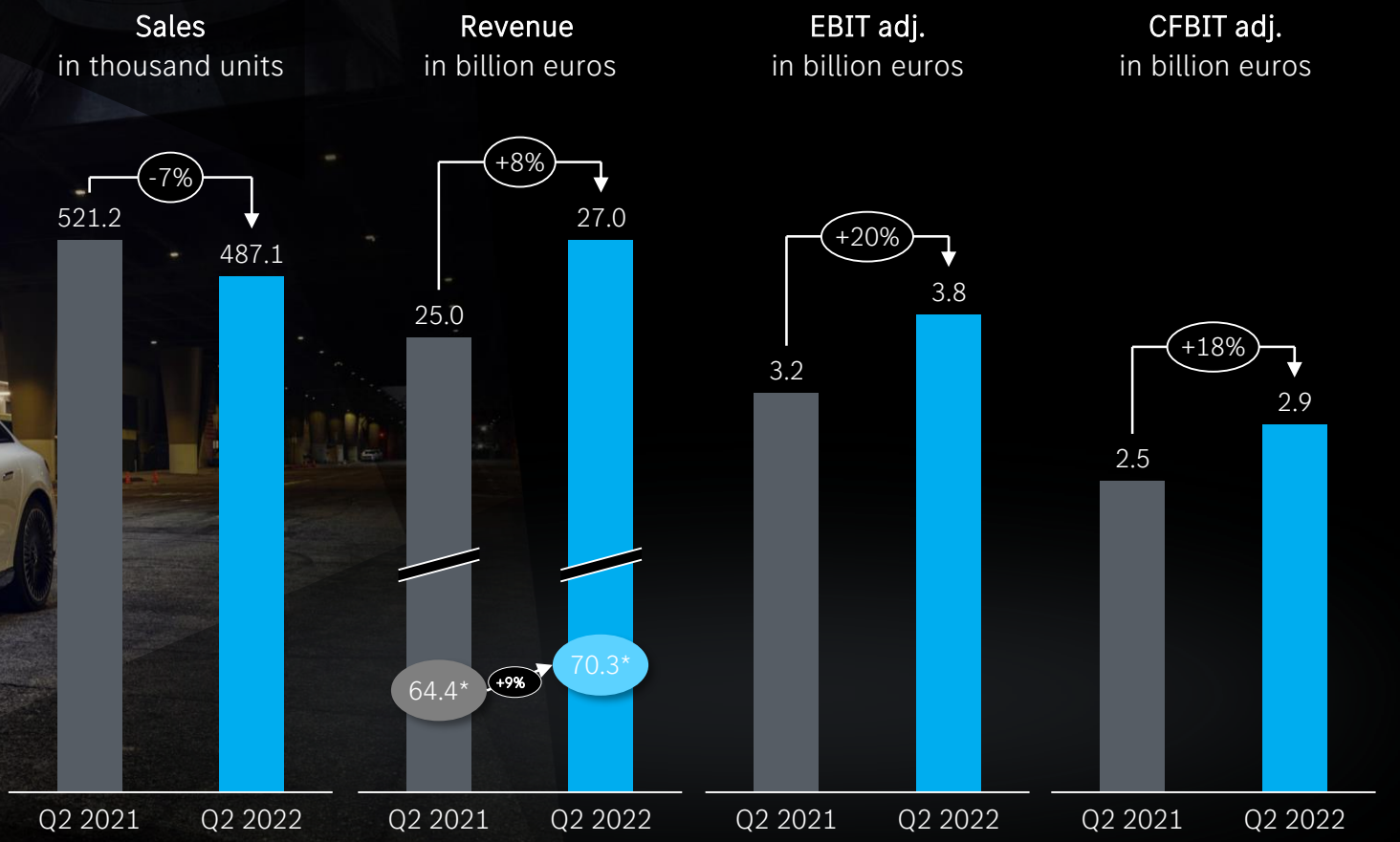
In thousand units



Share in % of volume	15%	15%	11%	13%

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

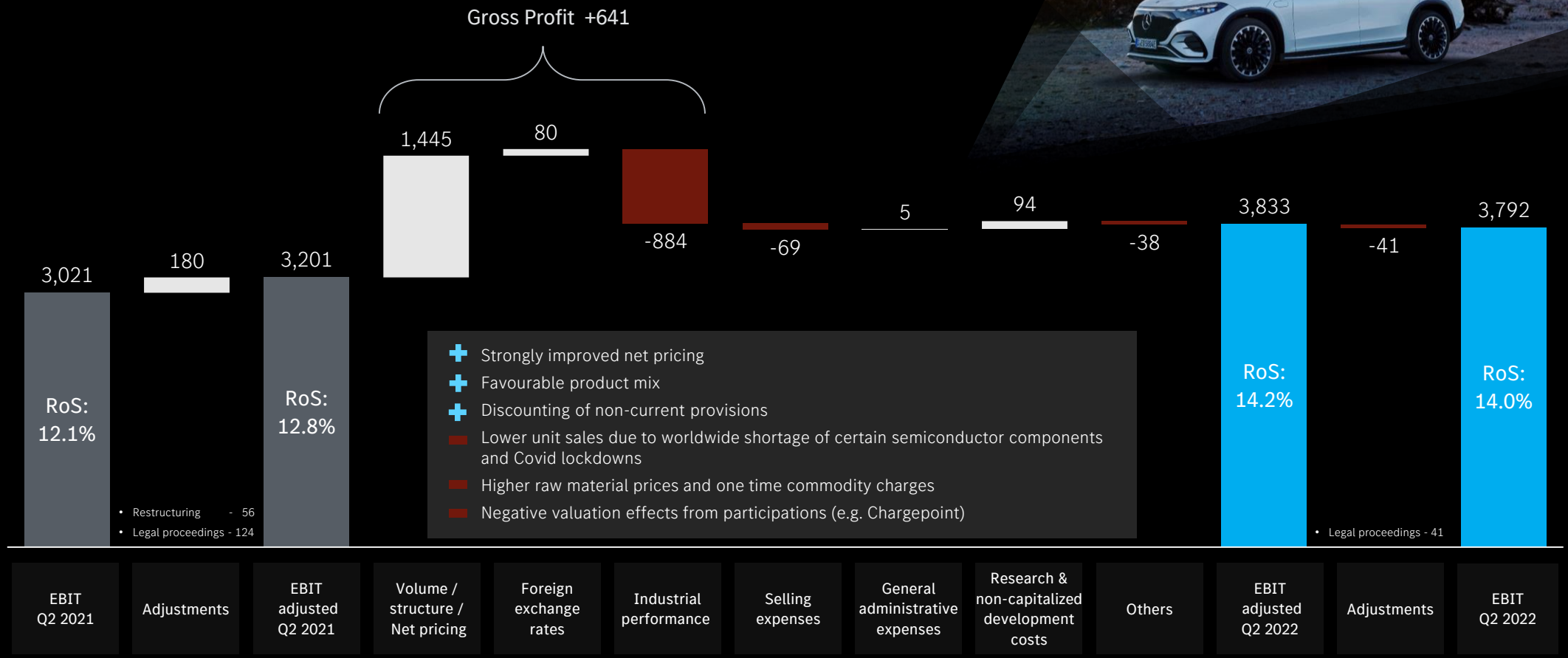
Mercedes-Benz Cars: Financials



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

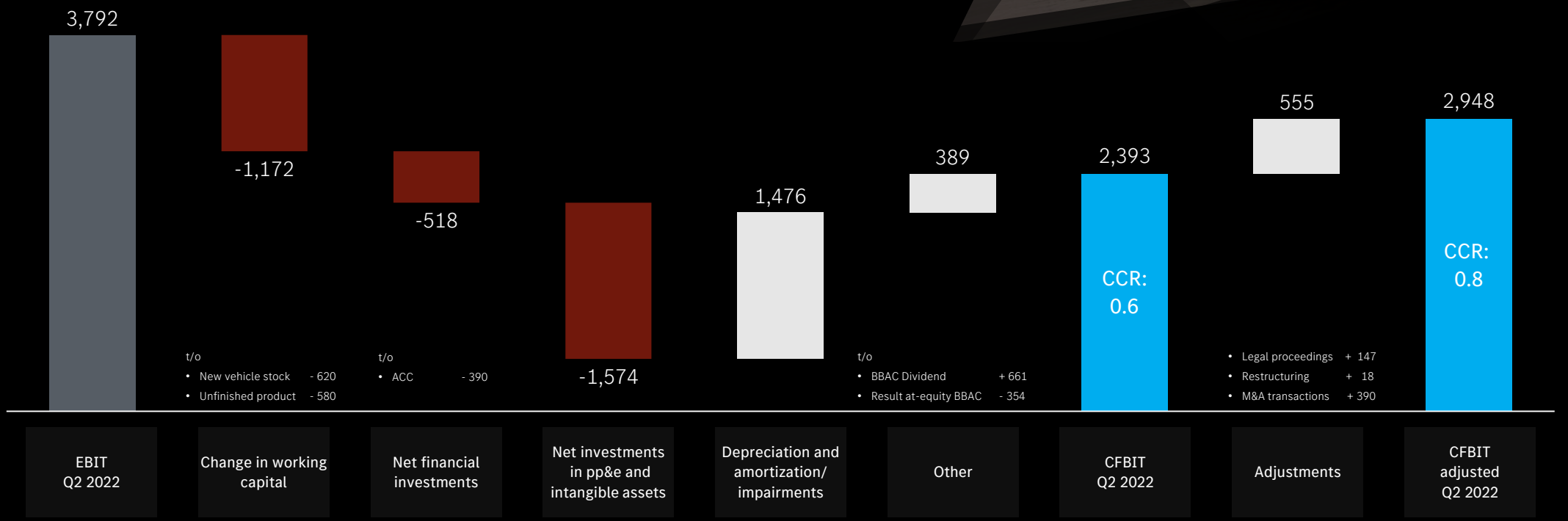
Mercedes-Benz Cars: Q2 2022 EBIT & RoS

In million euros



Mercedes-Benz Cars: EBIT to CFBIT

In million euros



Mercedes-Benz Vans: Key messages

Performance: Stable unit sales and increased revenue despite semiconductor shortage

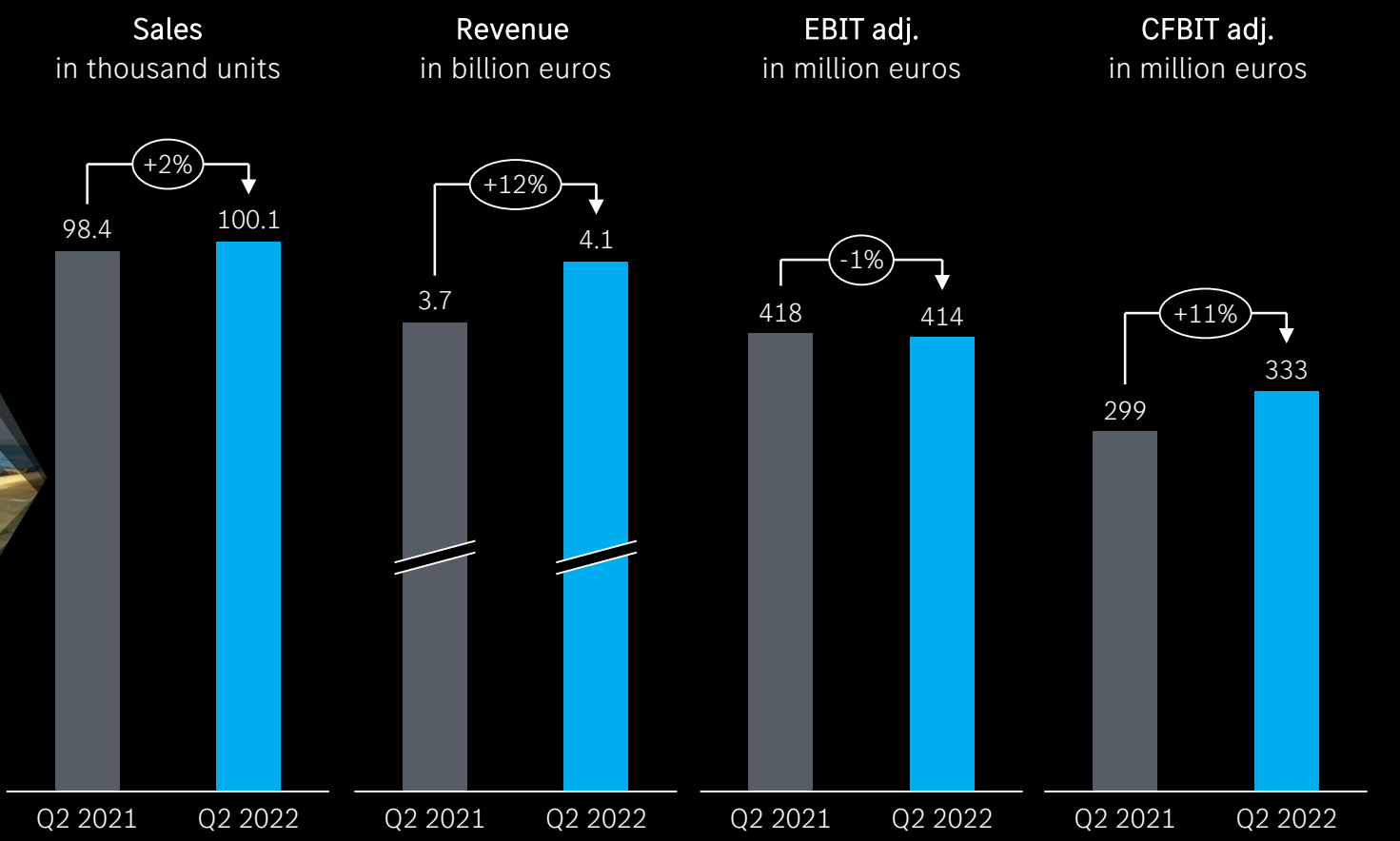
Market: Record sales of Sprinter and Metris in the US

Profitability: Double digit margin reflects healthy mix and pricing

Electrification: Share of eVans increased significantly vs. prior year (+>50%), in particular commercial eVans

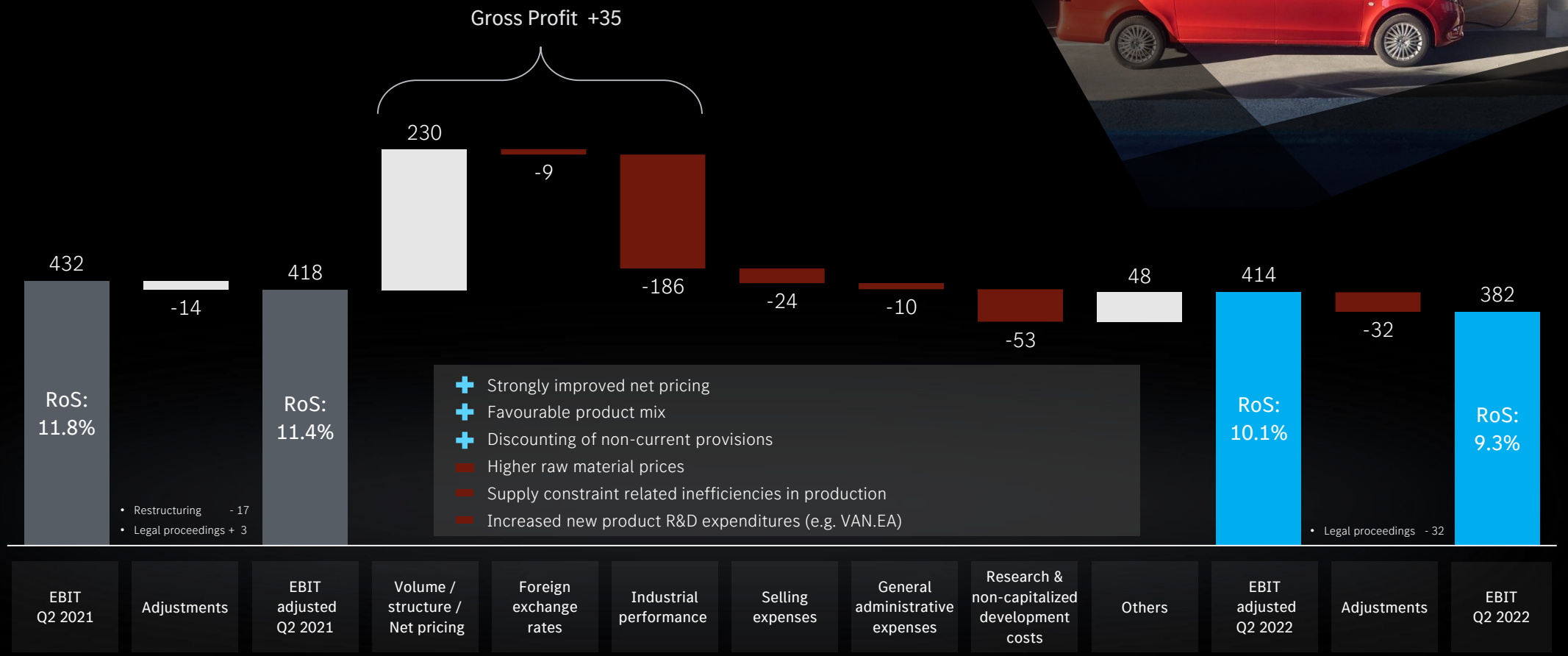
Strategy: Focus on lead in electric and preparing for EV transition (e.g. VAN.EA)

