

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

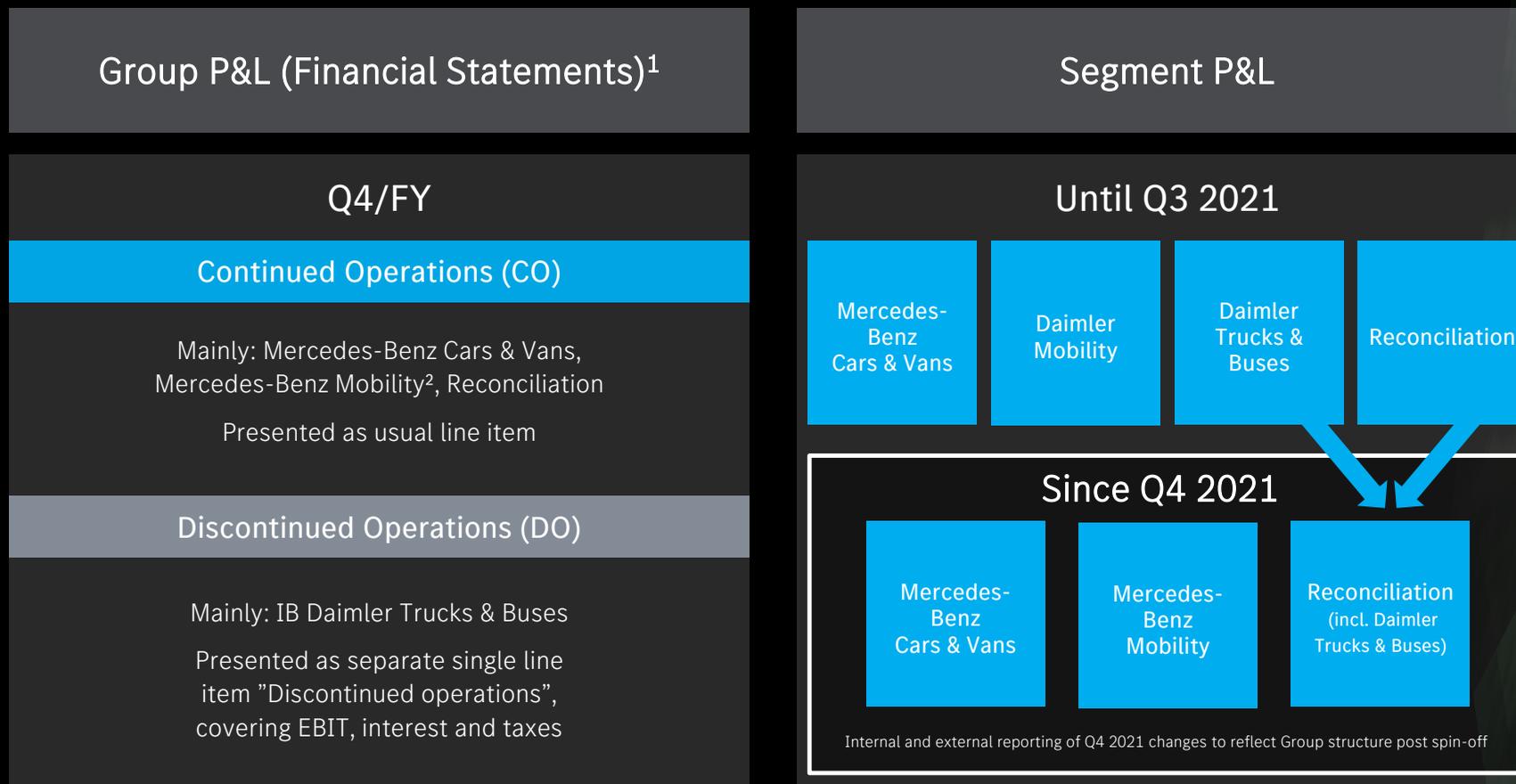


Increased financial robustness managing through the pandemic & semiconductor shortages

Accelerated strategy implementation, especially electric vehicles & automated driving

Established new company structure successfully

# Q4/FY reporting changes due to Spin-off Daimler Trucks & Buses



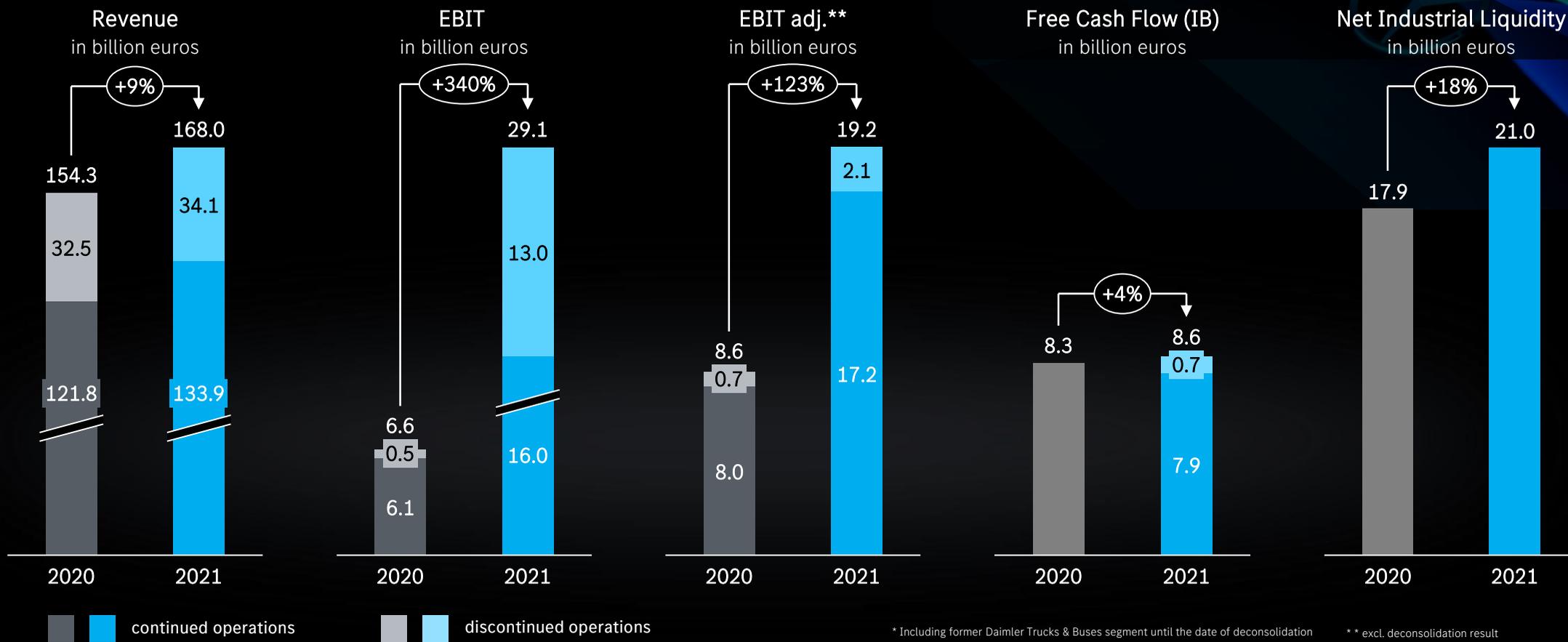
Presented figures of Mercedes-Benz Group AG include information for 11 months and 9 days of Daimler Trucks & Buses. These figures are not 1:1 comparable to the upcoming year-end disclosure 2021 of Daimler Truck Group, mainly due to different reporting period and Trucks financial services. The consolidated 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.

