



DOING OUR PART

COMMITTED TO BUILDING THE WORLD'S MOST
DESIRABLE CARS IN A SUSTAINABLE WAY.

DOING OUR PART

MERCEDES-BENZ
GROUP

ESG

CONFERENCE

2023

DOING OUR PART

INTRODUCTION

Ola Källenius

Chairman of the Board of Management
of Mercedes-Benz Group AG

THE PATH TO SUSTAINABILITY ISN'T ALWAYS STRAIGHT, BUT THE DIRECTION IS CLEAR



ENGINEERS ARE MAKING THE TRANSFORMATION A REALITY



278,000

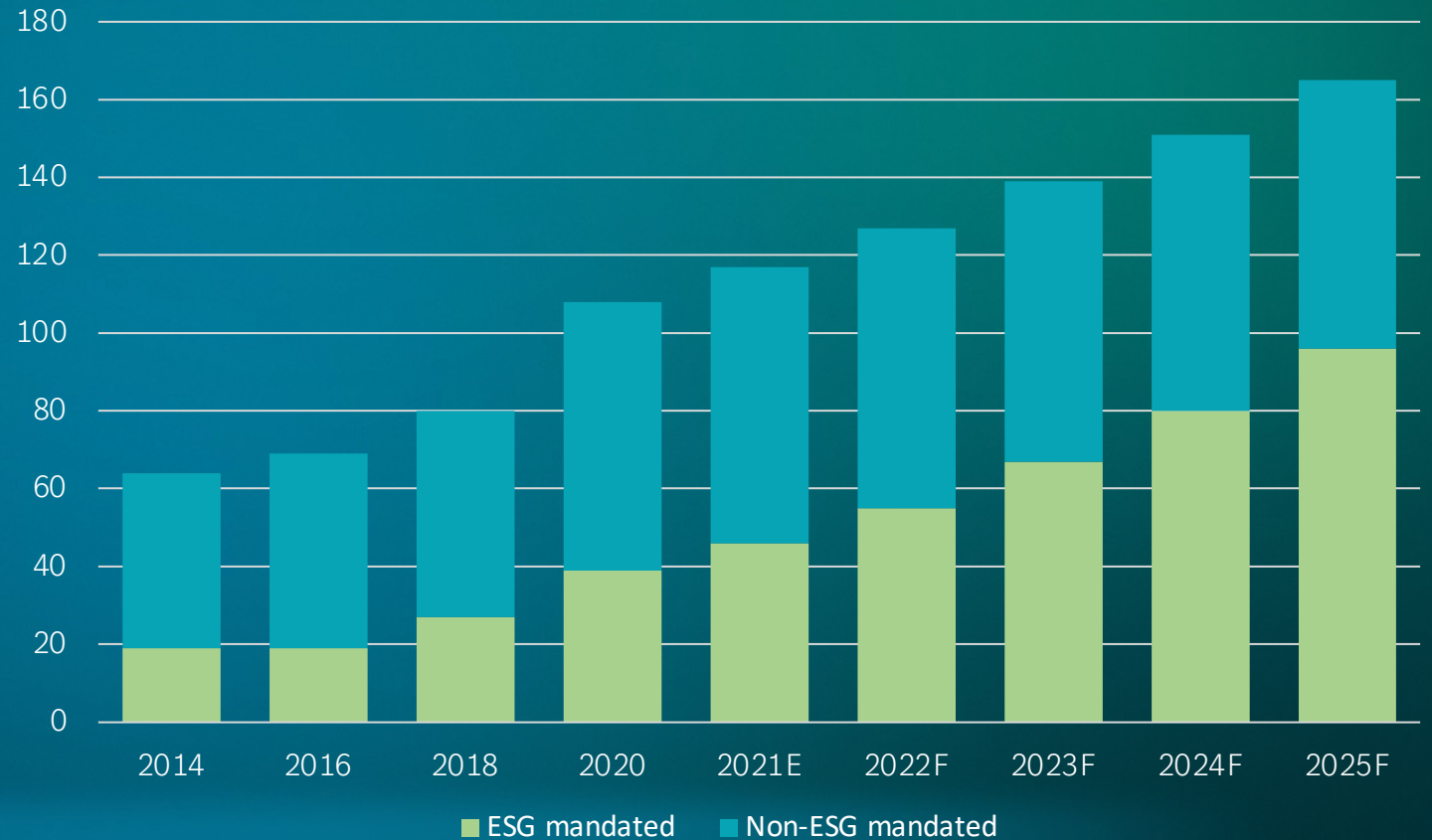
patents filed worldwide across
all industries in 2022¹ – an all-time record

¹ World Intellectual Property Organization

THE POWER OF CAPITAL MARKETS IS DRIVING THE CHANGE

HALF OF ALL ASSETS WORLDWIDE COULD BE ESG MANDATED BY NEXT YEAR

Global assets under professional management, all amounts in trillions of USD



Deloitte Insights 2022: Ingraining sustainability in the next era of ESG investing. Proportion of ESG-mandated data through 2020 from Global Sustainable Investment Alliance; DCFS analysis through '25

