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

Source: Interbrand Best Global Brands 2021
... 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**: CO$_2$-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)

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<tr>
<th>Region</th>
<th>2020</th>
<th>2025</th>
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<tbody>
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<tr>
<td>China</td>
<td>5</td>
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Wealth growth even in mature markets (individuals in million)

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Source: Credit Suisse, Global Wealth Report 2021
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

[Mercedes-Maybach GLS 600 4MATIC | WLTP: Kraftstoffverbrauch kombiniert: 13,4–13 l/100 km | CO₂-Emissionen kombiniert: 305–296 g/km | mb4.me/DAT-Leitfaden]
Focus: Redefining our business starts with reshaping our portfolio & mix

Top-End Luxury

Core Luxury

Entry Luxury

2019

Expand & Enhance

Grow & Refine

Focus & Elevate

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
Our strategic direction is clear

- Pure play company
- Profit focused
- Luxury growth
- Mercedes software
- Private use case
- All in on BEV
- not conglomerate
- not volume-driven
- not mainstream expansion
- not generic and fragmented
- not shared mobility
- 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.
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.