<sup>1</sup> 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.

<sup>2</sup> 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\*



\* 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

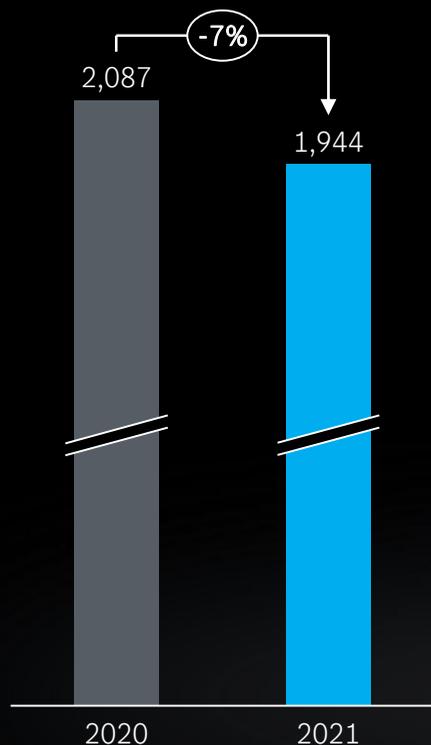
Resilience increased: revenue quality and cost efficiency improved; break even further reduced

Restructuring: significant progress in ICE plant transformation

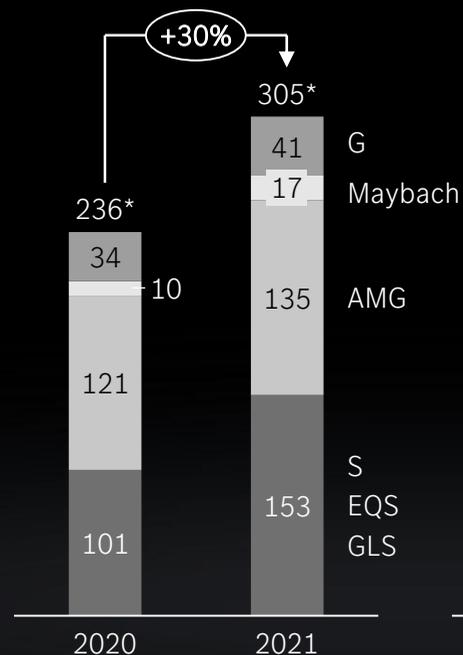
# Mercedes-Benz Cars:

## Top-end and electric vehicle unit sales

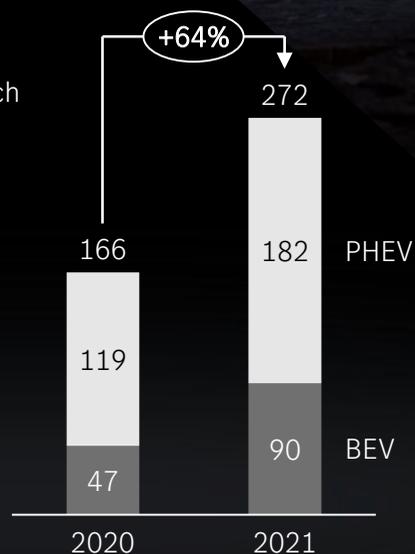
In thousand units



Total MBC



Top-end vehicles



Electric vehicles

thereof

Share in % of volume

10%

16%

8%

14%

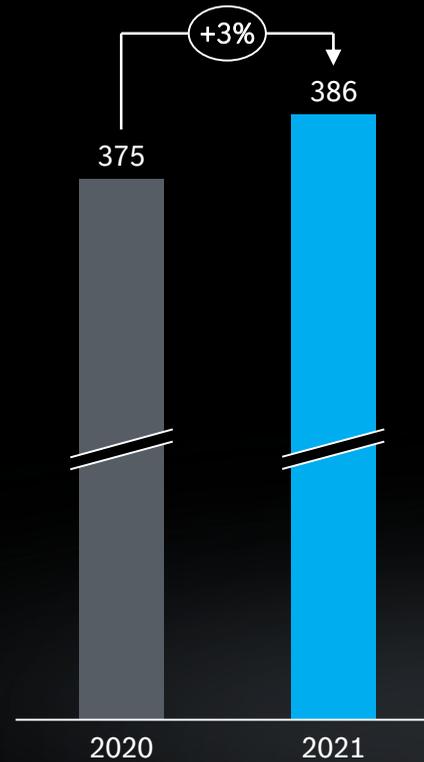
\* w/o double counting (e.g. G63, S-Class Maybach)