SUSTAINABILITY IS A GUIDING PRINCIPLE OF OUR STRATEGY

OUR GOAL: WE WILL BUILD THE WORLD'S MOST DESIRABLE CARS

THINK

and act like a luxury brand

FOCUS

on profitable growth

EXPAND

customer base by growing Top-End Luxury

EMBRACE

customers and grow lifetime revenues

LEAD

in electric drive and digital experience

LOWER

cost base, improve industrial footprint and increase supply chain resilience

Driven by a highly qualified and motivated team

Sustainability, Integrity and Diversity as our foundation

WE CONTINUE SCALING ELECTRIC VEHICLES

100%

growth in BEV sales
expected in 2023



THE CHARGING EXPERIENCE NEEDS TO KEEP PACE AS WELL

> 10,000

high-power chargers across key markets
is our goal by the end of the decade



WE WANT TO BUILD SUSTAINABLE CARS IN A SUSTAINABLE WAY



80%

planned reduction in CO₂ emissions by 2030¹
at our own production sites

¹ Compared to 2018

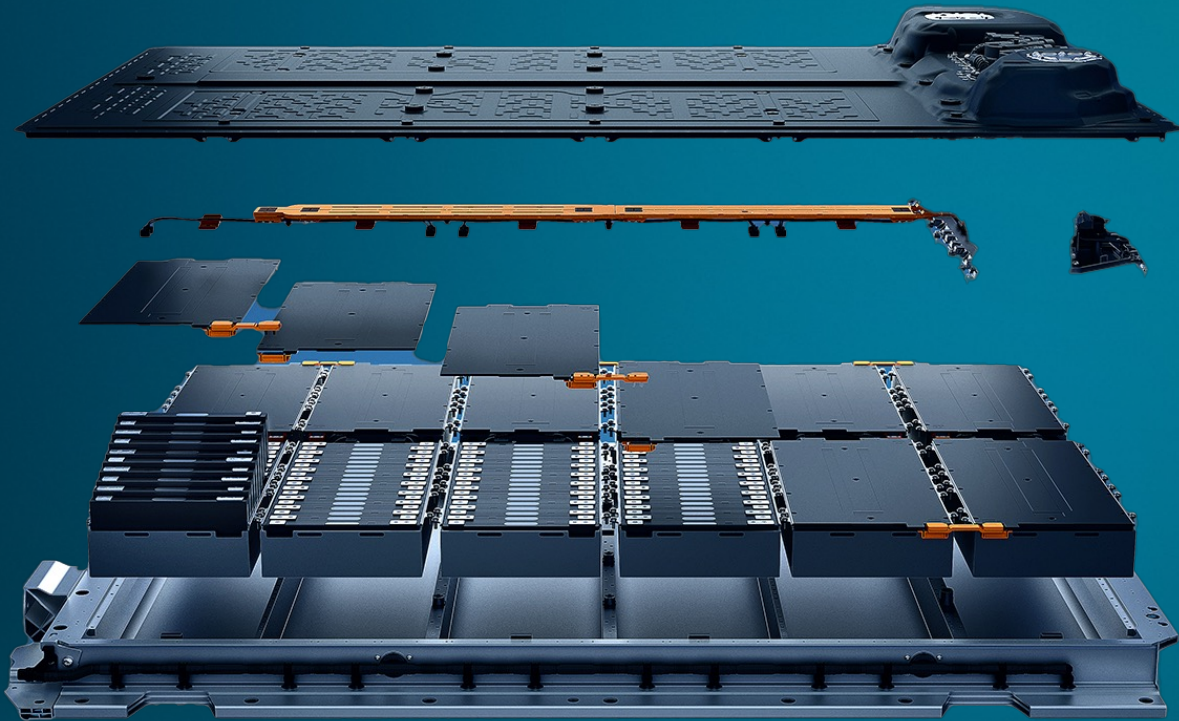
WE CARE FOR RESPONSIBLY SOURCED RAW MATERIALS



>40%

of our assessment process for critical raw materials has been finalised – and a broad range of mitigating measures has been initiated

WE ARE TAKING THE NEXT STEPS TO CLOSE THE LOOP



> 96%

battery recycling rate at
the Kuppenheim plant where we plan
to start operations later this year

WE WANT TO SELL OUR CARS DIRECTLY, DIGITALLY & SUSTAINABLY



100%

net carbon-neutrality
across our global sales and aftersales locations
is what we aim to achieve by 2030¹

¹Independent and own retailer network

WE BELIEVE IN OUR PEOPLE



€1.3 bn

of investments in certification &
training in Germany by 2030

WE'RE STRENGTHENING THE CONNECTION BETWEEN ESG & REMUNERATION

A close-up, high-angle shot of the Mercedes-Benz logo, a three-pointed star in a circle, rendered in a metallic blue finish. The logo is positioned on the left side of the slide, with its reflection visible on the surface below it. The background is a dark blue gradient.

20%

of long-term incentive within management remuneration to be linked to ESG targets

MERCEDES-BENZ IS MAKING SUBSTANTIAL PROGRESS

< 300 of
~ 19,000

companies worldwide received an **A** rating from CDP
for their climate efforts – Mercedes-Benz is one of them

THE MERCEDES STAR IS A SIGN OF NEW TIMES



OUR AGENDA FOR TODAY

ESG

INTRODUCTION

Ola Källenius

CLIMATE & DECARBONISATION STRATEGY

Markus Schäfer

GREEN PRODUCTION & LOGISTICS

Jörg Burzer

Q&A

PEOPLE PLAN

Sabine Kohleisen

SOCIAL ENGAGEMENT

Renata Jungo Brüngger, Sabine Kohleisen, Jörg Burzer

SUSTAINABLE SUPPLY CHAINS (HUMAN RIGHTS)

Renata Jungo Brüngger

ESG GOVERNANCE

Dame Polly Courtice

SUSTAINABLE CORPORATE GOVERNANCE

Renata Jungo Brüngger

SUSTAINABLE FINANCE

Harald Wilhelm

Q&A

WRAP UP

Ola Källenius

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 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.