Mercedes-Benz Vans: Financials



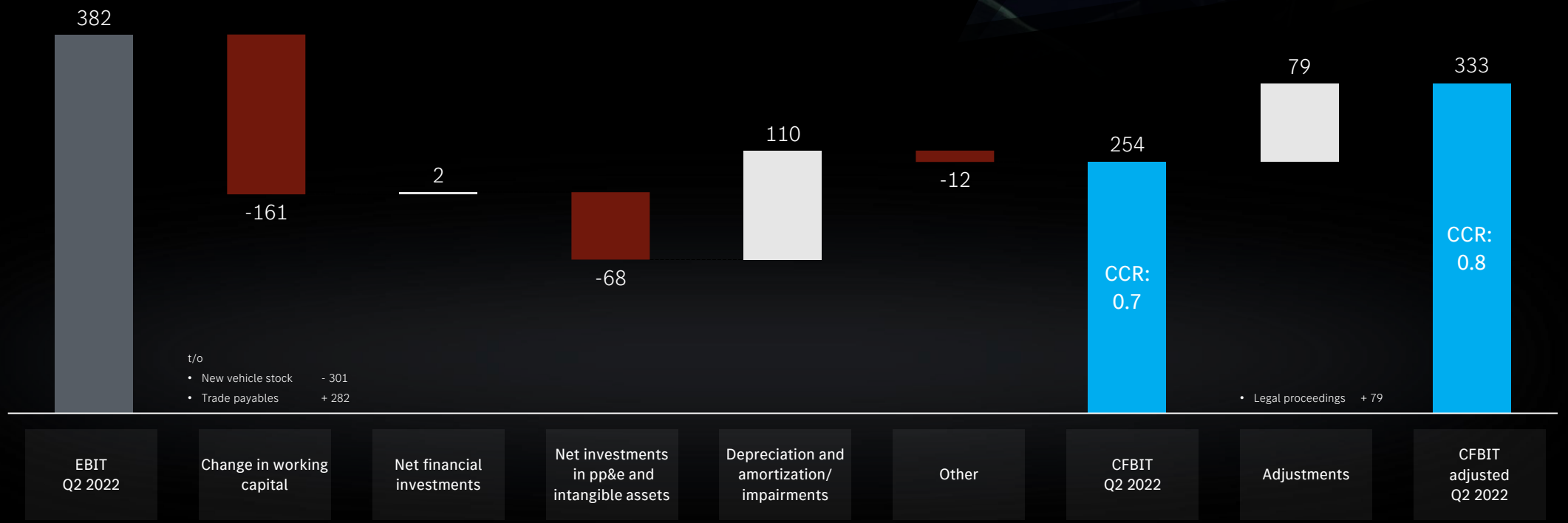
Mercedes-Benz Vans: Q2 2022 EBIT & RoS

In million euros



Mercedes-Benz Vans: EBIT to CFBIT

In million euros

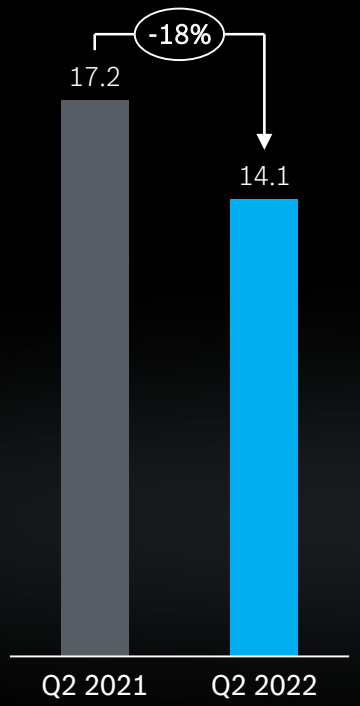


Mercedes-Benz Mobility: Key messages

- New business still impacted due to supply constraints and lower penetration
- Interest margin remains stable despite increasing interest rates
- Net credit losses at low level similar to 2021
- Increase in Cost of Credit Risk driven by weaker macroeconomic outlook
- Successful sale of ShareNow to further streamline the mobility participations portfolio

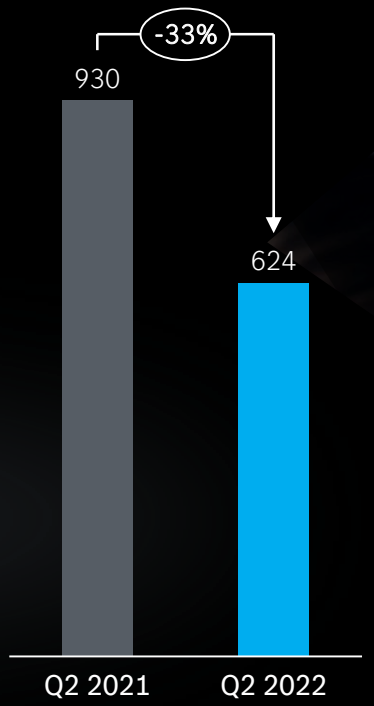
Mercedes-Benz Mobility: Financials

New Business
in billion euros



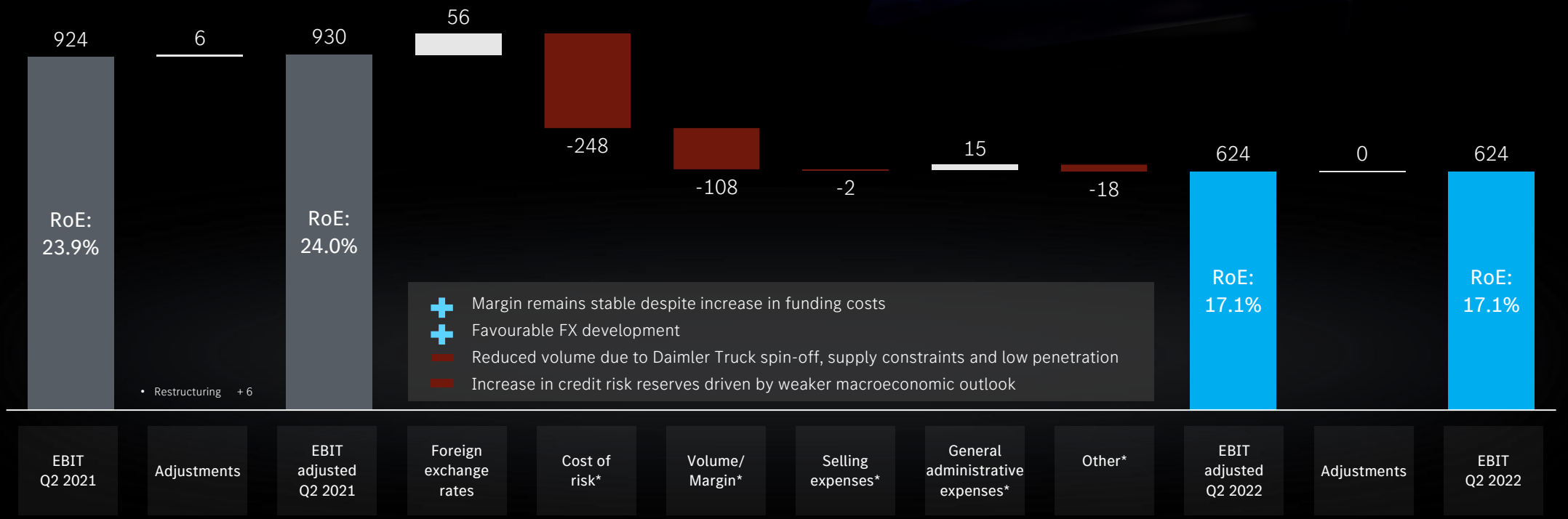
Contract Volume
in billion euros

EBIT adj.
in million euros



Mercedes-Benz Mobility: Q2 2022 EBIT & RoE

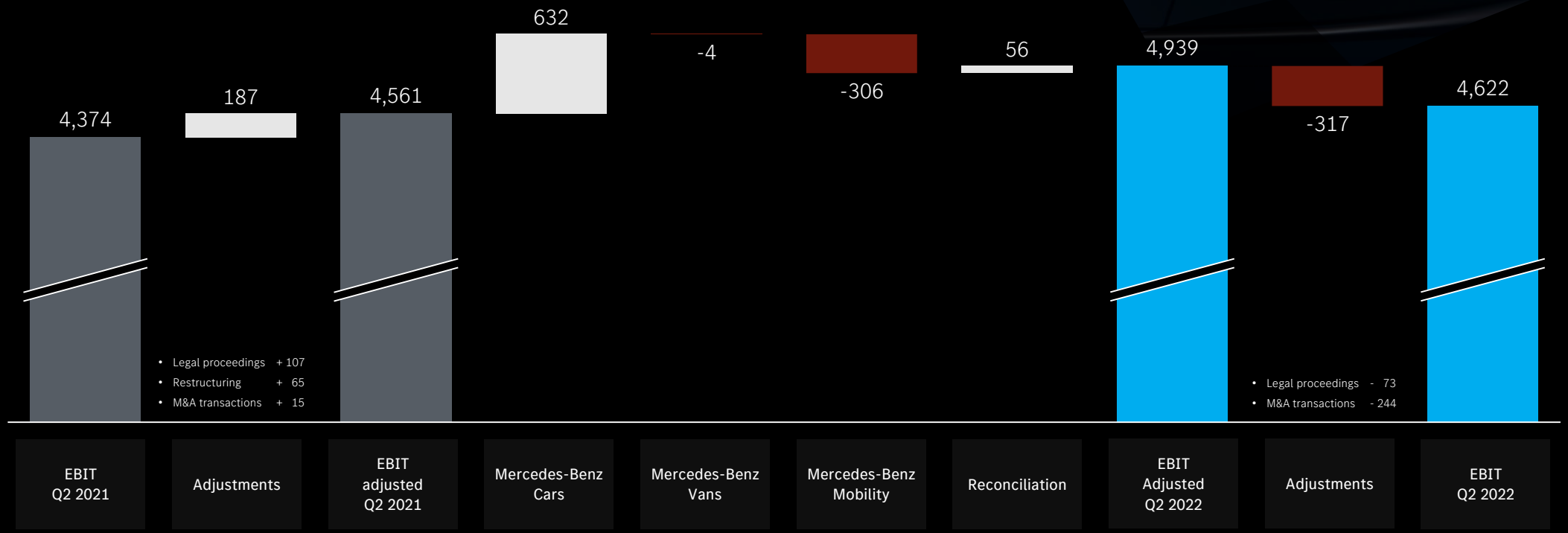
In million euros



* excluding FX effects

Mercedes-Benz Group: Q2 2022 EBIT*

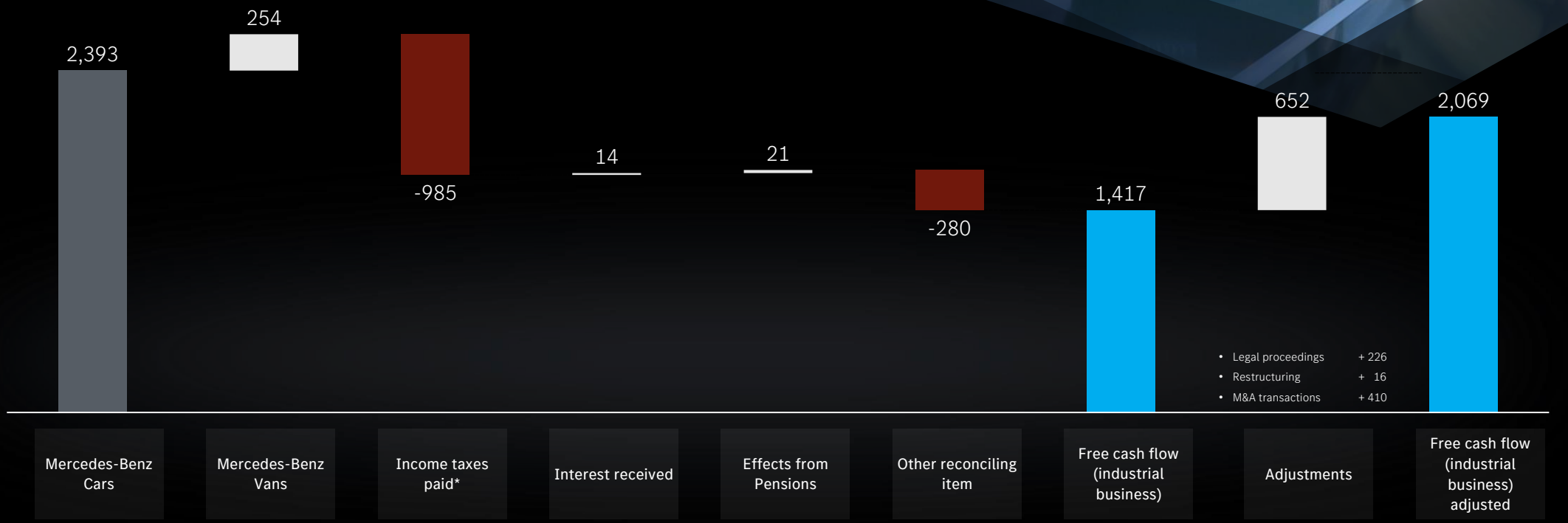
In million euros



* 2021 figures based on continuing operations only

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

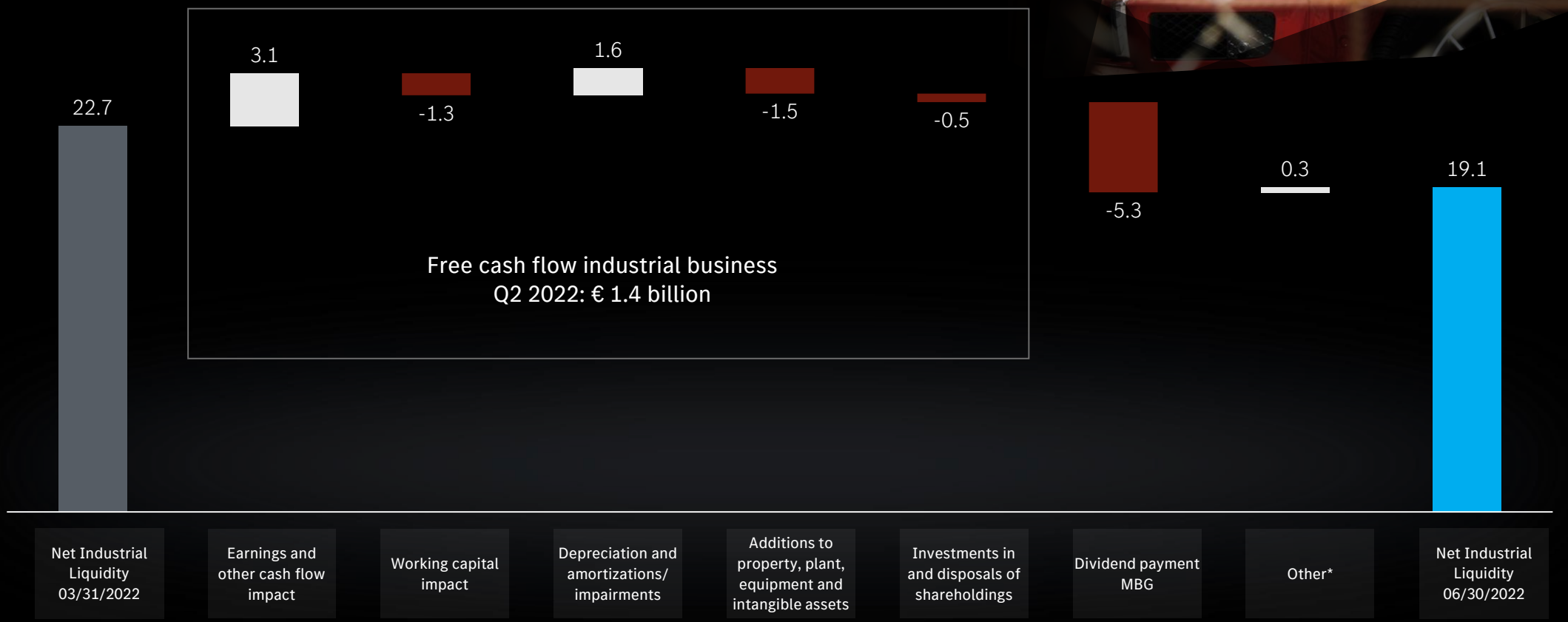
In million euros



* includes internal tax prepayments from Mercedes-Benz Mobility to the industrial business