# Mercedes-Benz Vans: Electric vehicle unit sales

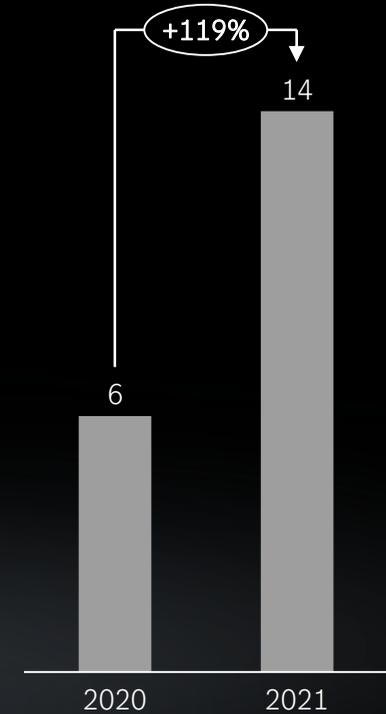


In thousand units



Total MB Vans

thereof



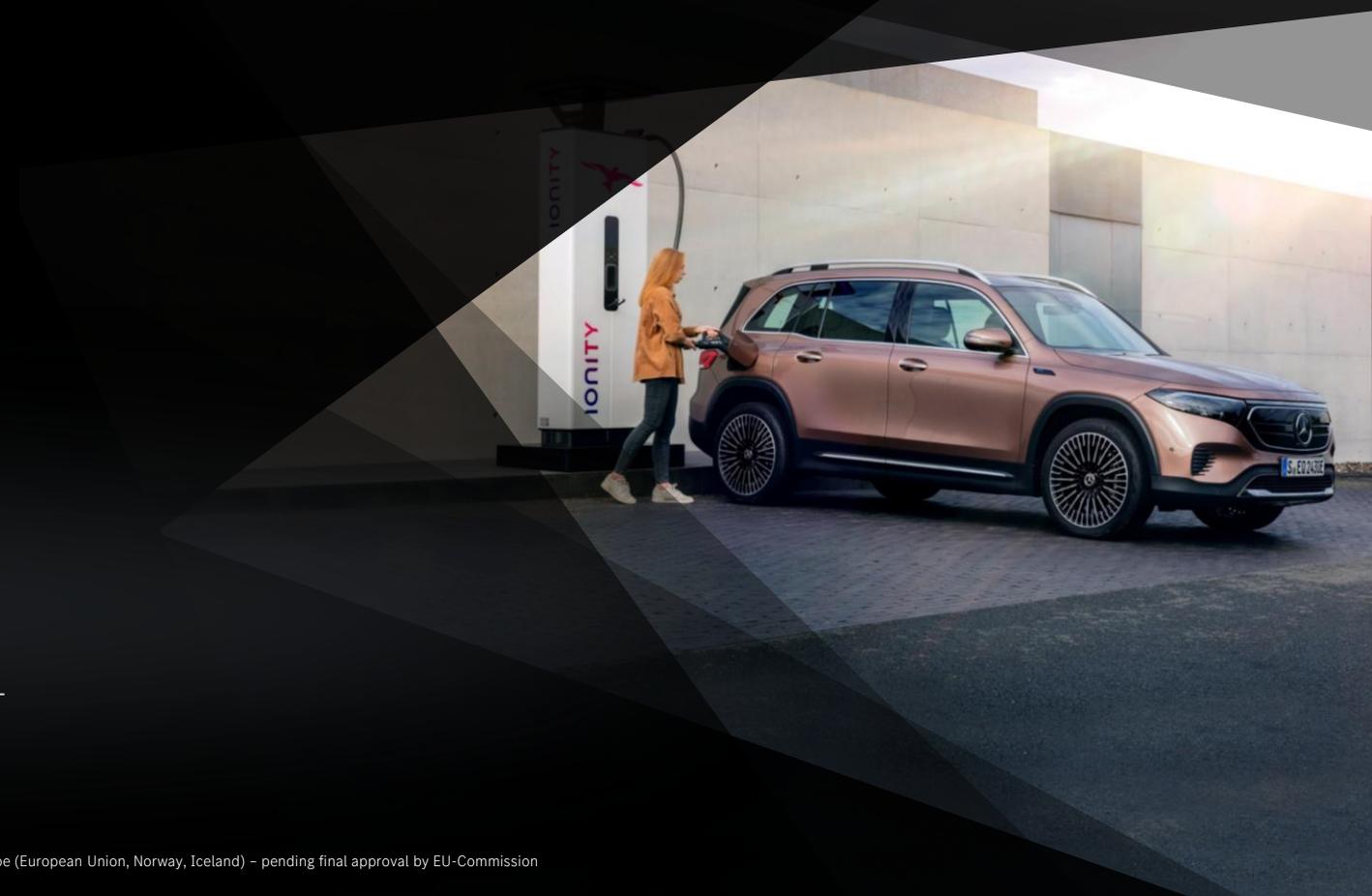
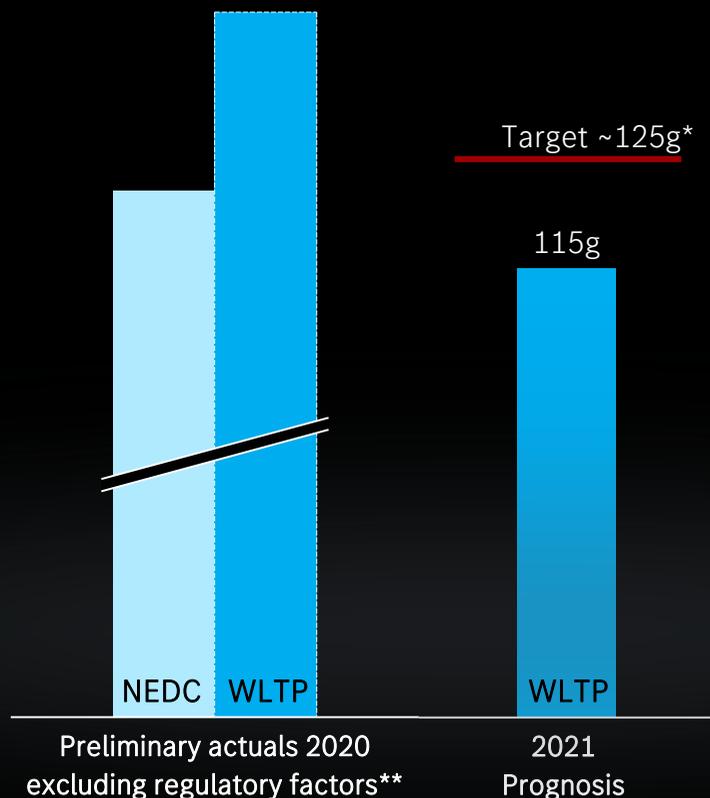
Battery electric vehicles

Share in % of volume

2%

4%

# Mercedes-Benz Cars & Vans: Internal data confirms CO<sub>2</sub> compliance 2021 in Europe

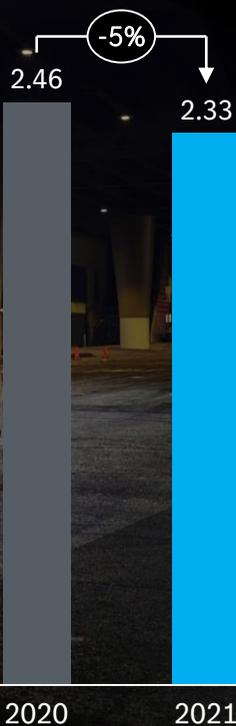


\* Estimated target level Mercedes-Benz Group 2021ff new car fleet's average CO<sub>2</sub> emissions in Europe (European Union, Norway, Iceland) – pending final approval by EU-Commission  
\*\* excl. Super Credits, Phase-In, Eco-Innovations (pending final approval by EU-Commission)

