Roadshow Presentation
FY 2021
Mercedes-Benz Group AG
AGENDA

I. RESULTS FY 2021

II. OUTLOOK FY 2022

III. STRATEGY

1. MERCEDES-BENZ CARS

2. MERCEDES-BENZ VANS

3. MERCEDES-BENZ MOBILITY
Mercedes-Benz Group: Achievements 2021

- Increased financial robustness managing through the pandemic & semiconductor shortages
- Accelerated strategy implementation, especially electric vehicles & automated driving
- Established new company structure successfully
Q4/FY reporting changes due to Spin-off Daimler Trucks & Buses

Group P&L (Financial Statements)

Q4/FY

Continued Operations (CO)

Mainly: Mercedes-Benz Cars & Vans, Mercedes-Benz Mobility², Reconciliation
Presented as usual line item

Discontinued Operations (DO)

Mainly: IB Daimler Trucks & Buses
Presented as separate single line item “Discontinued operations”, covering EBIT, interest and taxes

Segment P&L

Until Q3 2021

Mercedes-Benz Cars & Vans
Daimler Mobility
Daimler Trucks & Buses
Reconciliation

Since Q4 2021

Mercedes-Benz Cars & Vans
Mercedes-Benz Mobility
Reconciliation (incl. Daimler Trucks & Buses)

Internal and external reporting of Q4 2021 changes to reflect Group structure post spin-off

Presented figures of Mercedes-Benz Group AG include information for 11 months and 9 days of Daimler Trucks & Buses. These figures are not 1:1 comparable to the upcoming year-end disclosure 2021 of Daimler Truck Group, mainly due to different reporting period and Trucks financial services. The consolidated statement of income shows continued operations. As our outlook for 2021 was given for the sum of continued and discontinued operations, we show the key figures including the former Daimler Trucks & Buses segment until the date of deconsolidation.

All figures are preliminary, unaudited and may not add up due to rounding.

¹ In Consolidated Balance Sheet IB Daimler Trucks and Buses including MBM spin-off is deconsolidated as of 9 December 2021. Further assets and liabilities of Daimler’s commercial vehicle business that will be transferred in 2022 are presented as assets and liabilities held for sale.
² MBM incl. Trucks

Disclaimer: This page is for illustration purposes only. It shows schematically the upcoming structural changes within Mercedes-Benz’s financial statements. More detailed information is provided in the annual report.
Mercedes-Benz Group: Key figures*

- **Revenue** in billion euros:
  - 2020: 154.3
  - 2021: 168.0
  - Change: +9%

- **EBIT** in billion euros:
  - 2020: 6.1
  - 2021: 29.1
  - Change: +340%

- **EBIT adj.** in billion euros:
  - 2020: 8.0
  - 2021: 17.2
  - Change: +123%

- **Free Cash Flow (IB)** in billion euros:
  - 2020: 8.3
  - 2021: 8.6
  - Change: +4%

- **Net Industrial Liquidity** in billion euros:
  - 2020: 17.9
  - 2021: 21.0
  - Change: +18%

* Including former Daimler Trucks & Buses segment until the date of deconsolidation
* * excl. deconsolidation result
Mercedes-Benz Cars & Vans: Key messages

- Strong market demand for top end vehicles: record sales for Maybach, AMG and G-Class
- Acceleration of EVs: 4 new BEVs introduced, strong EQS demand; Van EV deliveries doubled
- Automated driving: next milestone with industry-first Level 3 approval in Germany
- Resilience increased: revenue quality and cost efficiency improved; break even further reduced
- Restructuring: significant progress in ICE plant transformation
Mercedes-Benz Cars:
Top-end and electric vehicle unit sales

In thousand units

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total MBC</td>
<td>2,087</td>
<td>1,944</td>
</tr>
<tr>
<td>thereof</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top-end vehicles</td>
<td>236*</td>
<td>305*</td>
</tr>
<tr>
<td>thereof</td>
<td>101</td>
<td>153</td>
</tr>
<tr>
<td>Electric vehicles</td>
<td>166</td>
<td>272</td>
</tr>
<tr>
<td>thereof</td>
<td>47</td>
<td>90</td>
</tr>
</tbody>
</table>