Mercedes-Benz Group: Net Industrial Liquidity

In billion euros



* Mainly exchange rate effects

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I. RESULTS Q1 2022

II. OUTLOOK FY 2022

III. STRATEGY

1. MERCEDES-BENZ CARS

1.1 LUXURY STRATEGY

1.2 ELECTRIFICATION & AUTOMATED DRIVING

2. MERCEDES-BENZ VANS

3. MERCEDES-BENZ MOBILITY

Mercedes-Benz Divisional Guidance 2022

ASSUMPTION

The macroeconomic and geopolitical conditions continue to be characterized by an exceptional degree of uncertainty. A key factor contributing to this is the war in Ukraine, with its effects on supply chains and on the availability and the development of prices for energy and raw materials. Further effects due to the rapidly changing situation in Russia and Ukraine are not currently known and have not yet been taken into account in our key figures, but could possibly have substantial negative consequences for our business activities, should it escalate beyond its current state. In addition, the continued very high inflationary pressure for consumers and companies and the associated central-bank increases in interest rates as well as ongoing bottlenecks in global supply chains make the outlook more difficult. Not least the further course of the pandemic, in particular in China, holds uncertainties for the expected development of the market.

Unit Sales	Mercedes-Benz Cars	Slightly above
	Mercedes-Benz Vans	Slightly above
Return on Sales (adjusted*)	Mercedes-Benz Cars	12 to 14 %
	Mercedes-Benz Vans	8 to 10 %
	Mercedes-Benz Mobility (RoE)	16 to 18 %
Cash Conversion Rate** (adjusted)	Mercedes-Benz Cars	0.8 to 1.0
	Mercedes-Benz Vans	0.6 to 0.8
Investment in pp&e	Mercedes-Benz Cars	Significantly below
	Mercedes-Benz Vans	Significantly above
R&D expenditure	Mercedes-Benz Cars	Significantly above
	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 (e.g. Spin-off).
** Adjusted Cash Flow before Interest and Taxes (CFBIT) divided by adjusted EBIT.

Mercedes-Benz Group Guidance 2022

ASSUMPTION

The macroeconomic and geopolitical conditions continue to be characterized by an exceptional degree of uncertainty. A key factor contributing to this is the war in Ukraine, with its effects on supply chains and on the availability and the development of prices for energy and raw materials. Further effects due to the rapidly changing situation in Russia and Ukraine are not currently known and have not yet been taken into account in our key figures, but could possibly have substantial negative consequences for our business activities, should it escalate beyond its current state. In addition, the continued very high inflationary pressure for consumers and companies and the associated central-bank increases in interest rates as well as ongoing bottlenecks in global supply chains make the outlook more difficult. Not least the further course of the pandemic, in particular in China, holds uncertainties for the expected development of the market.

The base for the comparative guidance are the respective continued operations KPIs of 2021.

Revenue	Significantly above
EBIT	Slightly above
Free Cash Flow (Industrial Business)	At prior-year level
CO_2 emission (g/km)*	At prior-year level

* CO2 emissions of the new car fleet in Europe (European Union, Norway and Iceland)

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III. **STRATEGY**

1. MERCEDES-BENZ CARS

   1.1 LUXURY STRATEGY

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Strategic priorities for this year – implementation on track

Scale electric vehicles	Grow luxury business	Accelerate car software	Alleviate supply constraints	Focus relentlessly on costs
Significant increase of BEV sales	MBSU May 19th	MBSU preparation	Deep sourcing progress	On course

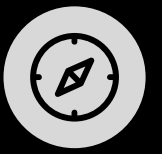
Three levers to sustainably improve our cash flow

"Free up cash"

– **Reduction of working capital**: from purchase to production to sales

– **Joint optimization of inventories** along the value chain

– Target: generate **as much cash inflow as possible as early as possible** and **as little cash out as possible as late as possible**



"Improve cash flow steering"

– **Creating** more **transparency** and **visibility**

– **Integration** of cash flow as an **established part** of our **management and decision-making processes**

"Establish cash flow culture"

– **Cash flow** as part of the **Mercedes-Benz DNA**: from management to employees

– **Demonstrating** how everyone can **positively influence the cash flow** in their day-to-day work

– Establishing **cash flow orientation** as the **basis for responsible management of the scarce resource "money"**

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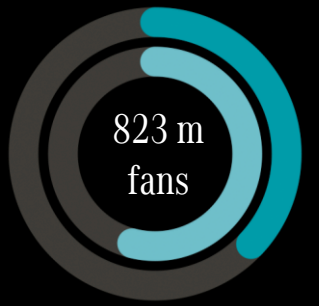
Mercedes-Benz – The original and most valuable luxury car brand

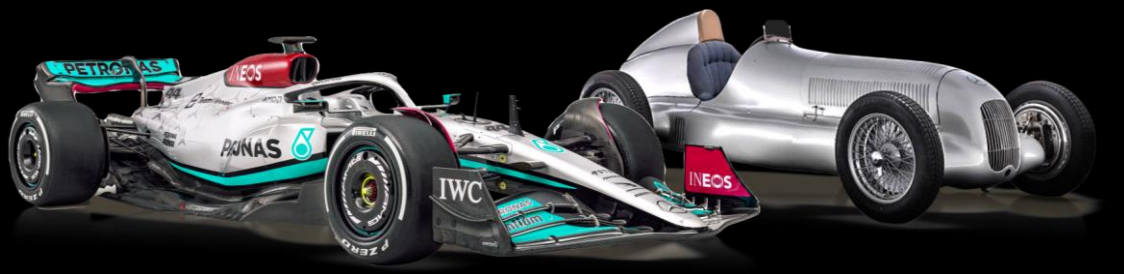
Heritage:
Mercedes-Benz is built on constant reinvention

Formula 1:
The power of F1 for our brand



37% female

54% under 35



Source: Interbrand Best Global Brands 2021

Zeitgeist relevance: There's no luxury without sustainability

Our sustainability goals:

2022
CO_2-neutral production

2025
Up to 50% xEVs

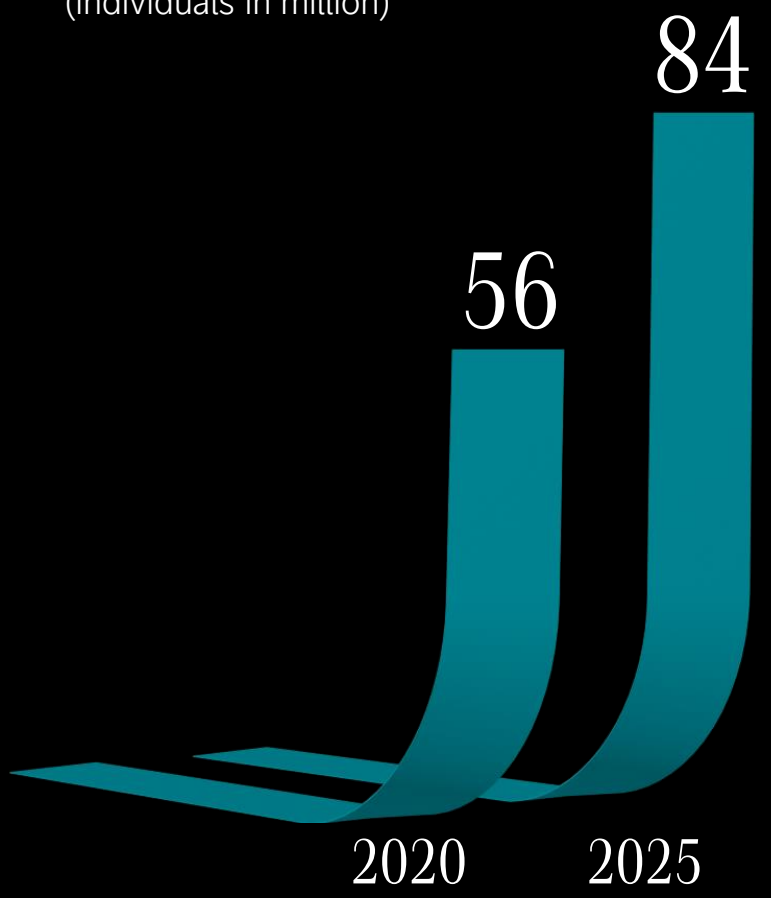
2030
ready to go all electric where market conditions allow

2039
Carbon neutrality

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)

North America	22	28
Europe	16	24
China	5	10

Source: Credit Suisse, Global Wealth Report 2021

Understanding our customers

50%

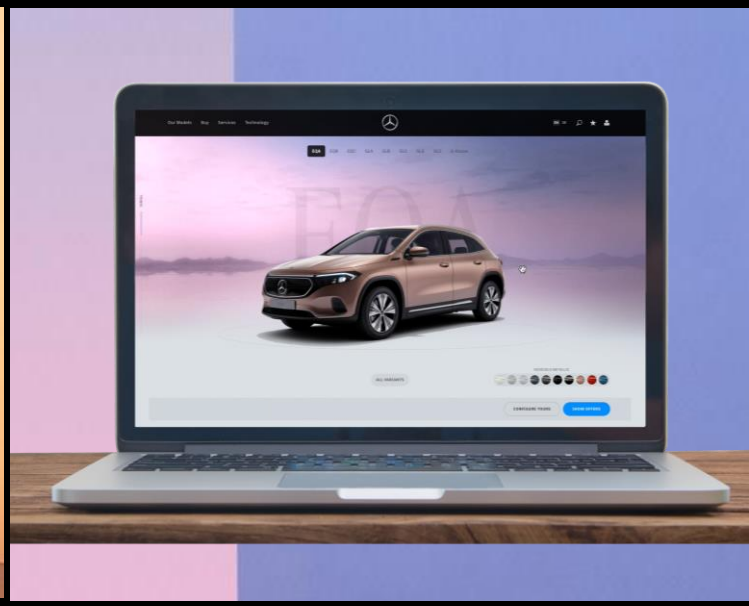
more adults with wealth
above 1 million USD
(2020-2025)

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”

Approaching our customers

Specific Mercedes-AMG touchpoints continue to grow worldwide

Digitalisation drives the importance of the physical brand experience

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

Exclusivity: Significant progress with our top-end vehicles and increasingly electric with even more conquest potential

+30%

Top-end vehicle unit sales in 2021

~60%

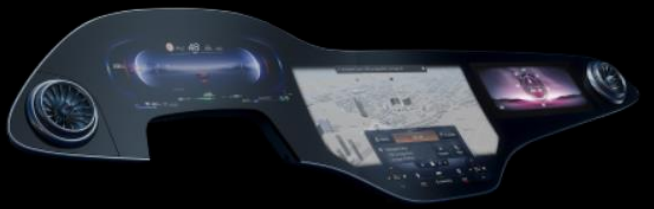
Expected growth of top-end vehicle share of total Mercedes-Benz sales 2019-2026

Developing Desire

Strong Brands
Refined Portfolio

Cutting-edge
Technology

Sensory
Product Experience



Sustainability

Desire for... TECH
Digital innovations for China

Our game plan: generate returns consistent with our luxury status

What we are going to do

- Focus on **pricing power**
- Optimise product portfolio
- Tap full **potential of top-end segment**
- **Exit lower margin products** and channels
- **Control investment and capacity** while driving up contribution margins

The financial Impact

- **Drive ASP higher**
- Find a **superior operating equilibrium**
- **Structurally higher profitability** and improved **margin resilience**
- **Higher return on invested capital**

The power of pricing is part of our strategy

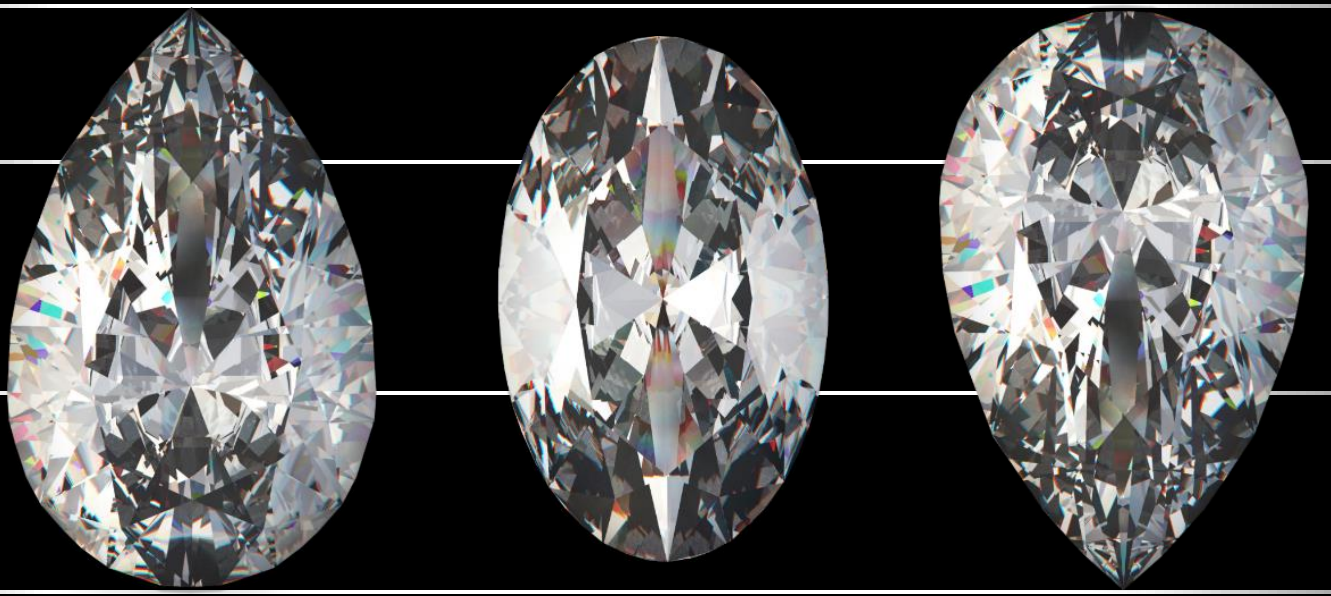
Key Levers

- Superior **brand drives pricing power**
- Strong **products enable** ambitious **initial price setting** versus competition
- Sustainable **price escalation**
- Tight **discounts**: from sales push to lifecycle management
- **Direct sales** model allows grip on pricing

- Clear objective **to continually raise our net pricing yoy**
- **Ambition** to **compensate raw material cost increases** via pricing
- We will continue to control pricing and supply even if competitors pursue a volume strategy

