WE ARE THE ARCHITECTS OF OUR OPERATING SYSTEM

Ola Källenius
Chief Executive Officer Mercedes-Benz
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.
Let’s start with the essence of our strategy

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
Let’s start with the essence of our strategy
The fundamental building principles

WE ARE THE ARCHITECTS

SPECIFY   DESIGN   DEVELOP
PROCURE/PARTNER   INTEGRATE   UPGRADE
The fundamental building principles

1. PURPOSE-BUILT AND OPEN TO PARTNERS
The fundamental building principles

2. PERSONALIZED SERVICES THROUGH ONE UNIQUE MERCEDES ME ID
3. PRIVACY-BY-DESIGN
FROM THE VERY BEGINNING
4. FULL OVER-THE-AIR UPDATABILITY AND DECOUPLED SOFTWARE AND HARDWARE RELEASES
All central to our own Mercedes-Benz Operating System MB.OS

Proprietary operating system

Four domains: Infotainment, automated driving, body & comfort, driving & charging

Service-oriented chip-to-cloud architecture
With our operating system, our aim is to deliver economic value through:

A superior product experience for our customers
Delighting our customers with an extraordinary experience

The most desirable

HARDWARE CANVAS
Delighting our customers with an extraordinary experience

... for the most desirable SOFTWARE CONTENT
Delighting our customers with an extraordinary experience

... for the most desirable SOFTWARE CONTENT
Celebrating the interior world premiere: All-new E-Class as a precursor of MB.OS

Adapting to your Routines
We are building it intelligent, automated and exceptionally safe

Equipping each Mercedes with a

SUPERCOMPUTER AND A
COMPREHENSIVE SENSOR SET
With MB.OS, our aim is to deliver economic value through:

A superior product experience for our customers

A platform that connects all parts of our business
Our software-driven enterprise starts with car software – but it doesn’t end there
It’s about the operating system of our entire business

We’re connecting the elements
to build an INTEGRATED NETWORK
We are the architects

**OUR PROMISE:** The world's most desirable cars

**OUR OPPORTUNITY:** Outstanding products & improved enterprise productivity

**OUR CONViction:** Software a core competence

**OUR REALISM:** Technology partnerships essential

**OUR VISION:** Future proofing our valuable real estate

**OUR FOCUS:** Delivering MB.OS for the launch of MMA
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.