Share in % of volume

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top-end vehicles</td>
<td>10%</td>
<td>16%</td>
</tr>
<tr>
<td>Electric vehicles</td>
<td>8%</td>
<td>14%</td>
</tr>
</tbody>
</table>

* w/o double counting (e.g. G63, S-Class Maybach)
Mercedes-Benz Vans: Electric vehicle unit sales

- Total MB Vans:
  - 2020: 375 thousand units
  - 2021: 386 thousand units (3% increase)

- Battery electric vehicles:
  - 2020: 6 thousand units
  - 2021: 14 thousand units (119% increase)

Share in % of volume:
- 2020: 2%
- 2021: 4%
Mercedes-Benz Cars & Vans: Internal data confirms CO₂ compliance 2021 in Europe

- **Target ~125g***
- **Estimated target level Mercedes-Benz Group 2021ff new car fleet’s average CO₂ emissions in Europe (European Union, Norway, Iceland) – pending final approval by EU-Commission**
- **excl. Super Credits, Phase-In, Eco-Innovations (pending final approval by EU-Commission)**
<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (in million units)</td>
<td>2.46</td>
<td>2.33</td>
<td>-0.13</td>
<td>-5%</td>
</tr>
<tr>
<td>Revenue (in billion euros)</td>
<td>98.6</td>
<td>109.6</td>
<td>+11%</td>
<td>+11%</td>
</tr>
<tr>
<td>EBIT adj. (in billion euros)</td>
<td>6.8</td>
<td>13.9</td>
<td>+7.1</td>
<td>+105%</td>
</tr>
<tr>
<td>CFBIT adj. (in billion euros)</td>
<td>7.9</td>
<td>12.3</td>
<td>+4.4</td>
<td>+55%</td>
</tr>
</tbody>
</table>
Mercedes-Benz Cars & Vans: FY EBIT & RoS

In million euros

- Gross Profit: +7,627
- 9,123
- -235
- -1,261
- -170
- -197
- -680
- 533
- 13,914
- -288
- 13,626

**EBIT 2021**
- Strongly improved net pricing
- Favourable product mix
- Positive development of used cars business
- Income from BBAC at-equity, participations and discounting of non-current provisions
- Lower unit sales due to worldwide shortage of semiconductor components
- Disruption in production network due to shortage of semiconductor components
- Higher raw material prices
- Higher investment in future technologies and vehicles

**RoS 2021**
- 12.7%
- 12.4%

**EBIT adjusted 2021**
- +1,476
- -463
- +508

**EBIT 2020**
- 5,172
- 6,802

**RoS 2020**
- 5.2%
- 6.9%

**Adjustments**
- +1,476
- +508

**Foreign exchange rates**
- +134

**Industrial performance**
- -235

**Volume / structure / Net pricing**
- 1,630

**Research & non-capitalized development costs**
- -680

**Selling expenses**
- -1,261

**General administrative expenses**
- -680

**Industrial performance**
- -680

**Others**
- -235

**Others**
- -235

**Restructuring**
- -463

**Legal proceedings**
- +154

**M&A transactions**
- -333

Mercedes-Benz

Roadshow Presentation FY 2021
**Mercedes-Benz Cars & Vans: Indicators of Change**

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue per unit in thousand euros</strong></td>
<td>39.4</td>
<td>49.8</td>
<td>+26%</td>
</tr>
<tr>
<td><strong>Active Workforce in thousand FTE</strong></td>
<td>159.8</td>
<td>154.9</td>
<td>-3%</td>
</tr>
<tr>
<td><strong>Fixed Costs in billion euros</strong></td>
<td>8.1</td>
<td>7.7</td>
<td>-16%</td>
</tr>
<tr>
<td><strong>Investment in pp&amp;e in billion euros</strong></td>
<td>5.9</td>
<td>3.8</td>
<td>-35%</td>
</tr>
</tbody>
</table>