Reshaped model portfolio will drive profitable sales growth

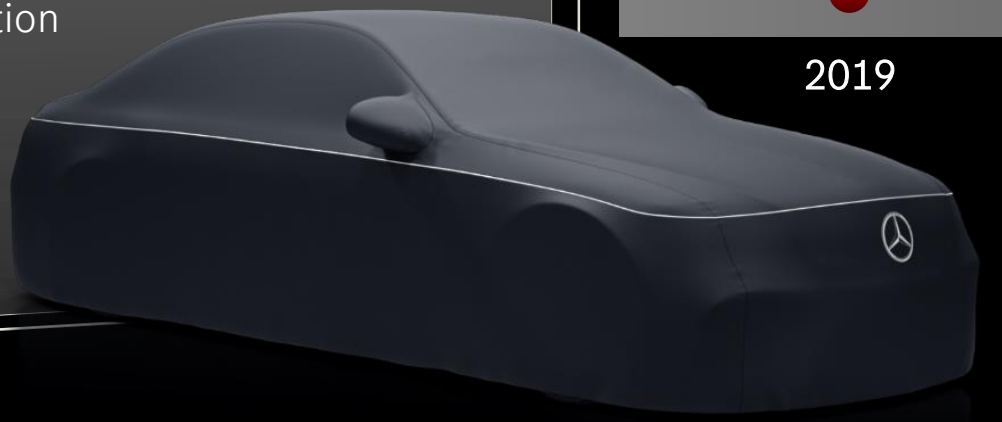
Mercedes-Benz Car Sales	2.3 m cars	1.9 m cars	2021-2026 CAGR approx. 5% p.a.	Change of segment share in 2026 vs. 2019
Top-End Luxury				Around +60%
Core Luxury				0 %
Entry Luxury				-25%



2019 2021 2026

Entry Luxury – Focus & Elevate

- **Elevate to Entry Luxury**
- Product range refocused on **fewer and more upscale portfolio positions**: 4 bodystyles instead of 7
- The **new entrance point of the portfolio is being redefined** with the next generation of vehicles
- **Margin threshold** supports Group margin ambition



Sales volume

680k → 570k

Change of segment share in 2026 vs. 2019

-25%

Change of ASP

around +20% | significantly up

Margin Quality

2019	2021	2026

Core Luxury – Grow & Refine

- Core Luxury **going electric on an accelerated timescale**, leveraging EVA (**EQE, EQE-SUV**) and then **MB.EA** architectures
- Very attractive **C-Class** in the market
  GLC to launch end of 2022
  Brand new **E-Class** in 2023
- Protect **healthy margins on the way to BEV**

Sales volume

1.350k → 1.030k

Change of segment share in 2026 vs. 2019

flat

Change of ASP

around +25% | regular price adjustments

Margin Quality

2019 | 2021 | 2026

Top-End Luxury – Expand & Enhance

- Starting point: Over **300k top-end luxury units** with **ASP of > € 100k** and **top-end profitability**
- Sustainable **segment growth**
- Desirable products **fueling growth: EQS, EQS-SUV, EQS-SUV Maybach, SL, GT, AMG-EA**
- **Ultra exclusive collectibles and luxury customer experience**

Sales volume

250k → 305k

Change of segment share in 2026 vs. 2019

+60%

Change of ASP

around +15% | regular price adjustments

Margin Quality

2019 | 2021 | 2026

Changing our economic equation

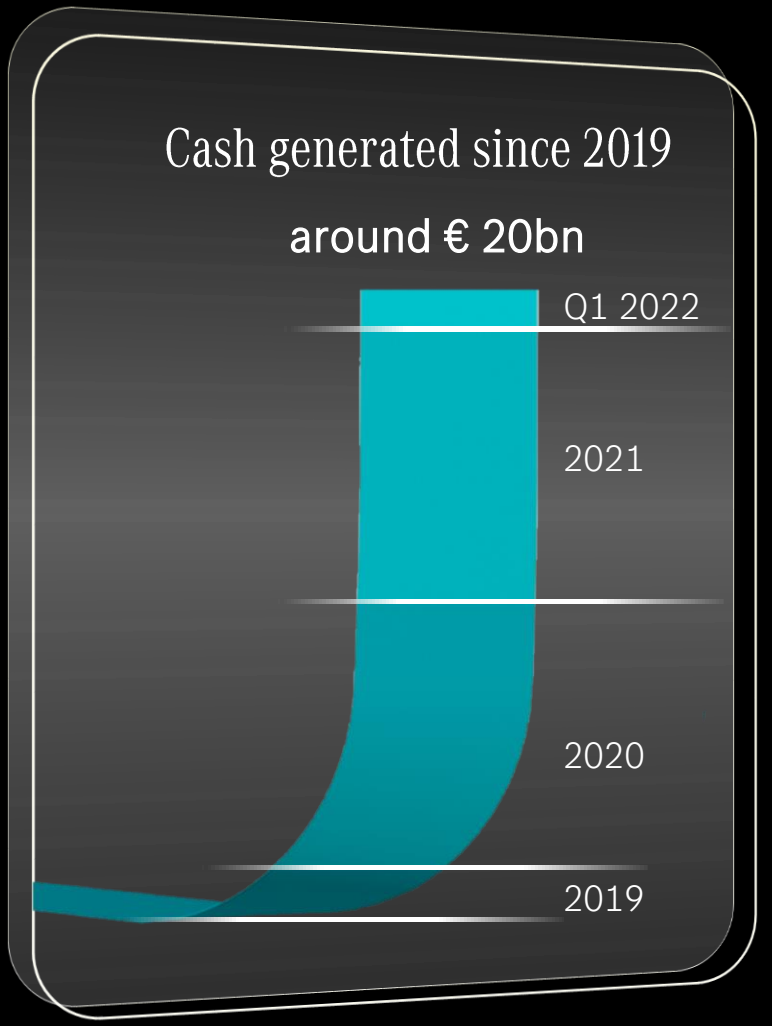
- **Enhance ROIC: control the denominator while raising the numerator** (operating and cash margins)
- **Drive growth through high utilisation**, ‚reverse auction' of available capacity to build the most profitable models
- **75% of capital allocation focused on top-end and core segment** where the returns are most promising
- **Intelligent and careful capital allocation** to build EV capabilities and supply chain

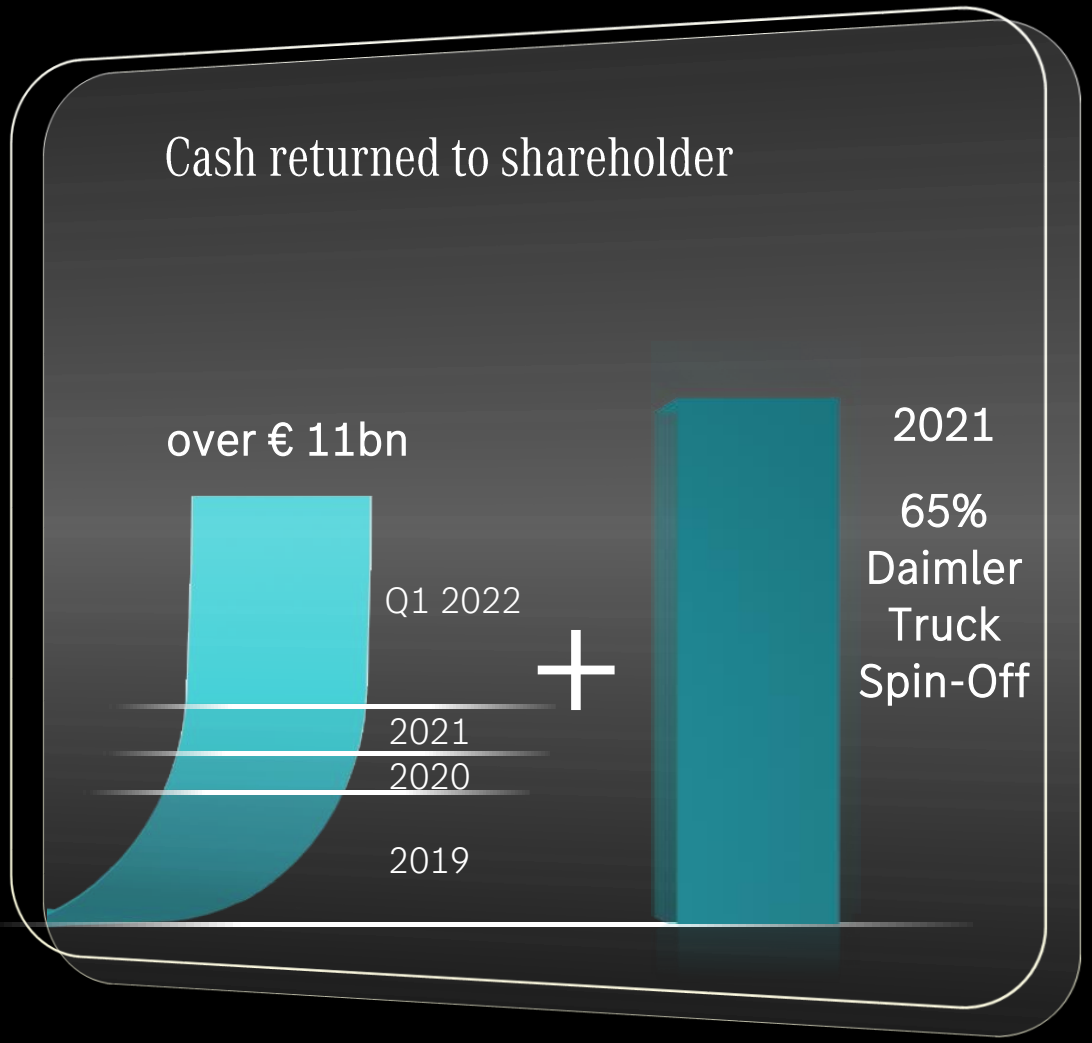
Our financial ambitions for Mercedes-Benz Cars in 2025: structurally higher profitability and lower margin volatility

Market Environment* Market level, competitive actions, commodity and raw material markets			
Mix & Pricing	Higher mix and strong pricing power		
Fixed costs	> -20% vs. 2019	> -20% vs. 2019	> -20% vs. 2019
CAPEX and R&D (CF impact)	> -20% vs. 2019	> -20% vs. 2019	> -20% vs. 2019
RoS adjusted	approx. 8%/10%	approx. 12%	approx. 14%
Cash conversion		0.7 – 0.9x	our ambition

* Market Environment compromises of the above listed external factors. There might also be situations, which are impossible for us to forecast and not covered within the weather chart e.g. „black swans“ like Covid-19 in 2020. Major tectonic shifts on raw material side or on the geo-political side might be further potential examples. By the nature of these events providing a margin forecast for such extreme scenarios is not possible.

Cash culture at work





Bottom line

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

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Ambition 2039 – our commitment to CO_2 neutrality over lifecycle

Supply chain	Production & Logistics	Well-to-tank	Tank-to-wheel	End-of-life
				
CO_2-neutral supply chain	CO_2-neutral production & logistics	CO_2-neutral energy generation	CO_2-neutral vehicle operation	CO_2-neutral recycling

SBTi

SBTi

SBTi

Mercedes-Benz will be ready to go

all-electric

within this decade

At the end of the decade, our focus will be on BEV only

By 2025, our customers will be able to choose an all-electric alternative for every model we make

It's our ambition to drive the plug-in hybrid & BEV share up to 50% in 2025. By the end of the decade, we will be ready to go all-electric where market conditions allow

We will use our unique brand position to grow economic value
- enhance product mix and pricing
- focus on most profitable models and regions
- drive loyalty and grow recurring revenues
- increase revenue per unit

The EQS: the first electric vehicle in the luxury class

Launched in 2021

WLTP ranges of up to 780 kilometres[1]

With its C_d figure[2] from as low as 0.20 the EQS is the world's most aerodynamic production car.

Drive powers from 245 to 385 kW. A performance version with up to 560 kW is being planned

Power for up to another 300 kilometres (WLTP) is recharged in just 15 minutes[3]

[1] The electrical consumption (and information based thereon) has been determined on the basis of Commission Regulation (EC) 692/2008 according to NEDC and Commission Regulation (EU) 2017/1151 according to WLTP.
[2] C_d figure 0.20: EQS 450+ with 19-inch AMG wheel/tyre combination and AMG Line exterior (available in the EU from the end of 2021) in the SPORT drive program
[3] Charging speed at DC fast charging stations with 500 amps

The EQE: the new business avant-garde

Global launch: mid-2022

Depending on the on-board equipment and configuration, WLTP operating ranges of up to 654 kilometres*.

A lithium-ion battery with 10 cell modules is installed.

In 15 minutes it is possible to charge the EQE with up to 35.55 kWh – this corresponds to a range of up to 250 kilometres based on the WLTP range*.

The battery certificate stands for the long service life of the high-voltage batteries. It is valid up to a term of ten years or up to 250,000 kilometres.

* Range and electrical consumption have been determined on the basis of Commission Regulation (EC) No. 2017/1151/EU

The EQS SUV: Redefined SUV luxury

Launch: Second half of 2022

WLTP ranges of up to 660 kilometres[1]

Lithium-ion battery with up to 12 cell modules

DC fast charging system with a charging capacity of up to 200 kW

15 minutes, power corresponding to a range of up to 250 kilometres[2] can be recharged on the basis of the WLTP rang

The 6-phase design makes the permanently excited synchronous motor (PSM) particularly powerful. Its peak power is 265 kW.

[1] 536-660 km are the provisional range figures of the EQS 450+ (WLTP: Combined power consumption: 23.0-18.6 kWh/100 km; combined CO_2 emissions: 0 g/km). Data on power consumption and range are provisional and were voluntarily determined internally in accordance with the "WLTP test procedure" certification method. There are no confirmed figures from an officially recognised testing organisation to date. Deviations from the final data are possible.
[2] Provisional figures for the EQS 450+ (WLTP): combined power consumption: 23.0-18.6 kWh/100 km; combined CO2 emissions: 0 g/km). Data on power consumption and range are provisional and were voluntarily determined internally in accordance with the "WLTP test procedure" certification method. There are no confirmed figures from an officially recognised testing organisation to date. Deviations from the final data are possible.

Our electric product rollout is running at full speed

In Q2 Mercedes-Benz was able to almost doubled battery electric EQ models sales to 23,500 units (+90%).

In total, the Mercedes-Benz Cars xEVs (PHEVs and BEVs including smart) reached 65,400 units (+2%) in Q2.