# Mercedes-Benz Cars & Vans: Financials



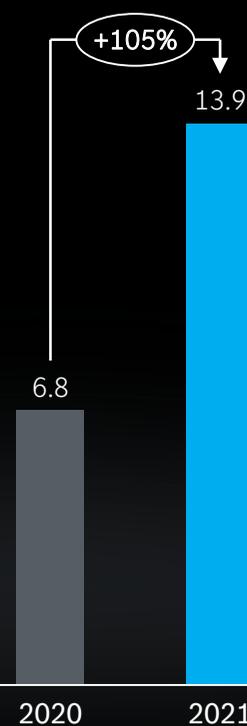
Sales  
in million units



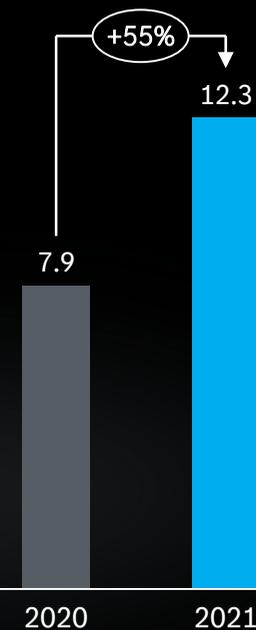
Revenue  
in billion euros



EBIT adj.  
in billion euros

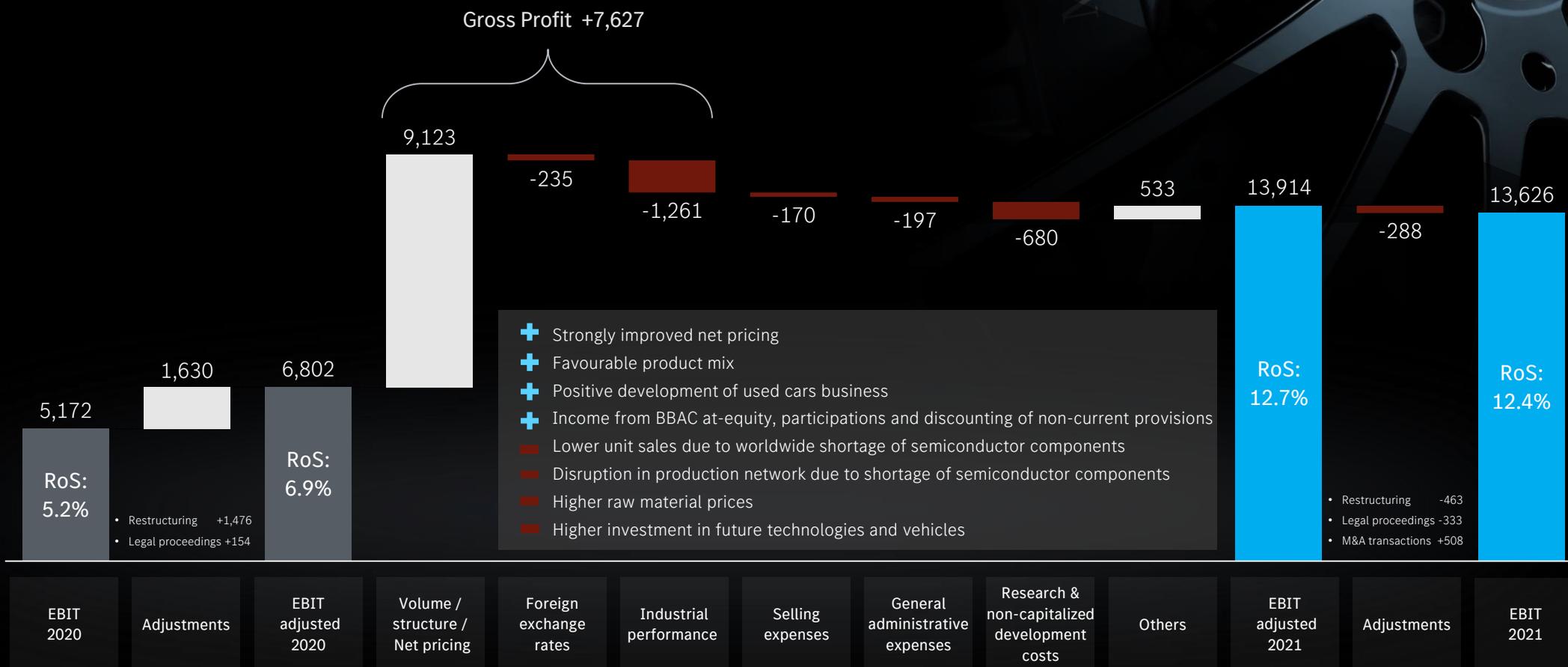


CFBIT adj.  
in billion euros

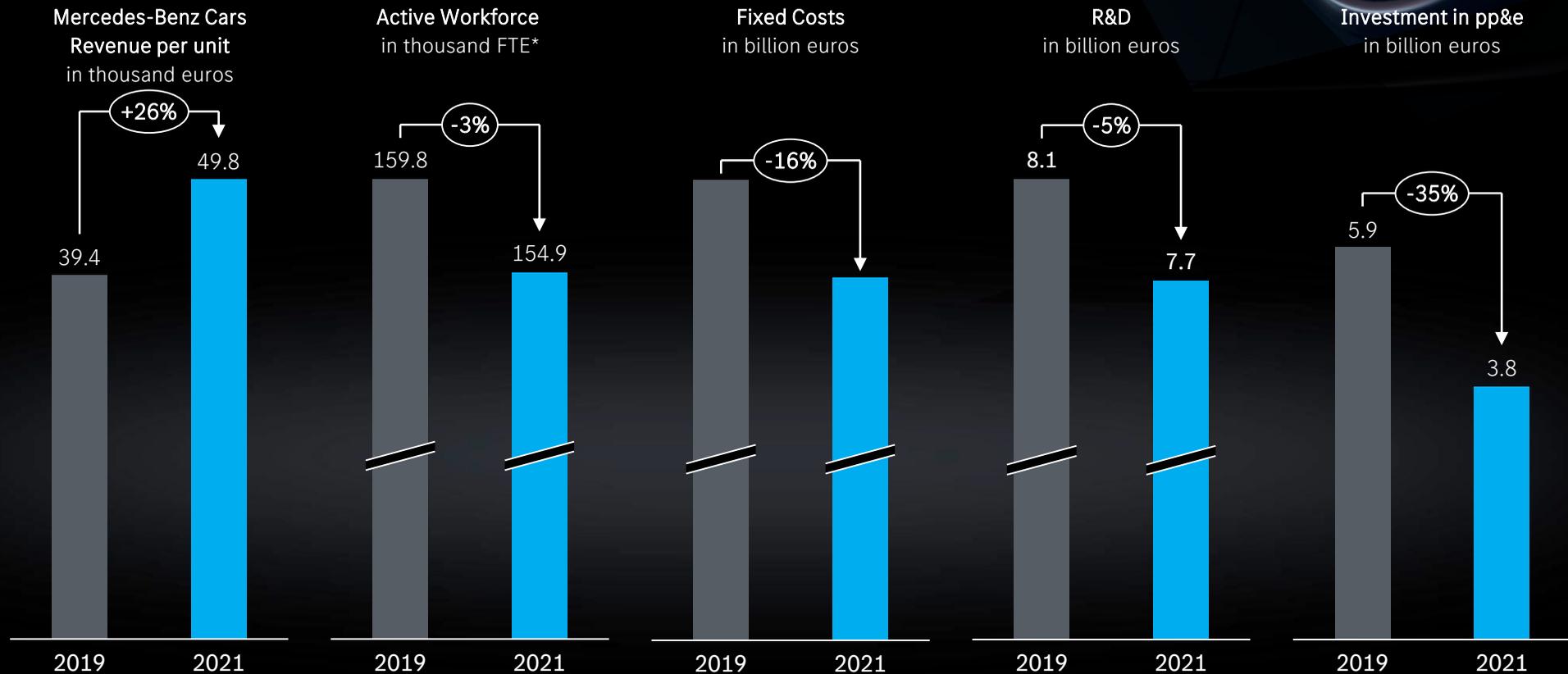


# Mercedes-Benz Cars & Vans: FY EBIT & RoS

In million euros



# Mercedes-Benz Cars & Vans: Indicators of Change



\* FTE = Full time equivalent

# Mercedes-Benz Cars & Vans: EBIT to CFBIT

In million euros