* FTE = Full time equivalent
Mercedes-Benz Cars & Vans: EBIT to CFBIT

In million euros

<table>
<thead>
<tr>
<th>Component</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT 2021</td>
<td>13,626</td>
</tr>
<tr>
<td>Change in working capital</td>
<td>-702</td>
</tr>
<tr>
<td>Net financial investments</td>
<td>-118</td>
</tr>
<tr>
<td>Net investments in pp&amp;e and intangible assets</td>
<td>-6,095</td>
</tr>
<tr>
<td>Depreciation and amortization/ impairments</td>
<td>6,176</td>
</tr>
<tr>
<td>Adjustments</td>
<td>-2,718</td>
</tr>
<tr>
<td>CFBIT adjusted 2021</td>
<td>10,170</td>
</tr>
</tbody>
</table>

**EBIT to CFBIT Adjustments**

- New vehicle stock +671
- Unfinished products -1,845
- Legal proceedings +1,658
- Restructuring +567
- M&A transactions -90

**Net investments in pp&e and intangible assets**

- Depreciation and amortization/ impairments
  - BBAC Dividend +1,533
  - Result & Equity BBAC -1,563
  - Cellcentric -604

**CCR**

- 0.9
- 0.7
Mercedes-Benz Mobility: Key messages

- Spin-off of truck business successfully completed (Phase 1 2021)
- New business impacted by semiconductor shortage and lower penetration rate
- Reduced portfolio due to truck spin-off and lower dealer stock
- Net credit losses on low level due to high portfolio quality
- Continuous support for EV sales
- Strategy refocused on core business
Mercedes-Benz Mobility: Financials

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Business</td>
<td>67.8</td>
<td>63.6</td>
<td>-6%</td>
</tr>
<tr>
<td>Contract Volume</td>
<td>150.6</td>
<td>133.7</td>
<td>-11%*</td>
</tr>
<tr>
<td>EBIT adj.</td>
<td>1.6</td>
<td>3.4</td>
<td>+116%</td>
</tr>
</tbody>
</table>

* t/o - 16.8bn EUR Focus effect
Mercedes-Benz Mobility: FY EBIT* & RoE

In million euros

- Lower credit risk reserve due to timely response to Covid-19 pandemic in 2020
- Margin benefiting from lower refinancing costs
- Improved operative business performance at mobility services and fleet management
- Higher expenses due to increased project costs

EBIT 2020 Adjustments EBIT adjusted 2020 Foreign exchange rates Cost of risk** Volume/ Margin** Selling expenses** General administrative expenses** Other** EBIT adjusted 2021 Adjustments EBIT 2021

1,436 159 1,595 -12 890 1,044 -14 86 3,449 44 3,493

RoE: 9.8% RoE: 10.9% RoE: 22.0% RoE: 22.3%

Roadshow Presentation FY 2021

* Including former Daimler Trucks & Buses segment until the date of deconsolidation
** excluding FX effects

- Restructuring +67  
- VIA +89  
- YourNow +92  
- Restructuring -45
Mercedes-Benz Group: FY EBIT*

In billion euros

<table>
<thead>
<tr>
<th>EBIT 2020 (CO)</th>
<th>DO</th>
<th>EBIT 2020 (CO &amp; DO)</th>
<th>Adjustments</th>
<th>EBIT adjusted 2020</th>
<th>Mercedes-Benz Cars &amp; Vans</th>
<th>Mercedes-Benz Mobility</th>
<th>Reconciliation</th>
<th>EBIT adjusted 2021</th>
<th>Adjustments</th>
<th>EBIT 2021 (CO &amp; DO)</th>
<th>DO</th>
<th>EBIT 2021 (CO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>0.5</td>
<td>6.6</td>
<td>2.0</td>
<td>8.6</td>
<td>7.1</td>
<td>1.9</td>
<td>1.6</td>
<td>19.2</td>
<td>1.4</td>
<td>29.1</td>
<td>-13.0</td>
<td>16.0</td>
</tr>
</tbody>
</table>

* Including former Daimler Trucks & Buses segment until the date of deconsolidation

- Legal proceedings: -0.3
- Restructuring: -0.7
- M&A transactions (+10.9) t.o Deconsolidation result (DT + MBM) +2.2

Roadshow Presentation FY 2021
Mercedes-Benz Group: Reconciliation from CFBIT to Free Cash Flow*