In 2021 alone, we were introducing four new battery electric vehicles

This year we will present SUV versions of our EQS and EQE

By 2022, we will have battery electric options in all segments we serve

2021

EQA

EQB

EQS

EQE

2022

EQS SUV

EQE SUV

Electrified T-Class

Three Mercedes-Benz EV-only architectures to be launched in 2025
Ready to go all-electric by the end of the decade*

MB.EA

medium- and large-size cars
modular system as electric backbone for our EV portfolio

AMG.EA

dedicated performance
electric-vehicle architecture

VAN.EA

for electric vans
and light commercial vehicles

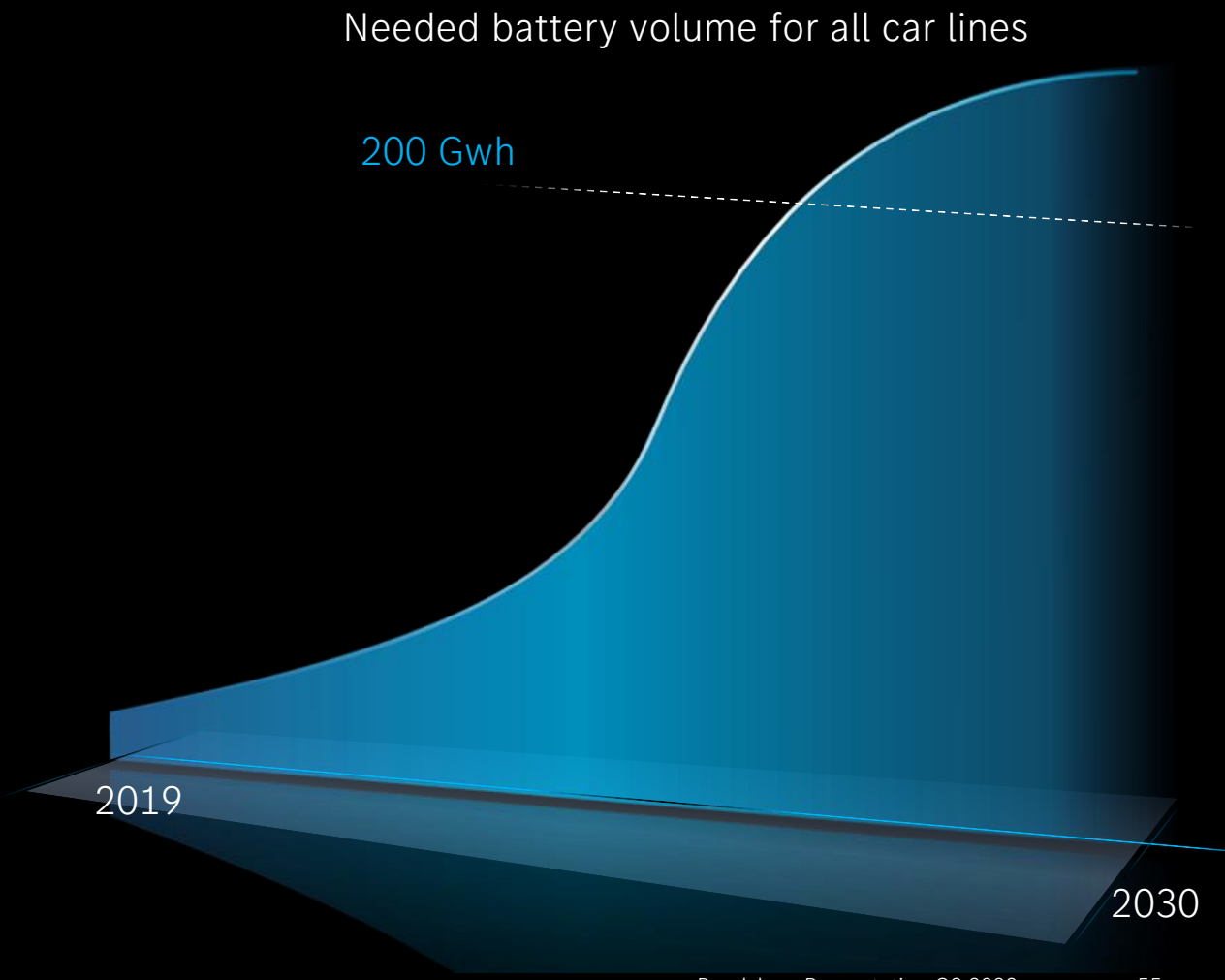
* where market conditions allow

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

Our targets:
Capacity of more than 200 Gigawatt hours

8 new cell factories around the world:
one in the U.S., four in Europe with our partners

Our partners are:
CATL, FARASIS, ACC, AESC



By joining ACC, we build a European battery champion

We take a one third stake in Automotive Cells Company (ACC).

Our goal: Joint development and production of cells and modules in Europe.

ACC will reach a capacity of at least 120 Gigawatt hours in Europe by the end of the decade.

ACC will supply Mercedes-Benz with high-performance battery technologies from its production locations from mid of the decade.

Our batteries will be highly standardized

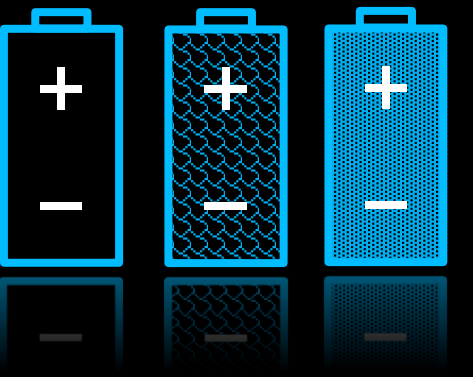
More than 90% of all future Mercedes-Benz vehicles will be based on a common battery platform

We are aiming for a modular battery system that consists of uniformly designed components and standard interfaces to the entire vehicle

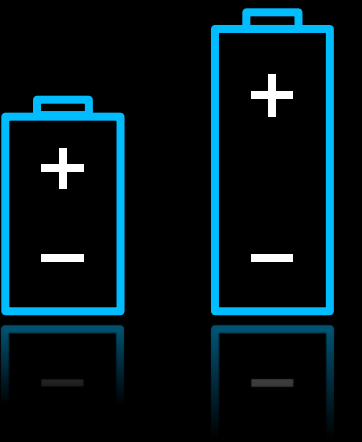
Only two differentiating characteristics will create the necessary variance in terms of range, charging and life performance: cell chemistry and size

Differentiating factors

Chemistry



Size



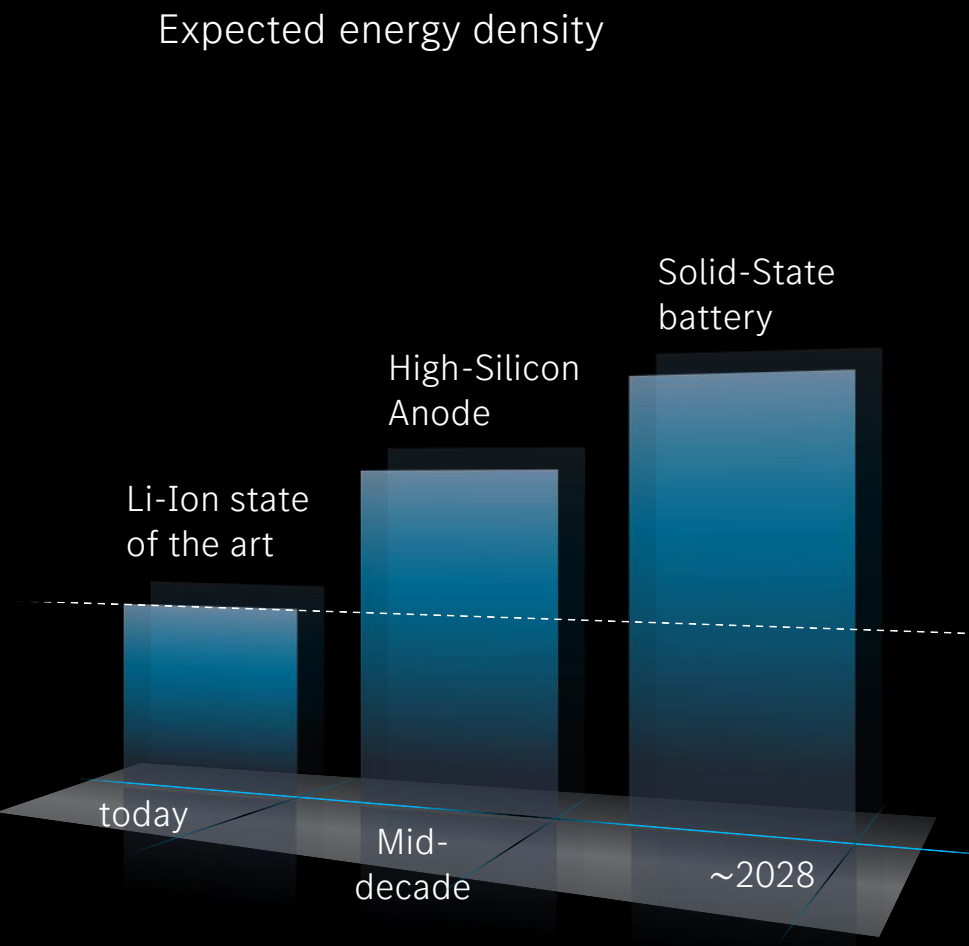
Developing the next generation battery cell technology

High-Silicon Anode: increasing energy density by using silicon-carbon composite in the anode

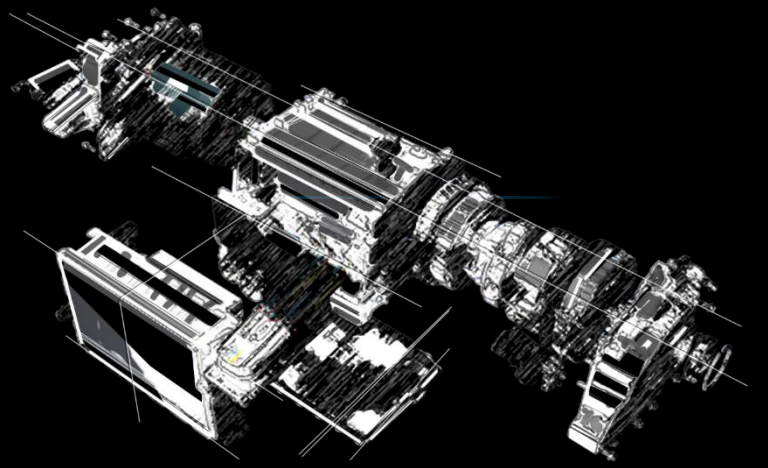
Solid-State: pushing energy density beyond limits of conventional lithium-ion cell, doubling energy capacity and reducing weight in same packaging space, enduring more charging cycles over lifetime

Several cooperations with existing and new partners like Sila, Prologium and Factorial to accelerate development of both technologies

Continuously integrating most advanced cell technology in our production cars, increasing range during lifecycle



In-house electric motors are a key part of our strategy



Ultra-high performance axial motors for our forthcoming AMGs. Axial flux technology allows for unmatched power density, performance, acceleration

Electric motor and power electronics company YASA Ltd. will be a fully owned subsidiary of Mercedes-Benz. Acquisition will take our electric drive tech to a new level

eATS 2.0: In-house developed and built electric drive unit with radial motor: Outstanding performance for majority of key products.

VISION EQXX – taking electric range and efficiency to an entirely new level

Efficiency means achieving more from less. The VISION EQXX is packed with efficiency improvements that push the envelope with a mixture of advanced technology and talented teamwork.

Following its record-breaking maiden drive from Stuttgart to Cassis (France) in April, the research vehicle set the bar even higher, with a 1,202-kilometre road trip from Stuttgart to Silverstone in the UK. Throughout the road trip, the VISION EQXX took advantage of its innovative thermal management system to achieve an average consumption of 8.3 kWh/100 km in the face of heavy traffic and summer temperatures.

VISION EQXX: key technical data at a glance

Battery energy content, usable	kWh	<100
Max. system voltage	Volts	>900
Energy consumption	kWh/100 km (miles/kWh)	8.3 (7.5)
c_d value		0.17
Front face	m^2	2.12
Power	kW	180
Wheelbase	mm	2,800
Length/width/height	mm	4,975/1,870/1,348
Unladen vehicle weight	kg	1,755

Our transition plan to go BEV-only

What we told you

- 2025 BEV alternative for every model
- Ready to go all-electric by end of decade
- Faster ramp down of ICE vehicles
- PHEV transition

What we are going to do

- New BEV models
- New BEV architecture MB.EA, AMG.EA, VAN.EA
- New battery cell factories
- New cooperations

How we steer our financials

- Net revenue
- Variable costs
- Contribution Margin
- R&D/CAPEX
- Fixed costs
- Return on sales
- Cash Flow

BEV cost reduction focus

Key levers

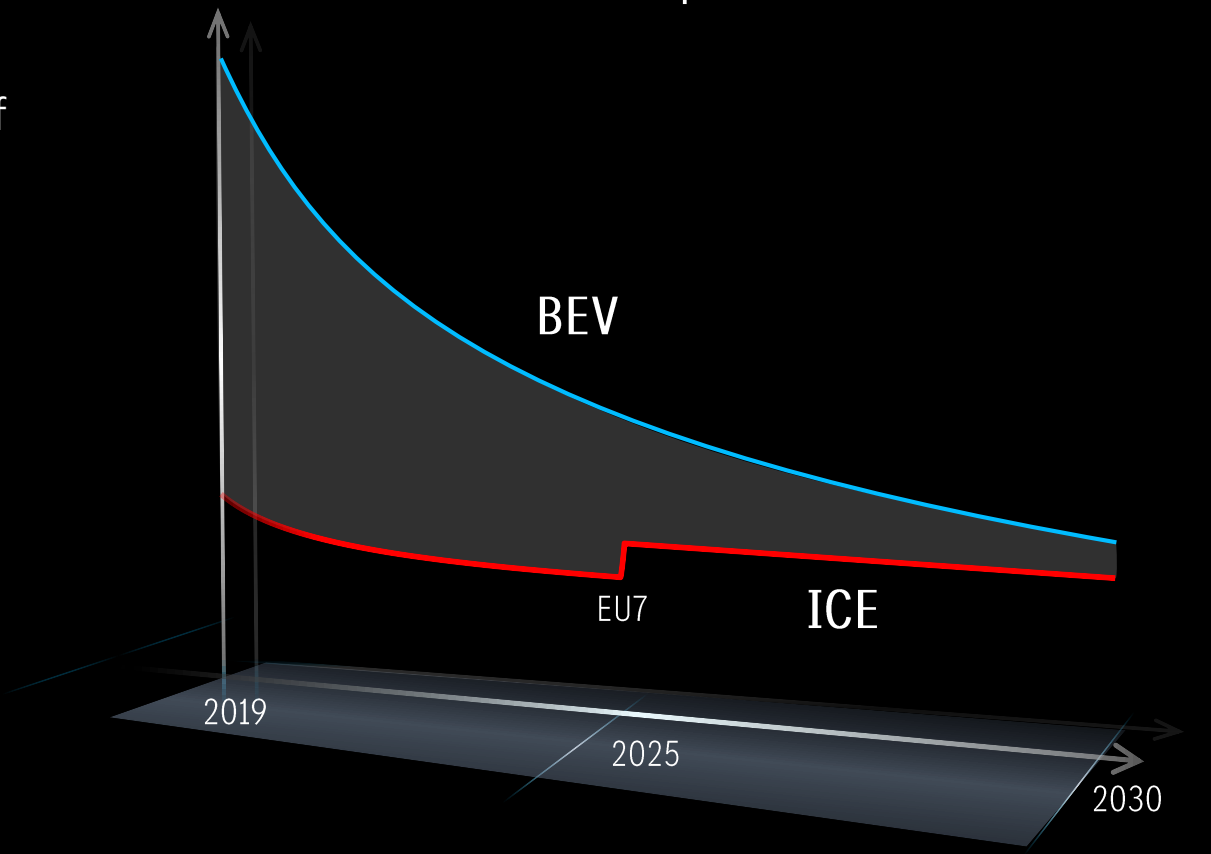
Material and manufacturing cost reduction of 1% until 2025

Further cost reduction on electric drive train from 2025 to 2030

Decreasing cell costs and common battery platforms

Scalable modular electric only architectures

Variable costs per unit*



* schematic and before mix change

Radical shift in capital allocation - from EV-first to EV-only

Key levers

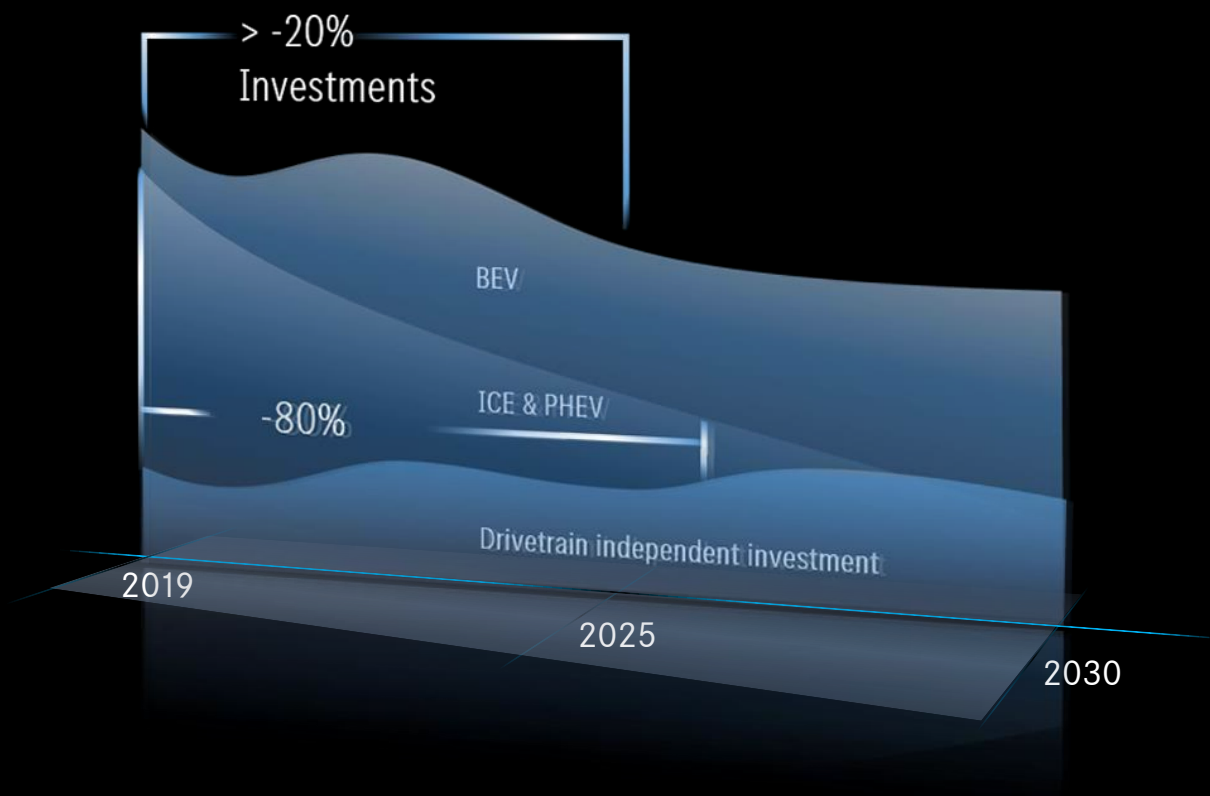
Additional investments for new BEV architecture MB.EA, AMG.EA, VAN.EA and intensified battery footprint