# 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

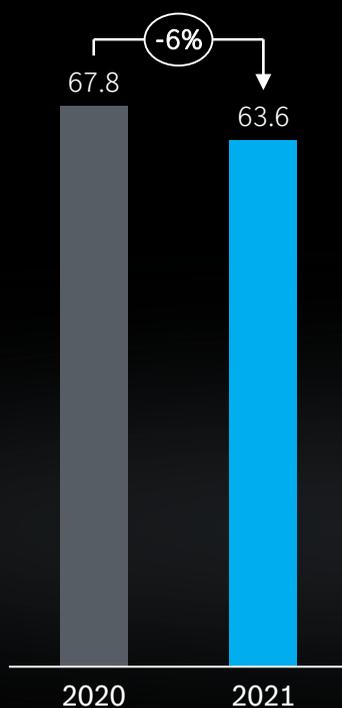
Continuous support for EV sales

Strategy refocused on core business

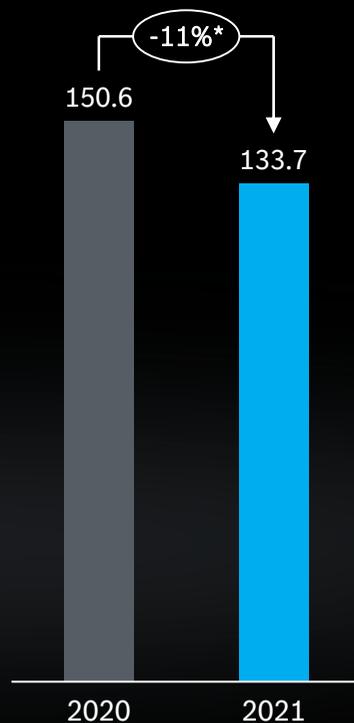


# Mercedes-Benz Mobility: Financials

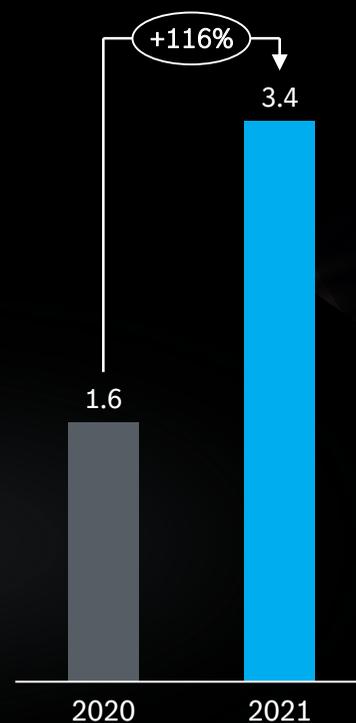
New Business  
in billion euros



Contract Volume  
in billion euros



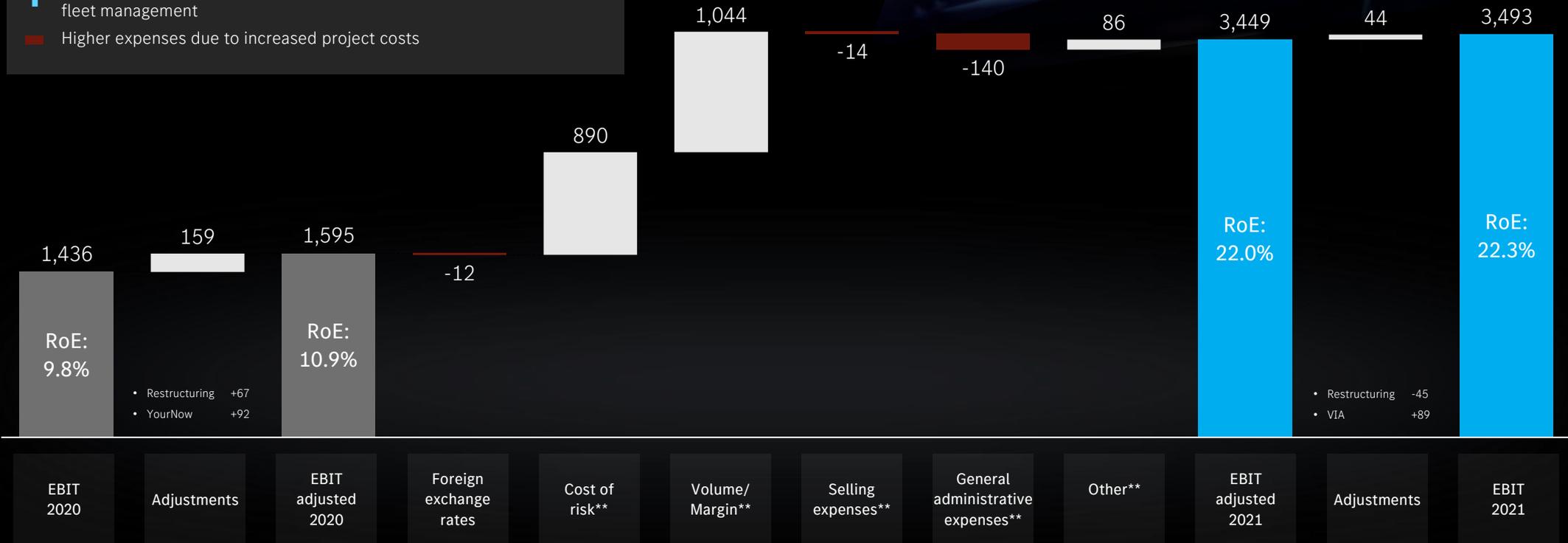
EBIT adj.  
in billion euros



# 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

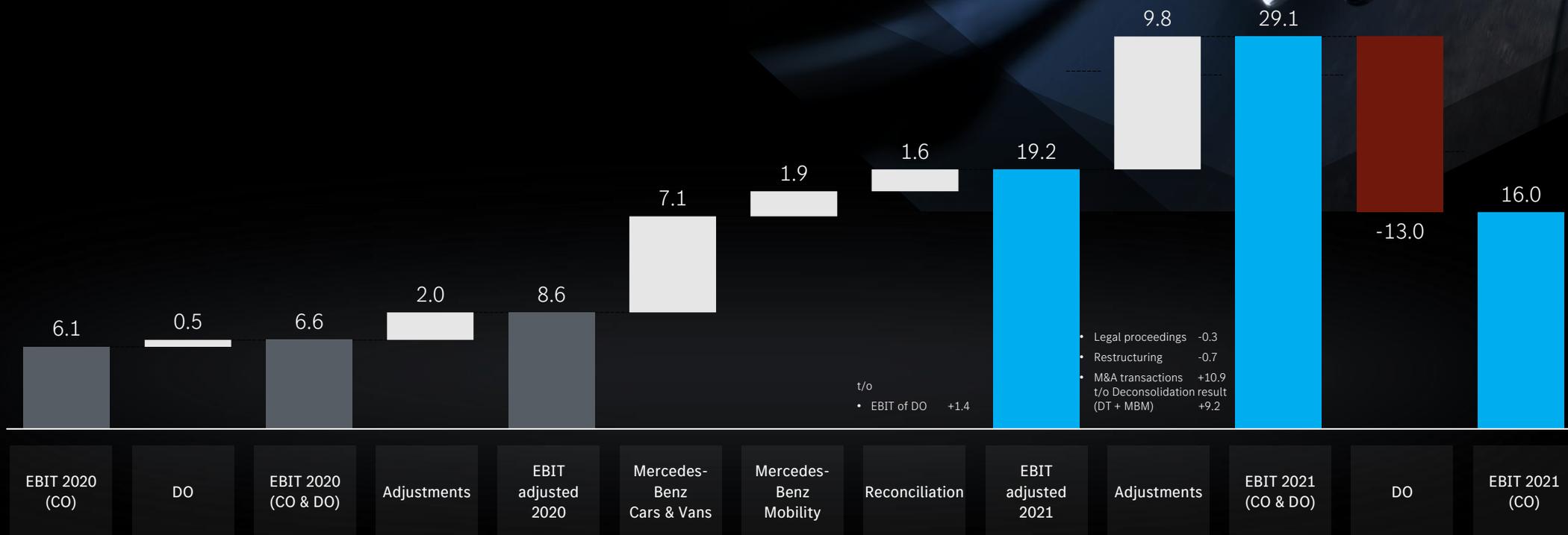


\* Including former Daimler Trucks & Buses segment until the date of deconsolidation