In billion euros

- Mercedes-Benz Cars & Vans: 10.2
- Income taxes paid**: -1.9
- Interest paid: -0.2
- Effects from Pensions: -0.1
- Other reconciling item: 0.5
- Free cash flow (industrial business): 8.6
- Adjustments:
  - Legal proceedings: +1.7
  - Restructuring: +0.8
  - M&A transactions: -0.2
- Free cash flow (industrial business) adjusted: 10.9

* Including former Daimler Trucks & Buses segment until the date of deconsolidation
** Includes internal tax prepayments from Mercedes-Benz Mobility to the industrial business
Mercedes-Benz Group: Net Industrial Liquidity*

In billion euros

Free cash flow industrial business
FY 2021: € 8.6 billion

Net Industrial Liquidity 12/31/2020
17.9

Earnings and other cash flow impact
10.4

Working capital impact
-1.4

Depreciation and amortizations/impairments
6.8

Additions to property, plant, equipment and intangible assets
-7.2

Investments in and disposals of shareholdings
0.0

Dividend Payment Mercedes-Benz Group AG
-1.4

Net liquidity of the former DT&B segment
-5.9

Other
1.8

Net Industrial Liquidity 12/31/2021
21.0

* Including former Daimler Trucks & Buses segment until the date of deconsolidation, Net Industrial Liquidity as of Dec. 31, 2021 without NIL of former DT&B segment.
**Mercedes-Benz Group: Dividend**

- **Net profit (excl. decons. result)** in billion euros:
  - 2020: 4.0
  - 2021: 14.2
  - +254%

- **Earnings per share (excl. decons. result)** in euros:
  - 2020: 3.39
  - 2021: 12.89
  - +280%

- **Dividend proposed in euros**:
  - 2020: 1.4
  - 2021: 5.0
  - +270%

* Including former Daimler Trucks & Buses segment until the date of deconsolidation, earnings per share and dividend proposal based on net profit, which is excluding deconsolidation result.
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  1. MERCEDES-BENZ CARS
  2. MERCEDES-BENZ VANS
  3. MERCEDES-BENZ MOBILITY
# 2021 Segment and Group KPIs as guidance base for reference

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

<table>
<thead>
<tr>
<th></th>
<th>Mercedes-Benz Cars</th>
<th>Mercedes-Benz Vans</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unit Sales</strong></td>
<td>1,944 thousand</td>
<td>386 thousand</td>
</tr>
<tr>
<td><em><em>Return on Sales (adjusted</em>)</em>*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>13.1 %</td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>8.3 %</td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Mobility (RoE)</td>
<td>22.0 %</td>
<td></td>
</tr>
<tr>
<td><strong>Cash Conversion Rate</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>0.8</td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>1.3</td>
<td></td>
</tr>
<tr>
<td><strong>Investment in pp&amp;e</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>€ 3.6 billion</td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>€ 0.2 billion</td>
<td></td>
</tr>
<tr>
<td><strong>R&amp;D expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>€ 7.2 billion</td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>€ 0.5 billion</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Group</td>
<td>€ 133.9 billion</td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Group</td>
<td>€ 16.0 billion</td>
<td></td>
</tr>
<tr>
<td><strong>Free Cash Flow (Industrial Business)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Group</td>
<td>€ 7.9 billion</td>
<td></td>
</tr>
</tbody>
</table>

* The adjustments include material adjustments if they lead to significant effects in a reporting period. Those 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 Divisional Guidance 2022

ASSUMPTION
The macroeconomic conditions will continue to be comparatively favourable for the global demand for cars in 2022. However, it currently looks as if the semiconductor-related supply bottlenecks will continue to impact the market. Therefore we assume, we will initially continue to face strained supply chains and bottlenecks for key upstream products for automobile production. The further geopolitical as well as the covid-19 pandemic development also harbour uncertainties.