Radically reduced non-BEV investments

Capex share of investments decreasing

>20% investment reduction until 2025 and further decreases afterwards

CAPEX and R&D investments*



Fixed cost reduction targets stepped up

Key levers

Covid 2020: significant fixed cost reduction

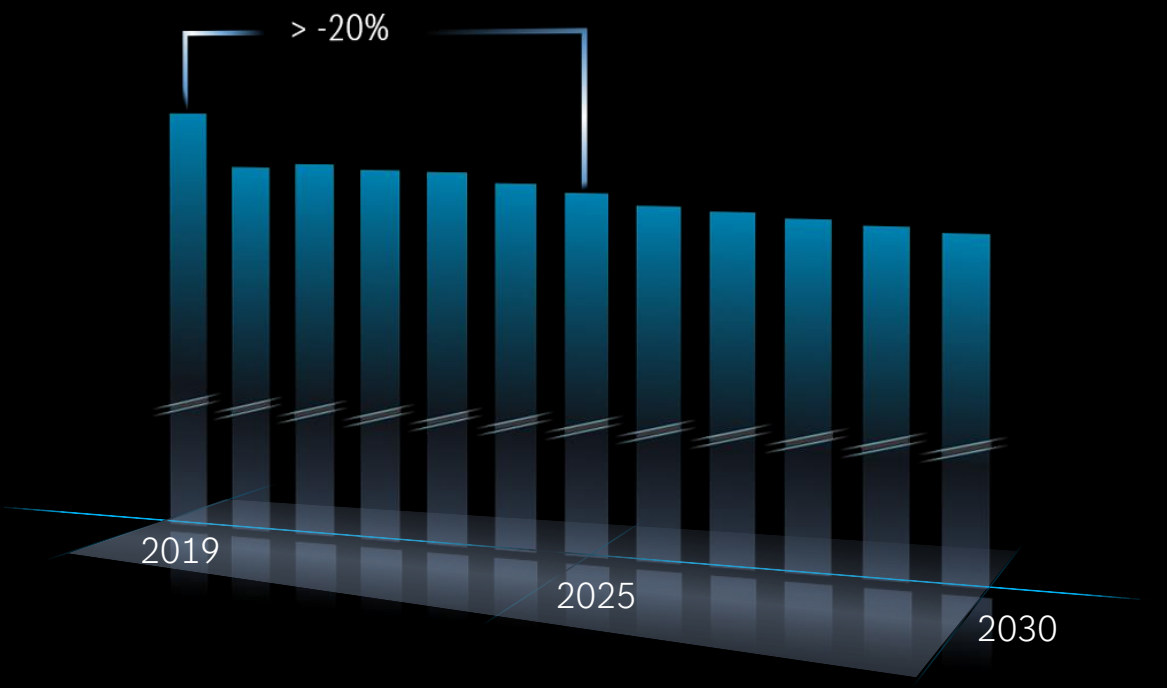
2021: temporary effects replaced by permanent measures

>20% fixed cost reduction until 2025 vs. 2019

2025ff: digitization of all business areas

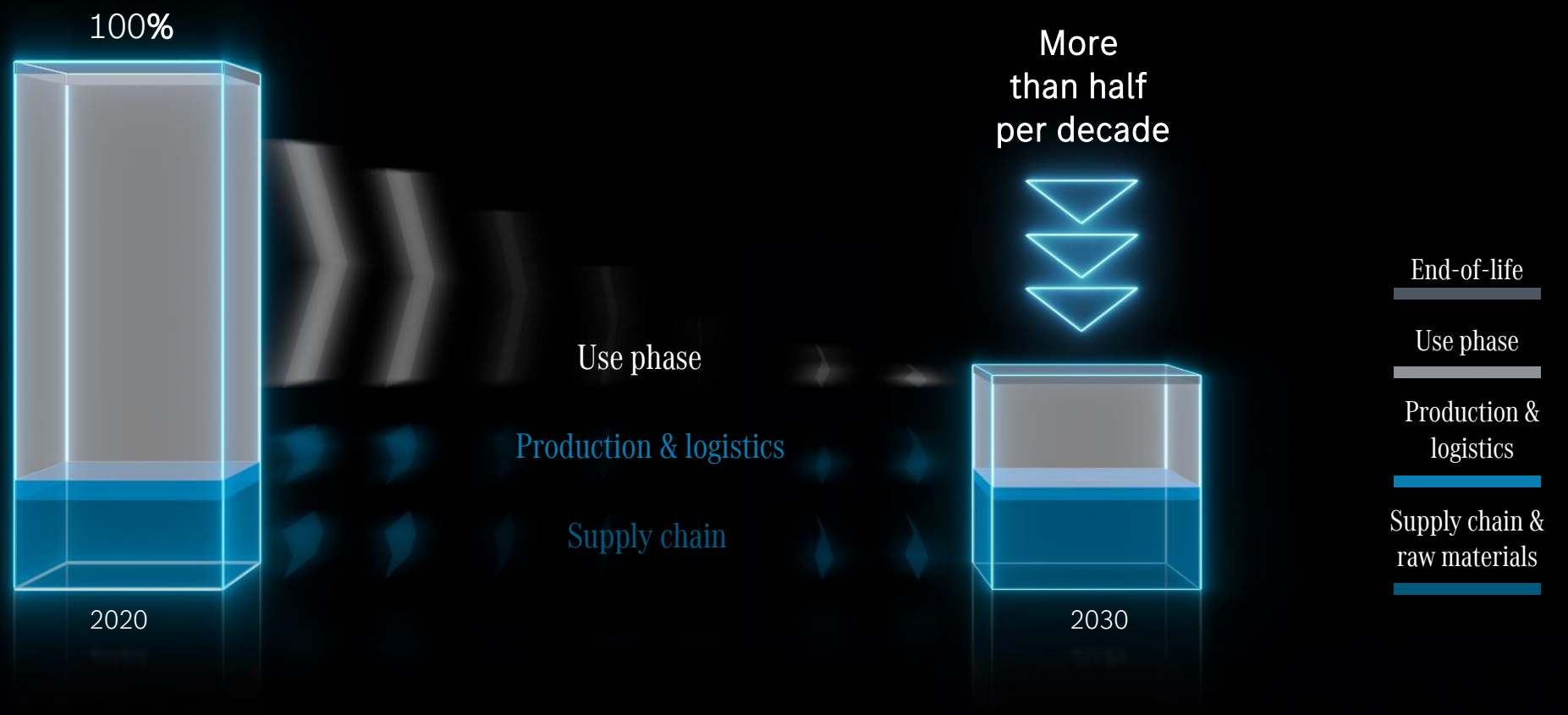
After 2025 further net reductions

Fixed cost development*



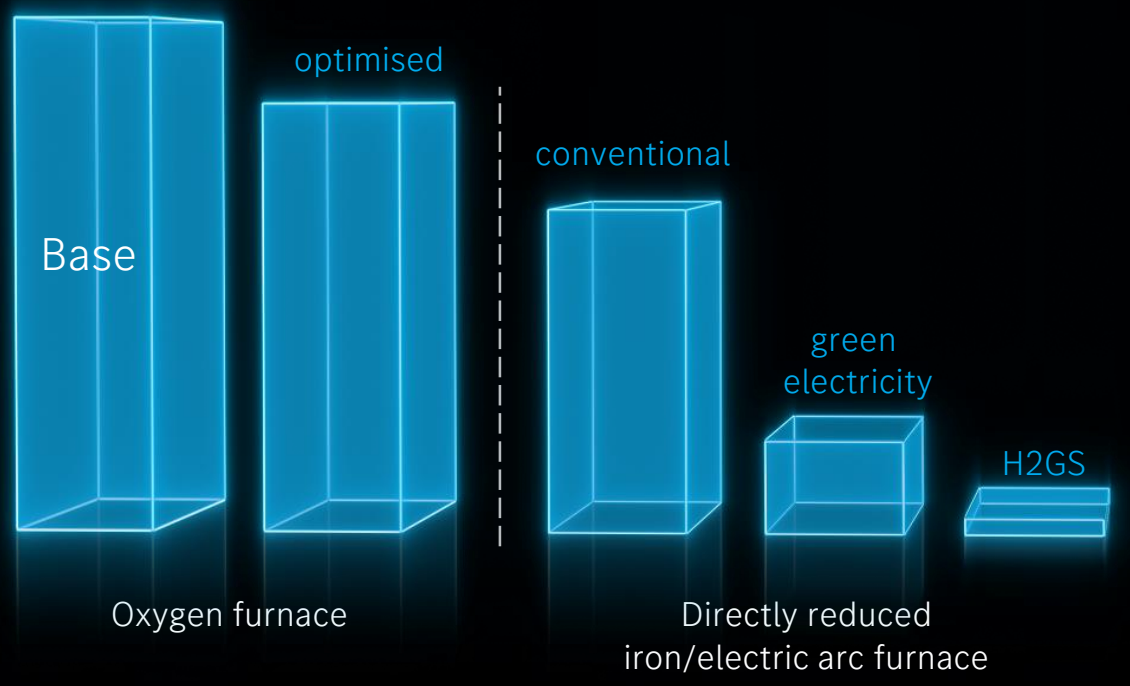
We will at least halve lifecycle CO2 emissions per vehicle in this decade

Mercedes-Benz Cars – on our way towards Ambition 2039 – we target the full lifecycle of the car



We create sustainable supply chains for focus materials via technology changes

Steel – CO_2 reduction:



~90%

of our annual purchasing volume is supplied by companies that follow our ambition to become CO2 neutral

Further materials in focus:

Aluminium sheet/cast

Thermoplastics

Battery materials

Mercedes-Benz has pledged to make vehicle production CO_2 neutral this year

Together with our EV strategy, CO_2 neutral production is a key driver of Ambition 2039

All Mercedes-Benz plants worldwide are producing 100% CO_2 neutrally in 2022

We plan to cover 70% of our energy needs through renewable sources* and will also produce energy on site

*by 2030

Mercedes-Benz global production network

Our Factory 56 is a zero-carbon factory and serves as a blueprint for our global Mercedes-Benz production network

At our Factory 56 in Sindelfingen "producing sustainability" is already reality

The innovative energy concept includes a photovoltaic system, a DC power grid and energy storage based on reused vehicle batteries

Self-generated, green electric power is sufficient to cover about 30% of the factory's annual power requirements

A new dimension in sustainable production

Photovoltaic system with 12,000 modules generating around 5,000 KWp and thus 30% of the factory's electricity requirement

Greening of 40% of the roof area

Innovative DC grid

Paperless production

Energy storage from car batteries with a total capacity of 1,400 kWh

Use of recycled concrete in the frontal building of Factory 56

-25%

25% reduction in energy demand

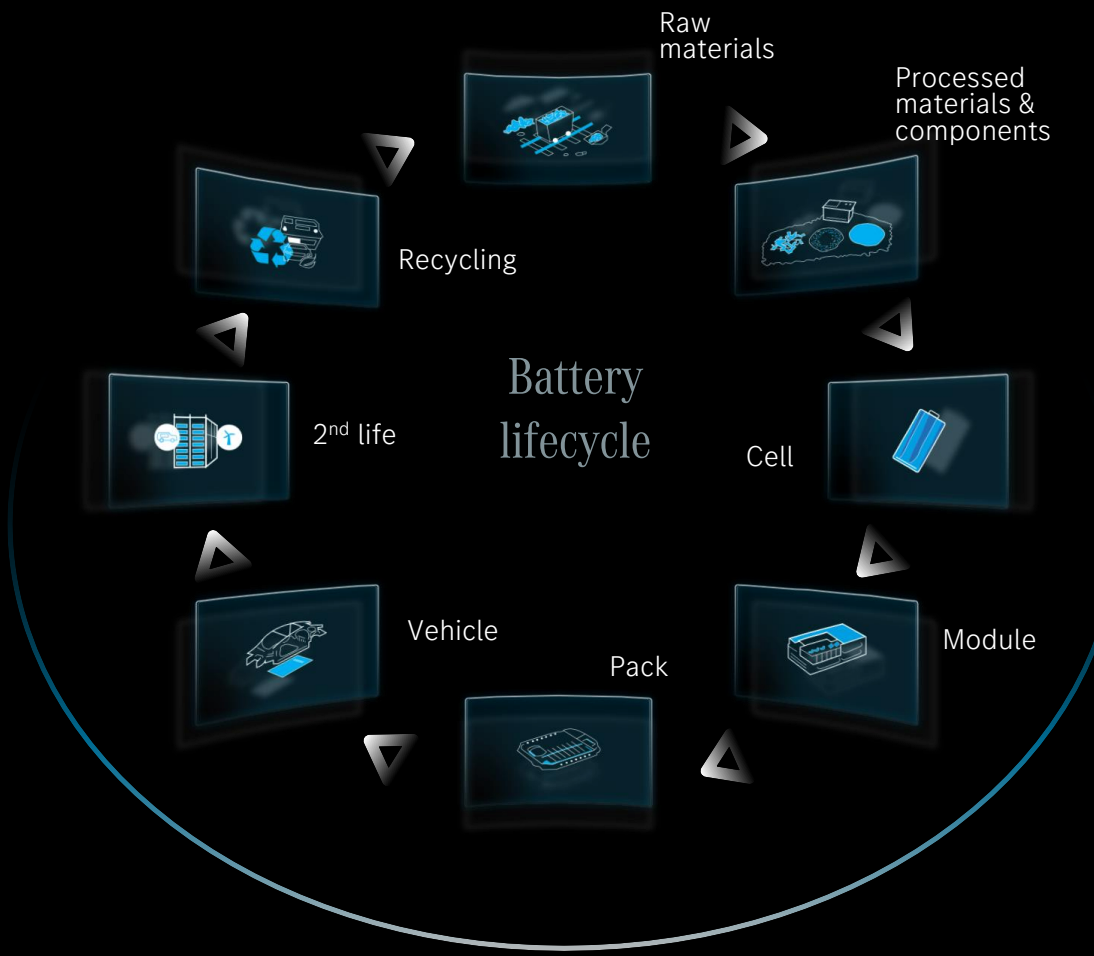
We are establishing a green and CO2 neutral supply chain

In the future, raw materials for battery components only from IRMA-certified mines

Intention to partner with lithium producer Albemarle for future lithium supply, lithium recycling and reduction of CO_2 in lithium production

Direct sourcing of battery raw materials like nickel and cobalt under consideration

2020: Big River Steel reduced CO_2 emissions by >70% 2021: Salzgitter AG reduces CO_2 emissions by >60%
2025: CO_2 free steel from H2 Green Steel
2026: CO_2 free steel from SSAB



Circular economy: Closing the loop with our battery recycling factory in Kuppenheim