\*\* excluding FX effects

# Mercedes-Benz Group: FY EBIT\*

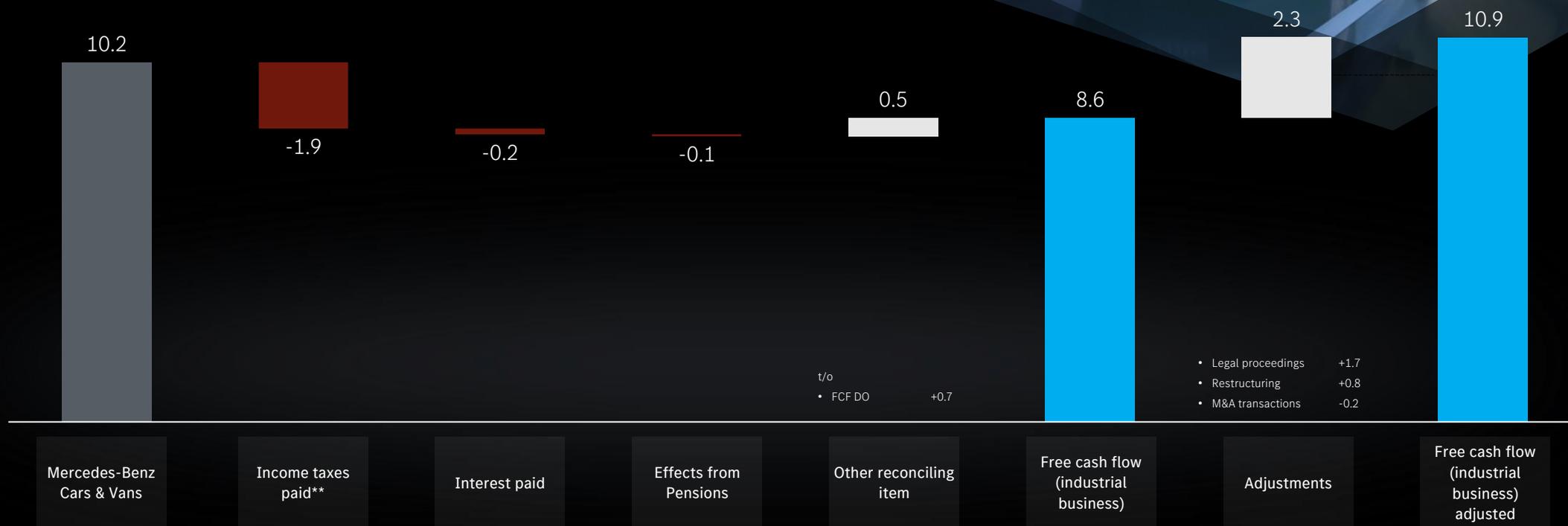
In billion euros



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

# Mercedes-Benz Group: Reconciliation from CFBIT to Free Cash Flow\*

In billion euros

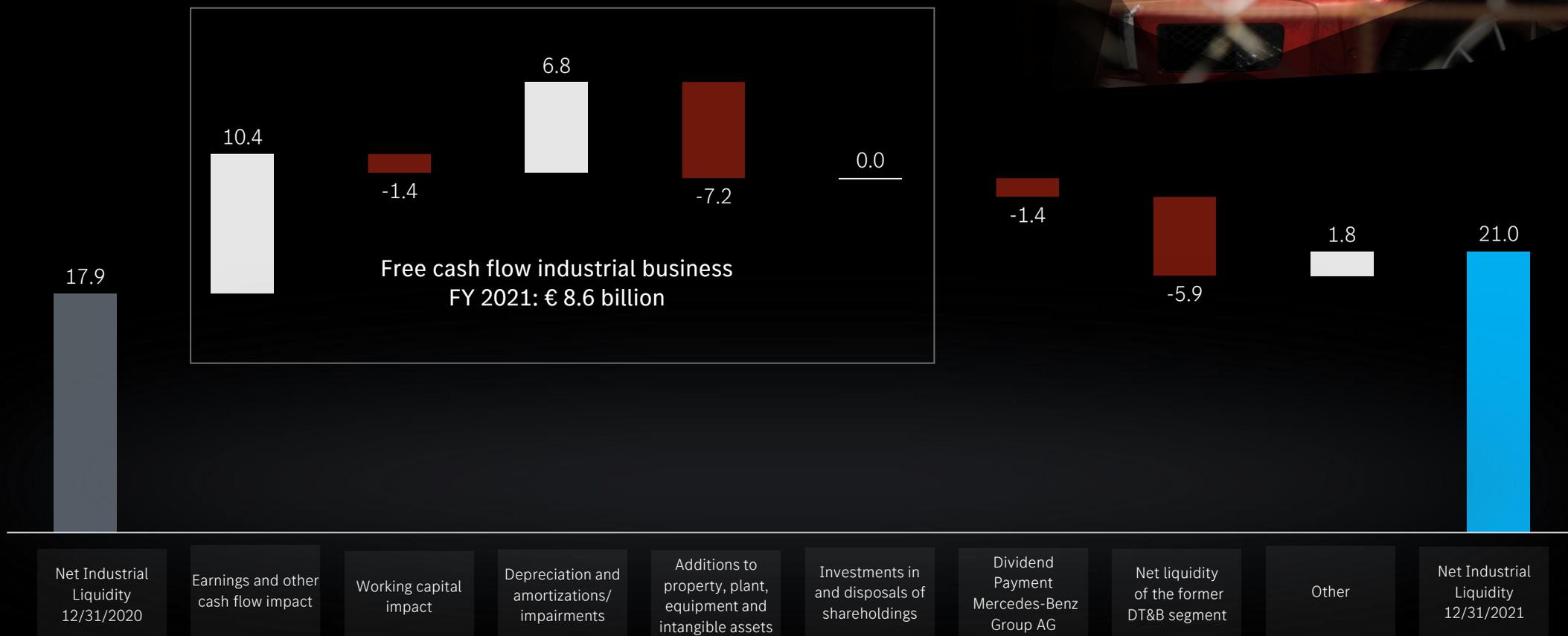


\* Including former Daimler Trucks & Buses segment until the date of deconsolidation

\*\* includes internal tax prepayments from Mercedes-Benz Mobility to the industrial business

# Mercedes-Benz Group: Net Industrial Liquidity\*

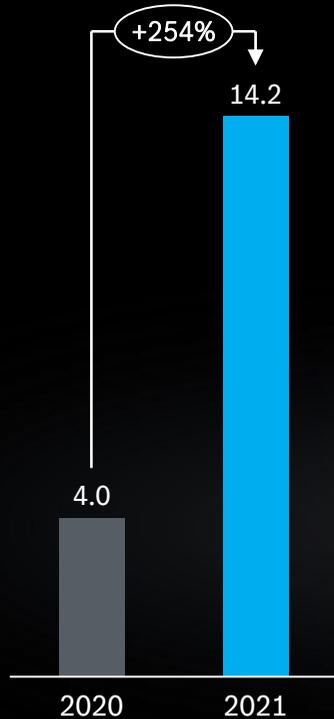
In billion euros



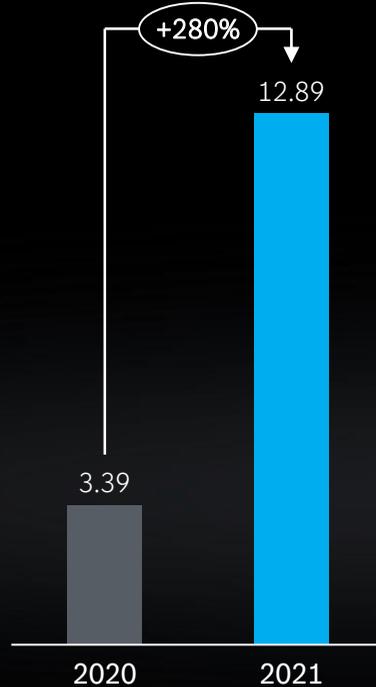
\* Including former Daimler Trucks & Buses segment until the date of deconsolidation, Net Industrial Liquidity as of Dec. 31, 2021 without NIL of former DT&B segment.