<table>
<thead>
<tr>
<th></th>
<th>Mercedes-Benz Cars</th>
<th>Mercedes-Benz Vans</th>
<th>Mercedes-Benz Vans</th>
<th>Mercedes-Benz Mobility (RoE)</th>
<th>Mercedes-Benz Mobility (RoE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Sales</td>
<td>Slightly above</td>
<td>Slightly above</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return on Sales (adjusted*)</td>
<td>11.5 to 13 %</td>
<td>8 to 10 %</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Conversion Rate** (adjusted)</td>
<td>0.8 to 1.0</td>
<td>0.6 to 0.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in pp&amp;e</td>
<td>Slightly above</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D expenditure</td>
<td>Slightly above</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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** Adjusted Cash Flow before Interest and Taxes (CFBIT) divided by adjusted EBIT.
Mercedes-Benz Group Guidance 2022

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The macroeconomic conditions will continue to be comparatively favourable for the global demand for cars in 2022. However, it currently looks as if the semiconductor-related supply bottlenecks will continue to impact the market. Therefore we assume, we will initially continue to face strained supply chains and bottlenecks for key upstream products for automobile production. The further geopolitical as well as the covid-19 pandemic development also harbour uncertainties.

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

<table>
<thead>
<tr>
<th>KPI</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>Slightly above</td>
</tr>
<tr>
<td>EBIT</td>
<td>At prior-year level</td>
</tr>
<tr>
<td>Free Cash Flow (Industrial Business)</td>
<td>Slightly below</td>
</tr>
<tr>
<td>CO₂ emission (g/km)*</td>
<td>At prior-year level</td>
</tr>
</tbody>
</table>

* New car fleet’s average CO₂ emissions in Europe (European Union, Norway, Iceland)
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Strategic priorities for this year

- Scale electric vehicles
- Accelerate car software
- Grow luxury business
- Alleviate supply constraints
- Focus relentlessly on costs
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 Daimler 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 Cars 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
sub-brands

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
We will provide the luxury experience across all touchpoints

Brand touchpoints  Product substance  Digital experience
We will focus on profitable growth

Profit
Rethink volume ambitions – profitability first

Price
Reorientate pricing and channel mix

Portfolio
Reshape future product portfolio to optimise returns
Clear growth plan

- Taking it to the next level
- Growing the legend
- Unlocking the potential
- Addressing a new audience

Brand Maturity

Time
It’s about owning the customer relationship and leveraging our car park and customer base.

**Embrace customers**
- Physical retail
- Direct sales
- Data-driven connection

**Grow recurrent revenues**
- Service & parts business
- Digital services business
- OTA upgrades

- Luxury experience, greater concentration
- Significant acceleration
- Personalized relationships
- Still significant profit growth ahead
Mercedes-Benz will be ready to go all-electric within this decade
Our electric product rollout is running at full speed

**EQS order intake is strong** even though sales only started in August

In the **first three quarters** of the year, sales of hybrid and electric vehicles surged to a **record 184,369 units** (+143%)

61,652 plug-in hybrids and all-electric cars were sold in **Q3** (+34%) of which 19,298 were electric-only vehicles (+38%).

In 2021 alone, we are introducing **four new** battery electric vehicles

Next year we will present **SUV versions** of our **EQS** and **EQE**

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

Mercedes-Benz
Electrifying our brands: leveraging their full potential

Launch of a sophisticated luxury electric Mercedes-Maybach SUV in 2023

Launch of the fully electric G-Class in 2024

AMG will go electric: Three BEV models in 2022 alone and redefining high performance with a completely new electric architecture
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
We will launch three EV-only architectures in 2025

Following the launch of MMA, the compact “electric first” architecture in 2024, all new Mercedes-Benz vehicle architectures will be electric only.

**MB.EA** will cover all medium and large size cars. Scalable modular system as electric backbone for our EV portfolio.

**AMG.EA**: dedicated performance electric vehicle architecture.

**VAN.EA**: ushers in a new era for purpose made electric vans and Light Commercial Vehicles.
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
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.

Mercedes-Benz to join ACC and build a European battery champion with global ambitions
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.
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 to accelerate development of both technologies

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

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**Expected energy density**

- **Today**: Li-Ion state of the art
- **Mid-decade**: High-Silicon Anode
- **~2028**: Solid-State battery

- **Expected energy density**
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.
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

Mercedes-Benz
We want to provide a premium charging experience

**Mercedes me Charge** currently comprising more than 690,000 AC and DC charging points worldwide. We will expand and enhance our charging network with partners like Ionity and ChargePoint.

