ELEVATING EXPERIENCES

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

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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

- Easily accessible
- Freedom of choice
- Privacy by design
- Personalized
A strong digital customer base as a springboard for future growth

Mercedes me is live in 50 markets
A strong digital customer base as a springboard for future growth

>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

...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
ZYNC VIDEO STREAMING

Next level of in-car entertainment
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)
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

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.