# Mercedes-Benz Group: Dividend\*

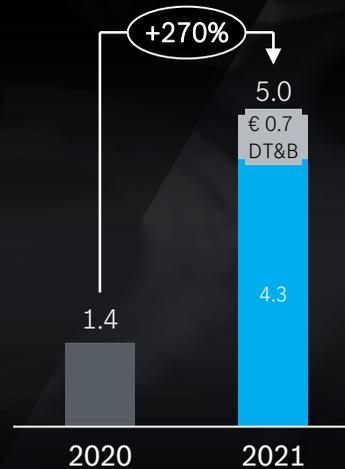
Net profit  
(excl. decons. result)  
in billion euros



Earnings per share  
(excl. decons. result)  
in euros



Dividend  
proposed in euros



\* 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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# 2021 Segment and Group KPIs as guidance base for reference

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

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



\* The adjustments include material adjustments if they lead to significant effects in a reporting period. These 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

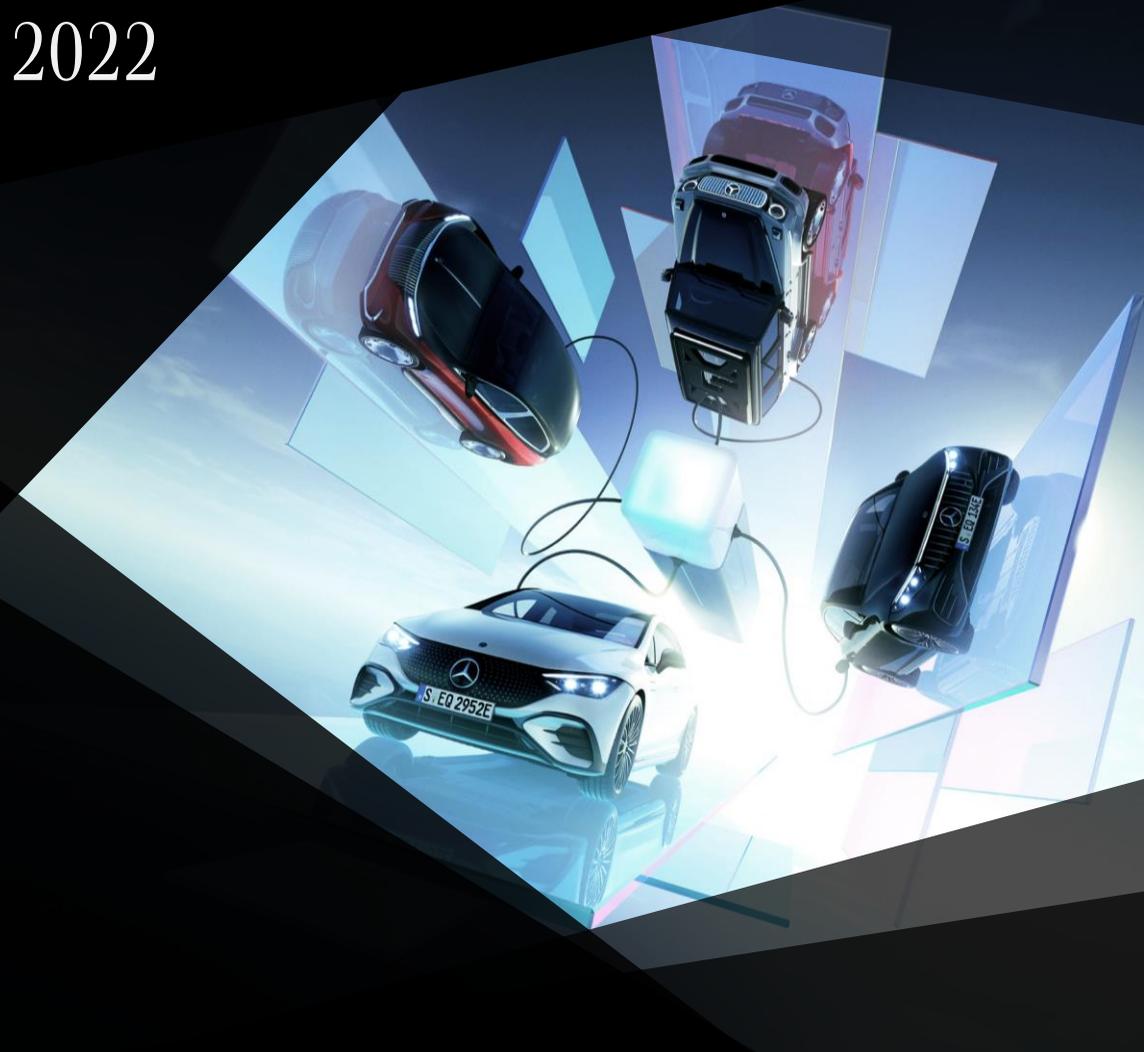
## ASSUMPTION

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.

Unit Sales	Mercedes-Benz Cars	Slightly above
	Mercedes-Benz Vans	Slightly above
Return on Sales (adjusted*)	Mercedes-Benz Cars	11.5 to 13 %
	Mercedes-Benz Vans	8 to 10 %
	Mercedes-Benz Mobility (RoE)	16 to 18 %
Cash Conversion Rate** (adjusted)	Mercedes-Benz Cars	0.8 to 1.0
	Mercedes-Benz Vans	0.6 to 0.8
Investment in pp&e	Mercedes-Benz Cars	Slightly above
	Mercedes-Benz Vans	Significantly above
R&D expenditure	Mercedes-Benz Cars	Slightly above
	Mercedes-Benz Vans	Significantly above

\* The adjustments include material adjustments if they lead to significant effects in a reporting period. These 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 Group 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.

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

Revenue	Slightly above
EBIT	At prior-year level
Free Cash Flow (Industrial Business)	Slightly below
CO <sub>2</sub> emission (g/km)*	At prior-year level

\* New car fleet's average CO<sub>2</sub> 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

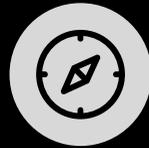
Focus  
relentlessly  
on costs

# 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”

# 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 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

#1



Profit



Price



Volume

## Price

Reorientate pricing  
and channel mix

## Portfolio

Reshape future product  
portfolio to optimise  
returns



# Clear growth plan



# It's about owning the customer relationship and leveraging our car park and customer base

## Embrace customers

## Grow recurrent revenues



Luxury experience, greater concentration

Significant acceleration

Personalized relationships

Still significant profit growth ahead

OTA upgrades

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

2021



EQA



EQB



EQS



EQE

2022



EQS SUV



EQE SUV



Electrified  
T-Class

# Electrifying our brands: leveraging their full potential

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

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Launch of the **fully electric G-Class** in 2024

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**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