Mercedes-Benz customers will get enhanced access to the **Shell Recharge** network consisting of over 30,000 charging points by 2025 in Europe, China, and North America – including over 10,000 high-power chargers globally.

**Plug & Charge**: no authentication required, automatic payment. Service introduced with EQS market launch last year.

**Green charging**: facilitating charging with clean electricity at all public charging points in the Mercedes me Charge network in Europe and North America. Further markets being evaluated soon.
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.

The outcome is a research prototype that delivers more range from less energy and it will prove it on the road. Furthermore, it offers more tangible luxury and convenience with less impact on nature, and more electric mobility with less waste.

VISION EQXX: key technical data at a glance¹

<table>
<thead>
<tr>
<th></th>
<th>kWh</th>
<th>&lt;100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battery energy content, usable</td>
<td>kWh</td>
<td></td>
</tr>
<tr>
<td>Max. system voltage</td>
<td>Volts</td>
<td>&gt;900</td>
</tr>
<tr>
<td>Energy consumption</td>
<td>kWh/100 km (miles/kWh)</td>
<td>&lt;10 (&gt;6)</td>
</tr>
<tr>
<td>c₄ value</td>
<td></td>
<td>0.17²</td>
</tr>
<tr>
<td>Max. power output</td>
<td>kW</td>
<td>~150</td>
</tr>
<tr>
<td>Wheelbase</td>
<td>cm</td>
<td>280</td>
</tr>
<tr>
<td>Gross vehicle weight</td>
<td>kg</td>
<td>~1,750</td>
</tr>
</tbody>
</table>

¹ Range figures preliminary and based on digital simulations in real-life traffic conditions. The VISION EQXX has not undergone type approval or homologation.

² cd figure measured in the Daimler aero-acoustic wind tunnel at a wind speed of 140 km/h
We are ready to accelerate EV production

Ready to scale up: our largest plants in Beijing, Bremen, Kecskemét, Rastatt, Sindelfingen, and Tuscaloosa are all capable of building EVs and are currently assembling 6 different BEVs

2022: 8 EVs will be produced on 3 continents with batteries from our worldwide network

Factory 56: blueprint for our worldwide network in terms of flexibility, efficiency, digitalization, and green production

Stuttgart-Untertürkheim & Berlin-Marienfelde: two of our major powertrain plants are already accelerating their transformation toward a zero-emissions future
Closing the loop: from value chain to value cycle

2022: Carbon-neutral production at all Mercedes-Benz AG passenger car and battery assembly sites

Establishing remanufacturing processes and repurpose of key components, e.g. batteries can be reused to help balance electricity grid

Planned battery recycling factory in Kuppenheim, Germany. Start of operations in 2023, depending on promising discussions
The transformation of our workforce

**Re-shape**
Streamlining our organization in a responsible way

Continue effective process of cost reduction working together with employee representatives
Focus on staff fluctuation and fair solutions
Mercedes-Benz Drive Systems unit enables and supports the transformation of our plants

**Re-skill**
Developing future-oriented qualifications

Ensure that motivated and qualified people remain at the heart of this fundamental shift
Internal tech-academies and other trainings
Employees are gradually being shifted from conventional drives to electric drives

**Re-charge**
Meeting the Mercedes-Benz standard as an employer

New technologies require a new area of expertise
Create 3,000 new jobs for software engineers
Attractive contractual framework offering innovative employment conditions
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

Mercedes-Benz
Revenue quality rising – driven by mix and pricing

Key levers

**Net pricing** performance

Positive mix from **high end electric vehicles**

**Digital** services revenue

**Direct sales** model

* schematic graph

Net revenue per unit*

Significant increase

Mercedes-Benz
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

* schematic and before mix change

Mercedes-Benz
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
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
Transformation moves with high speed

MB Strategy Update: 'electric drive'
Acquisition of British electric motors specialist YASA Ltd.