Own CO_2-neutral recycling plant in Kuppenheim, southern Germany, is scheduled to open in 2023

Hydrometallurgy: Innovative technology increases recovery rate to more than 96%

Cooperation with high-tech partners in China and the U.S. ensures the closure of the recyclable materials loop worldwide

The transformation of our workforce

New technologies require a new area of expertise - 3,000 new jobs for software engineers

Focus on staff fluctuation and fair solutions together with employee representatives

A dedicated qualification offensive enables and supports the transformation of our company

Job profiles of the future: The digital and electric transformation is changing all job profiles

Turn2Learn: New and hybrid qualification push for continuing education at Mercedes-Benz worldwide

Lifelong learning: Global rollout of e-learning platforms

Customized learning paths for the entire professional life: Use in production and administration

Attractive contractual framework offering innovative employment conditions

30% women in leadership positions until 2030

Hybrid working up to 100% where job conditions allow it

Turn2Learn: unlimited possibilities for livelong learning

Turn 2 Learn

>1,300,000,000 € for qualification until 2030

~1,300,000 hours of professional and personal training in 2021

ø 1,000 € per employee/ year

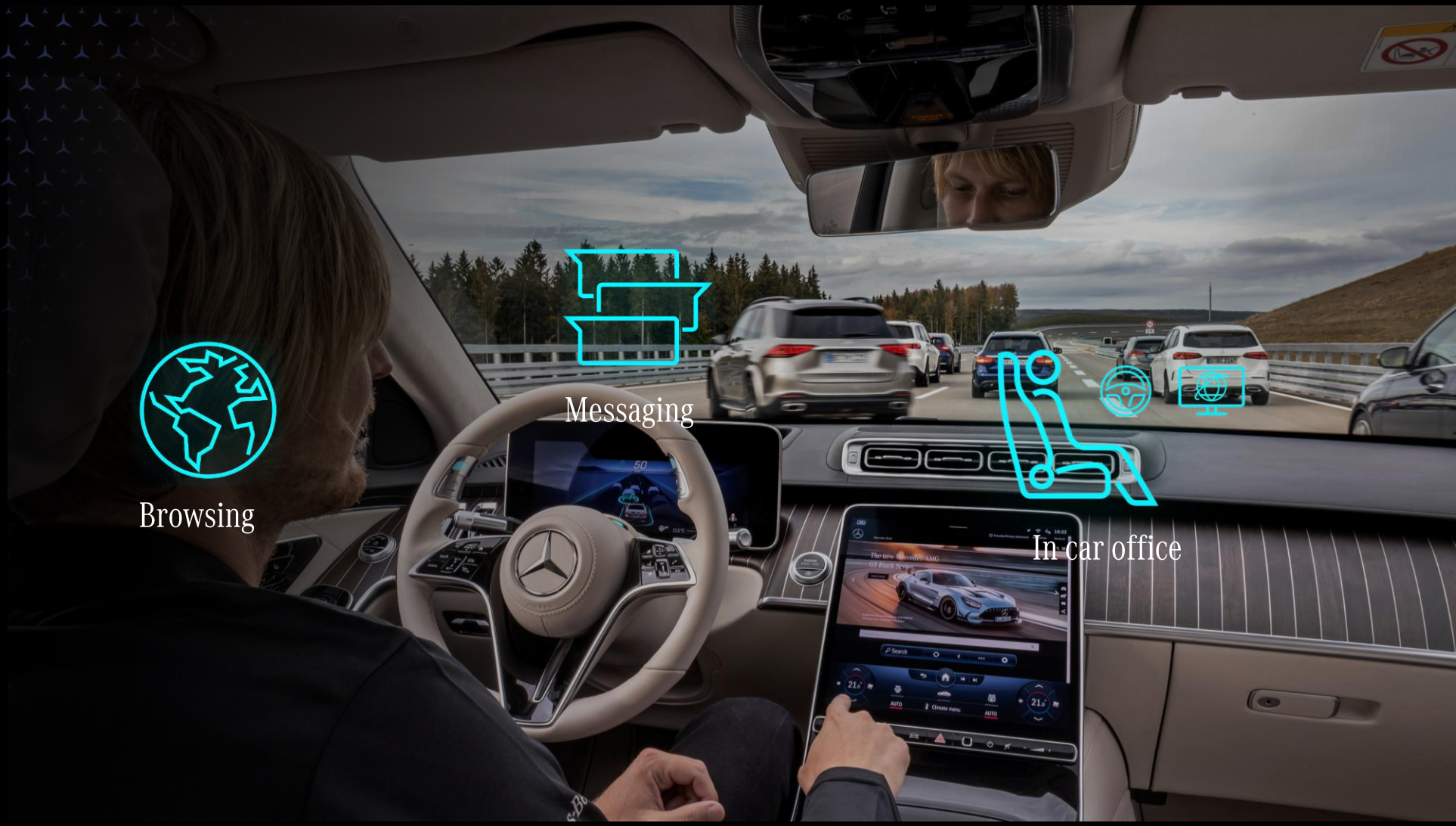
in Germany

Existing Learning Opportunities

Customized Learning Paths

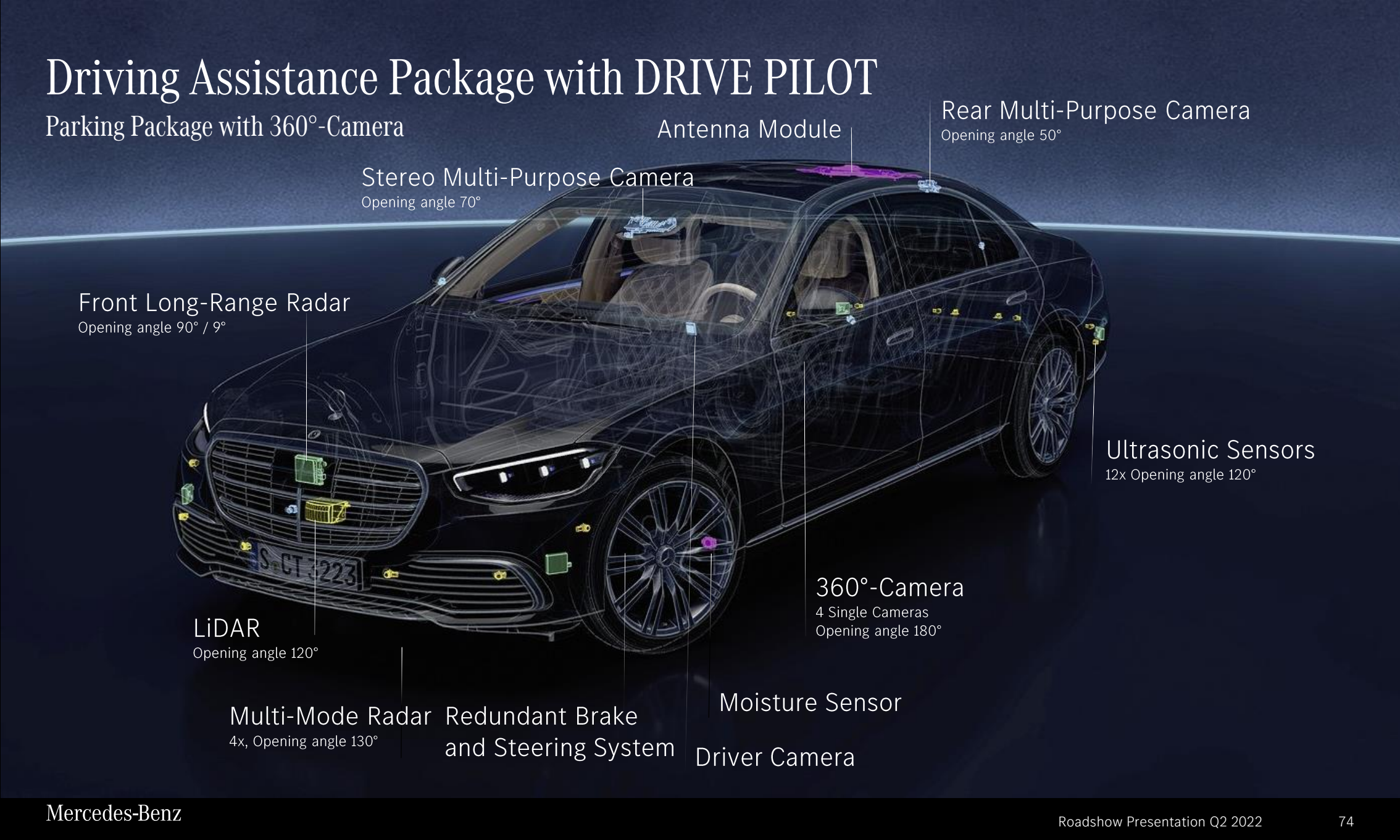
eLearning Platforms

Conditionally automated driving SAE-Level 3: Gain time through relaxed driving



Driving Assistance Package with DRIVE PILOT

Parking Package with 360°-Camera

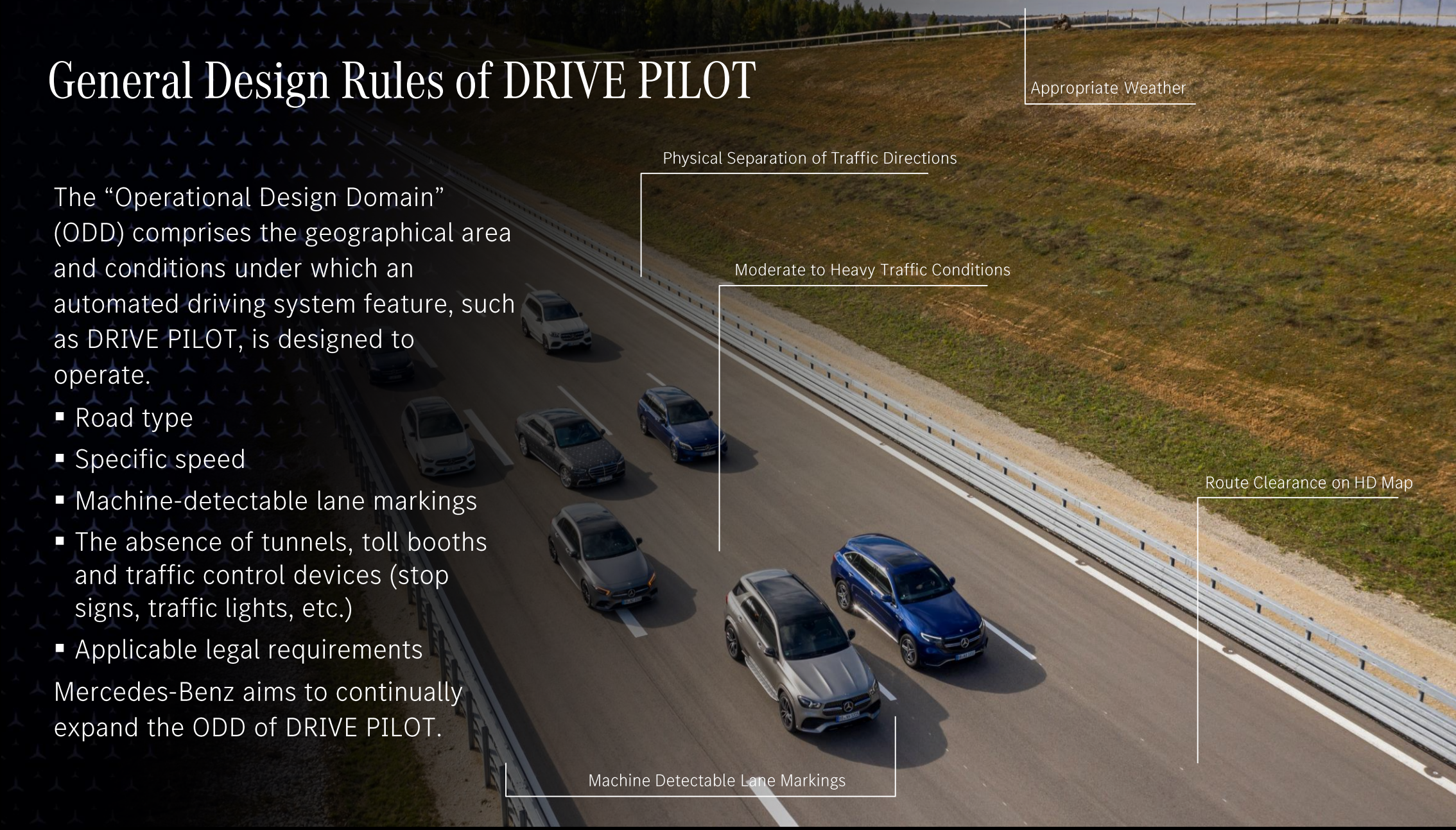


General Design Rules of DRIVE PILOT

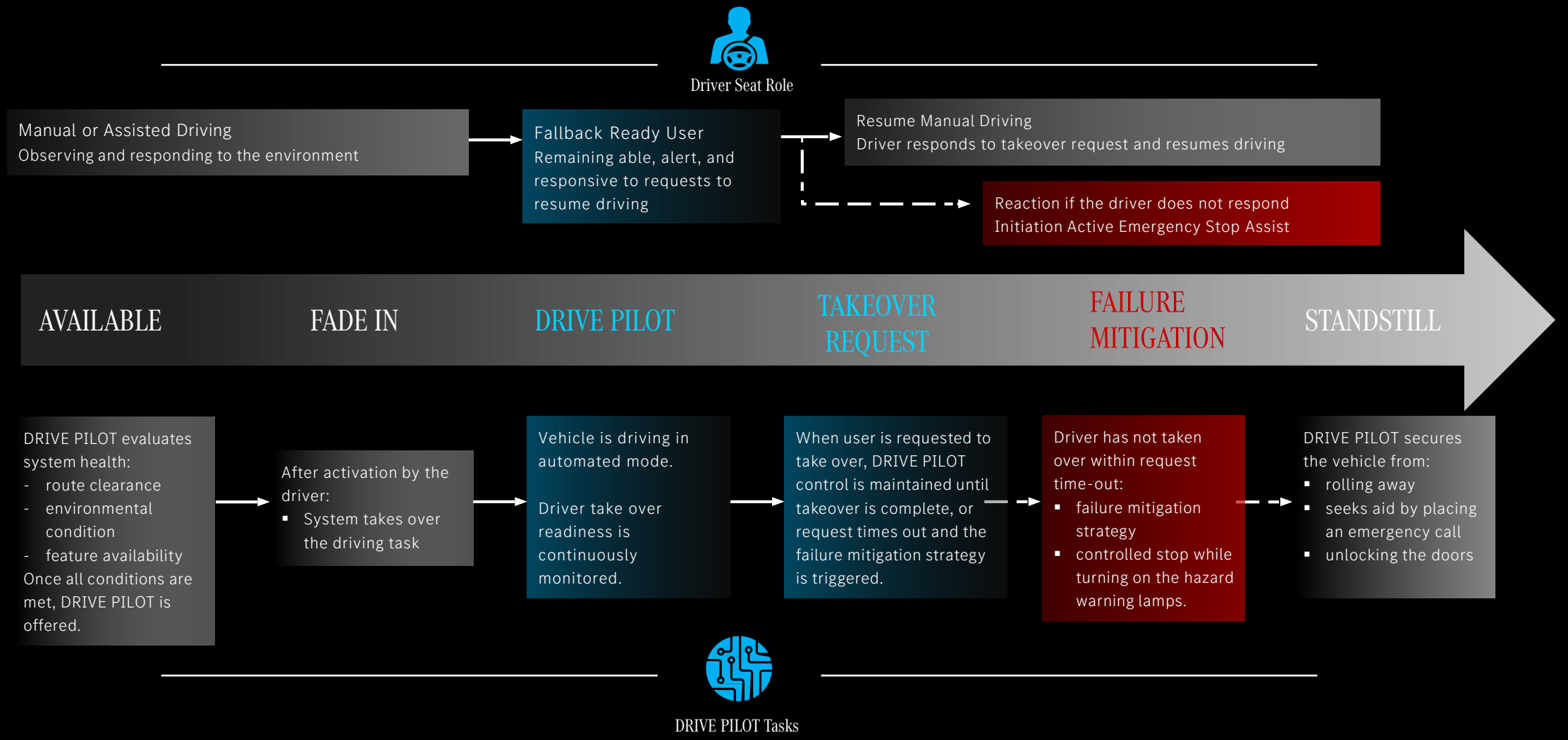
The “Operational Design Domain” (ODD) comprises the geographical area and conditions under which an automated driving system feature, such as DRIVE PILOT, is designed to operate.