Q3 Results
Transfer of compact and mid size transmissions activities to Magna

Partnership with Luminar to enhance pioneering work in next-generation automated driving systems

New transformation milestone at the Berlin plant (assembly of YASA axial-flux electric motors)

Technology partnership with solid state battery specialist Factorial Energy

MB Update on Battery Strategy
Acquisition of 33%-equity stake in battery cell JV ACC

Partnership with ProLogium to develop next-generation solid-state battery cells for electric vehicles

Mercedes-Benz
Our financial ambitions for MB AG 2025
On track towards double digit RoS despite supply constraints

Market environment/revenues

Contribution margin
- Targets increased

Profitable growth
- > -20% vs. 2019

Fixed costs
- Target extended
- > -20% vs. 2019
- > -20% vs. 2019
- > -20% vs. 2019

CAPEX and R&D (CF impact)
- Target extended
- > -20% vs. 2019
- > -20% vs. 2019
- > -20% vs. 2019

RoS MB AG
- Mid to high single digit
- High single digit
- Double digit our ambition

Cash conversion
- 0.7 – 0.9x

Mercedes-Benz
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).

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### BBAC Figures disclosed by MBG

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021*</th>
</tr>
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<tbody>
<tr>
<td><strong>Sales Volume</strong></td>
<td>567</td>
<td>611</td>
<td>561</td>
</tr>
<tr>
<td>(in thousand units)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Revenue</strong></td>
<td>20,177</td>
<td>21,774</td>
<td>21,288</td>
</tr>
<tr>
<td><strong>Profit from continuing</strong></td>
<td>2,702</td>
<td>2,900</td>
<td>3,205</td>
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<tr>
<td><strong>operations after taxes</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>BBAC Equity Result MB</strong></td>
<td>1,295</td>
<td>1,335</td>
<td>1,553</td>
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<tr>
<td><strong>BBAC Dividend MB</strong></td>
<td>1,137</td>
<td>1,718</td>
<td>1,523</td>
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</tbody>
</table>

*Preliminary and unaudited
AGENDA

I. RESULTS FY 2021

II. OUTLOOK FY 2022

III. STRATEGY

1. MERCEDES-BENZ CARS

2. MERCEDES-BENZ VANS

3. MERCEDES-BENZ MOBILITY
Mercedes-Benz Vans Strategy

Our Goal: We exceed customers’ expectations with the most desirable vans and services

- **Lead**: in electric drive and digital solutions
- **Target**: premium segments
- **Focus**: on profitable growth
- **Embrace**: customers and grow recurrent revenues
- **Lower**: total cost base

Guided by economic, environmental and social sustainability

Accelerated by digitalization and data-driven business

Driven by a highly qualified, performance-minded 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 CO₂-neutral over the entire lifecycle¹ by 2039.

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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

- Sustainable Materials
- Innovative Breaks
- Optimized Tires
- Underbody Filter (fine particulate air filter)
- Sidewalk Monitor
- Speed Delivery Door
- Mirror Cams
- Digital Interior Mirror
- Daylight+
- Heated Seat Belt
- Vegan Heated Steering Wheel
- Solar Panel
- Electric Drive
- Front Module Filter (fine particulate air filter)
Strategy priority: Electrifying MB 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.

1st generation EV
- eVito
- eSprinter
- EQV

2nd generation EV
- eCitan
- Electrified T-Class

3rd generation EV
- Next Generation eSprinter

Mercedes-Benz
The next-generation eSprinter based on Electric Versatility Platform

An intelligent, modular solution with three core elements

- **Rear module** with electrically driven rear axle
- **Underfloor module** for high-voltage battery
- **Front module** for high-voltage components

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

Mercedes-Benz
AGENDA

I. RESULTS FY 2021

II. OUTLOOK FY 2022

III. STRATEGY

1. MERCEDES-BENZ CARS

2. MERCEDES-BENZ VANS

3. MERCEDES-BENZ MOBILITY
## Daimler Mobility Strategy

**WE MOVE YOU!**

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

<table>
<thead>
<tr>
<th>Sustainability</th>
<th>Seemlessly integrated customer experience</th>
<th>End-to-end automation &amp; digitization</th>
<th>Data-driven company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrification Service Income</td>
<td></td>
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</table>

High-performance culture
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

As integral part of the Mercedes-Benz customer journey
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.