- Road type
- Specific speed
- Machine-detectable lane markings
- The absence of tunnels, toll booths and traffic control devices (stop signs, traffic lights, etc.)
- Applicable legal requirements

Mercedes-Benz aims to continually expand the ODD of DRIVE PILOT.



Functional description of DRIVE PILOT



Pricing of DRIVE PILOT

The system for conditionally automated driving (SAE Level 3) can be ordered since May 17, 2022 as an optional extra for the S-Class for 5,000 Euros and for the EQS for 7,430 Euros (Driver Assistance Package Plus: 2,430 Euros and DRIVE PILOT: 5,000 Euros) excl. VAT.

This makes Mercedes-Benz the first car manufacturer in the world with an international valid certification for conditional automated driving, to offer such a system as an option ex-works for vehicles from series production.

Mercedes-Benz aims to apply for regulatory series certification for the two US states of California and Nevada by the end of the year, provided the legal situation permits the system operation.


MB.OS
Mercedes-Benz Operating System

The four domains of MB.OS

Infotainment

MBUX Hyperscreen

Automated Driving

L3 Drive Pilot

Body & Comfort

Energizing Comfort

Driving & Charging

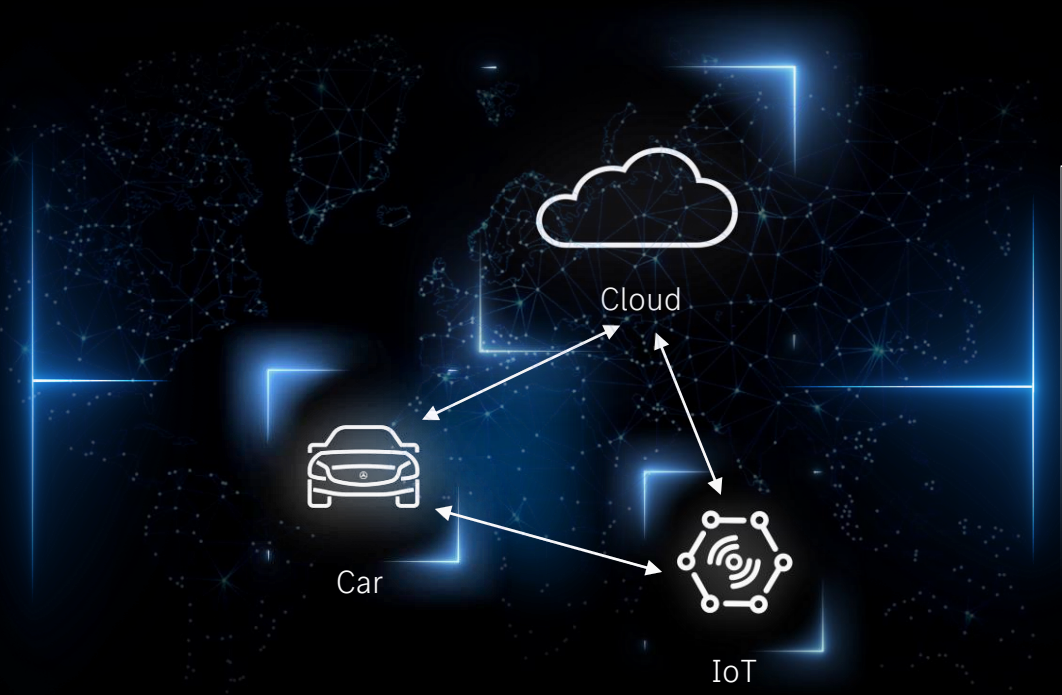
Powertrain & Charging SW

Example Features

To sum it up what MB.OS is all about

MB.OS

as the central brain
and nervous system
of our future vehicles
separating hardware
and software



4 service-oriented domains:

Infotainment
Automated Driving
Body & Comfort
Driving & Charging

Our chip-to-cloud stack enables real-time communication with our customers

BBAC (Beijing Benz Automotive Cooperation) Joint Venture

Key Facts

- BBAC is based on a trustful partnership with our long-term partner BAIC
- BBAC is the largest Mercedes-Benz production facility in the world with local R&D for passenger cars.
- Product ranges from Compact, Midsize, and Large-mid Segment (E-Class) as well as PHEVs and fully electric vehicles such as EQA, EQB and EQC. Local production of EQE will start 2022.
- Engines as well as batteries are also produced locally
- The production is strongly integrated in the worldwide Mercedes-Benz network with a highly flexible production set up and shift models throughout the locations BBAC-Yishuang (BDA) and BBAC-Shunyi.
- BBAC-Shunyi is the new local production facility as of 2018 and part of the jointly invested expansion program of above 11.9 Bn RMB.
- Both partner (BAIC and Mercedes-Benz) sharing the investments for new products.
- CEO and CFO are appointed by Mercedes-Benz.
- MB contribution by locally produced cars are generated via (i) supplies, (ii) royalties, and (iii) at equity results (see right chart).

BBAC Figures disclosed by MBG

In EUR millions

	2019	2020	2021
Sales Volume (in thousand units)	567	611	561
Revenue	20,177	21,774	21,288
Profit from continuing operations after taxes	2,702	2,900	3,205
BBAC Equity Result MB	1,295	1,335	1,553
BBAC Dividend MB	1,137	1,718	1,523

AGENDA

I. RESULTS Q1 2022

II. OUTLOOK FY 2022

III. STRATEGY

1. MERCEDES-BENZ CARS

1.1 LUXURY STRATEGY

1.2 ELECTRIFICATION & AUTOMATED DRIVING

2. MERCEDES-BENZ VANS

3. MERCEDES-BENZ MOBILITY

Mercedes-Benz Vans Strategy

Our Goal

We offer the world's most desirable vans and services

Our Strategic Pillars

Target	Embrace	Lead	Lower
premium segments and focus on profitable growth	customers and grow recurrent revenues	in electric drive and car software	total cost base and improve industrial footprint

Our Guiding Principles

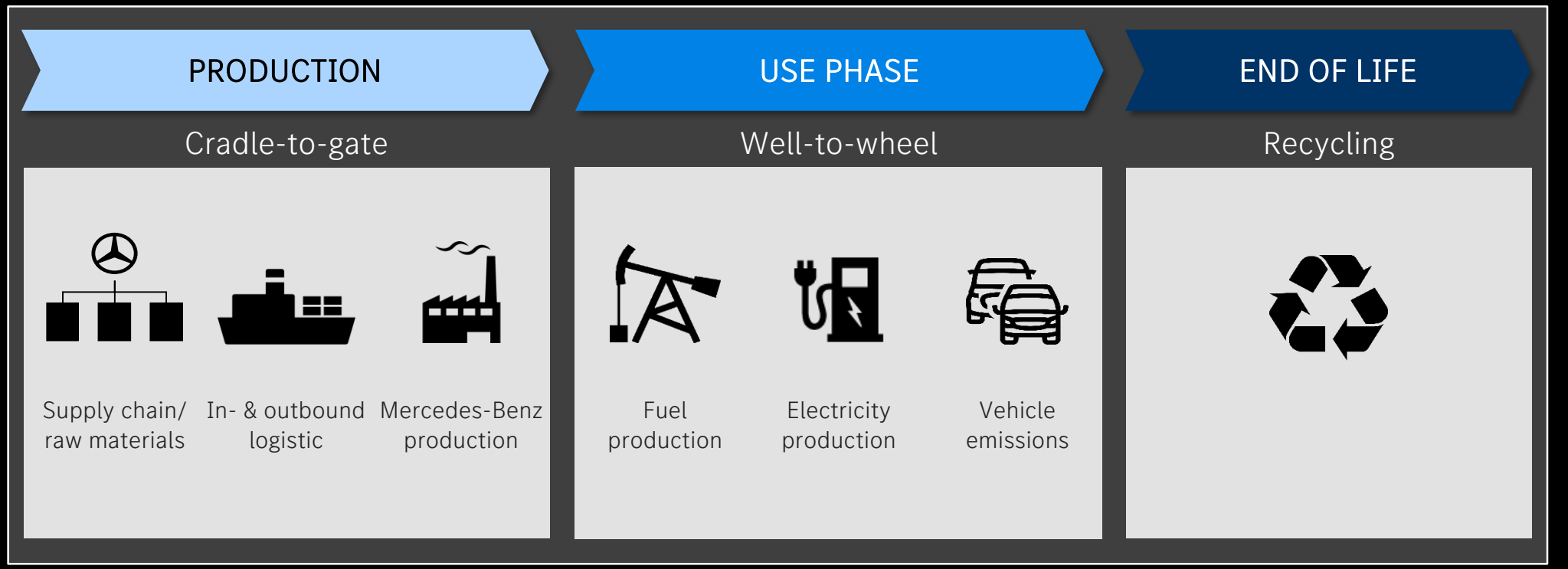
Guided by economic, environmental and social sustainability

Accelerated by digitalization and data-driven business

Driven by a highly qualified and motivated team

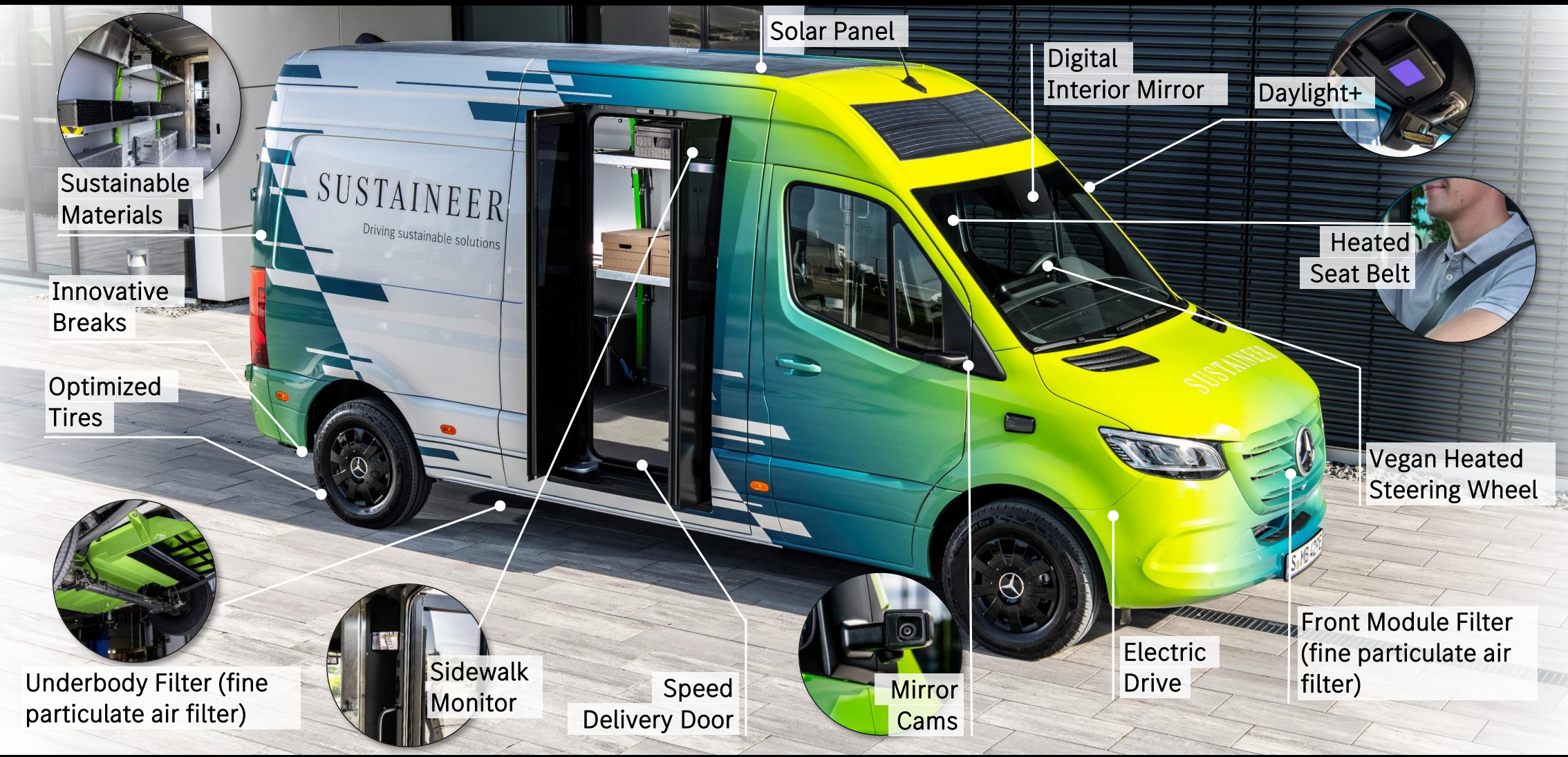
Mercedes-Benz Vans Ambition 2039

The ambition of Mercedes-Benz Vans is to make our fleet of new private and commercial Vans CO_2-neutral over the entire lifecycle[1] by 2039.



[1] This includes vehicles that are sold by Mercedes-Benz AG or that are sold by Mercedes-Benz AG as general contractor, including upfitter solutions.

Mercedes-Benz Vans SUSTAINEER



Strategy priority: Electrifying Mercedes-Benz Vans

Mercedes-Benz Vans is fully committed and dedicated to electrification

Holistic Approach: From small over mid-size to large, we electrify every van segment

current eVan portfolio

next generation eSprinter

all-new “electric only” architecture

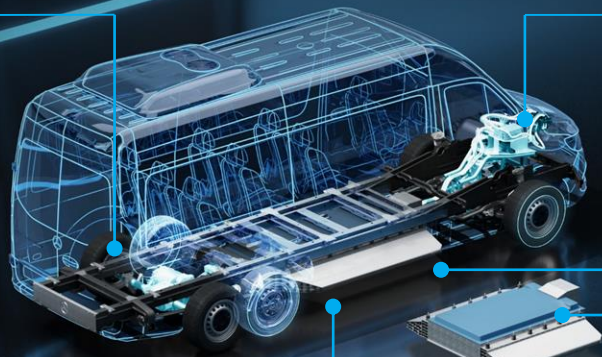
* as of 2nd half 2022

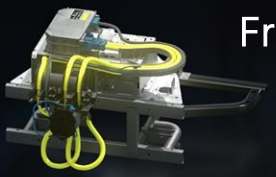
** vehicle still in development, not available for sale yet

The next-generation eSprinter

An intelligent, modular solution with three core elements

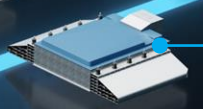
Rear module with
electrically driven rear axle





Front module for
high-voltage
components

Choice of
- 2 wheel bases
- 3 battery capacity levels
  Large | Medium | Small



Underfloor module for
high-voltage battery

AGENDA

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1. MERCEDES-BENZ CARS

1.1 LUXURY STRATEGY

1.2 ELECTRIFICATION & AUTOMATED DRIVING

2. MERCEDES-BENZ VANS

3. **MERCEDES-BENZ MOBILITY**

Mercedes-Benz Mobility Strategy

WE MOVE YOU!

Best-in-class Mobility Services – Customer-centric, seamless & flexible

Sustainability Electrification Service Income	Seamlessly integrated customer experience	End-to-end automation & digitization	Data-driven company

High-performance culture

Mercedes-Benz Mobility Role & Contribution

As an integral part of Mercedes-Benz, we secure the company's position as a global leader by **leveraging customer data** and insights generated through our numerous touchpoints with our clients. We retain them in the Mercedes-Benz ecosystem and offer services that are in great demand to **create additional income** and to **drive recurring revenues**.

Mercedes-Benz Mobility Product Range

CREDIT | LEASING | FLEET | SUBSCRIPTION | RENT | INSURANCE | SERVICES
CHARGING, PAYMENT, ETC.

As integral part of the Mercedes-Benz customer journey

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, raw materials or energy; disruption of production due to shortages of materials, or energy, 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.