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

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

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

## MB.EA



## AMG.EA



## VAN.EA



# Together with our partners, we will expand our activities in battery cells and systems

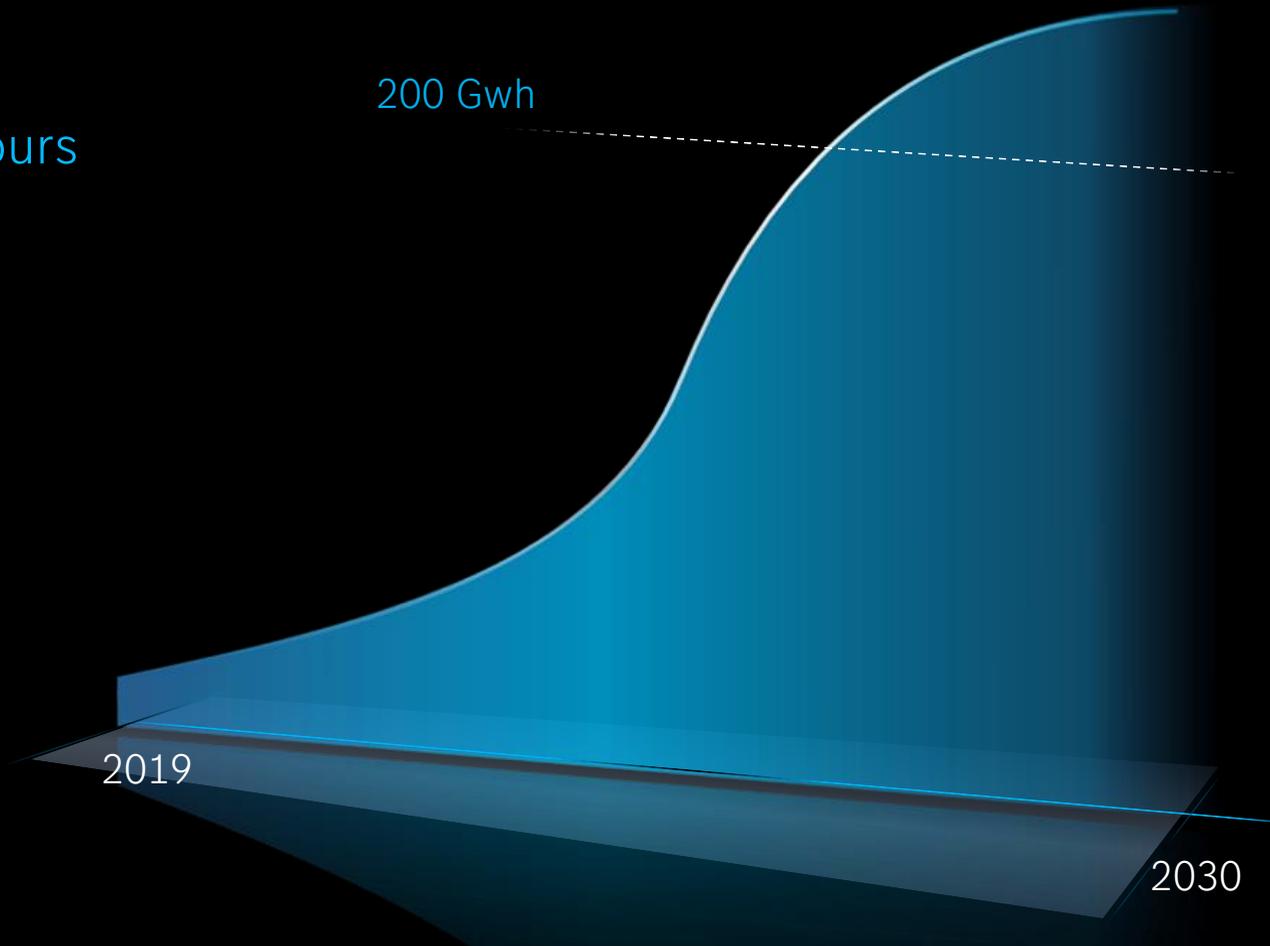
Our targets:

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

Needed battery volume for all car lines



# By joining ACC, we build a European battery champion

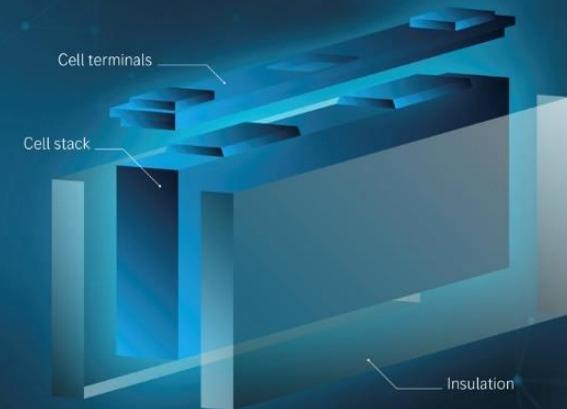
We take a one third stake in [Automotive Cells Company \(ACC\)](#).

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

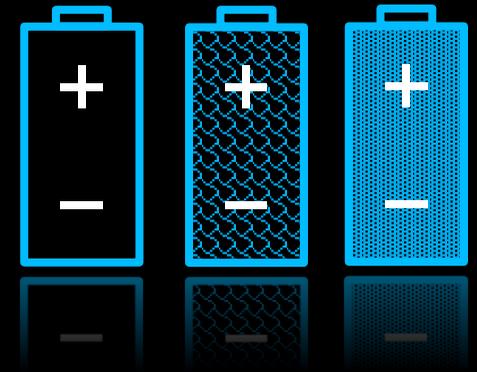
More than 90% of all future Mercedes-Benz vehicles will be based on a common battery platform

We are aiming for a modular battery system that consists of uniformly designed components and standard interfaces to the entire vehicle

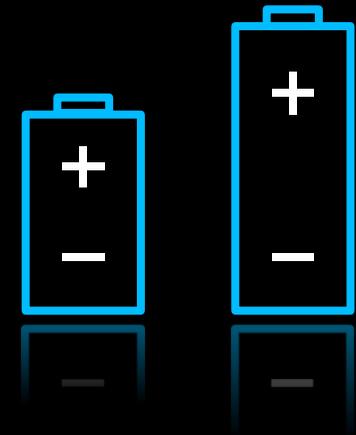
Only two differentiating characteristics will create the necessary variance in terms of range, charging and life performance: cell chemistry and size

## Differentiating factors

Chemistry



Size



# Developing the next generation battery cell technology

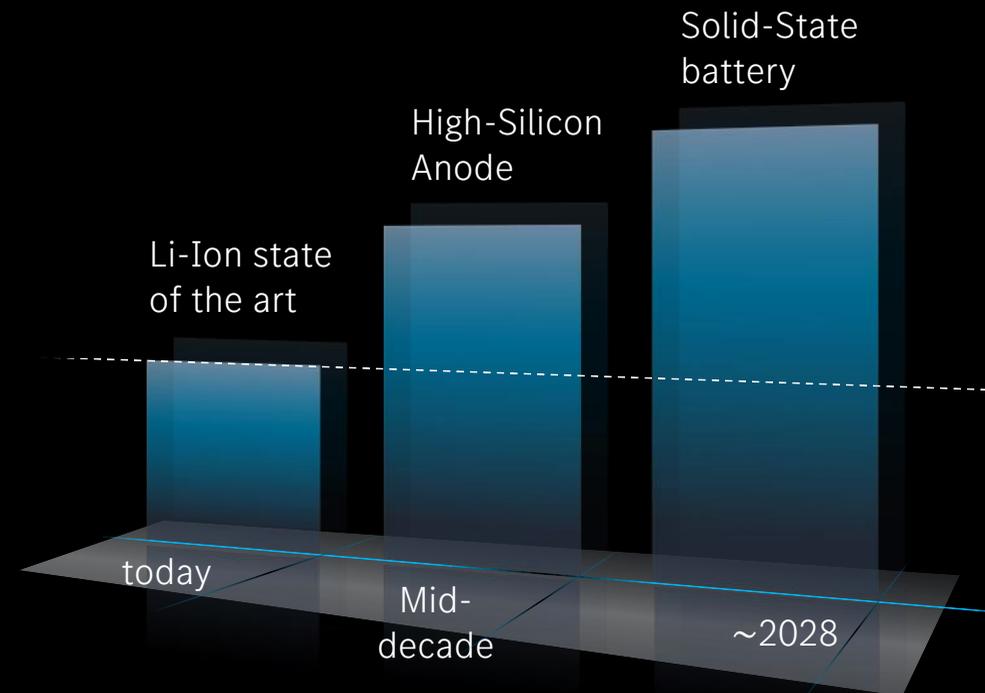
**High-Silicon Anode:** increasing energy density by using silicon-carbon composite in the anode

**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

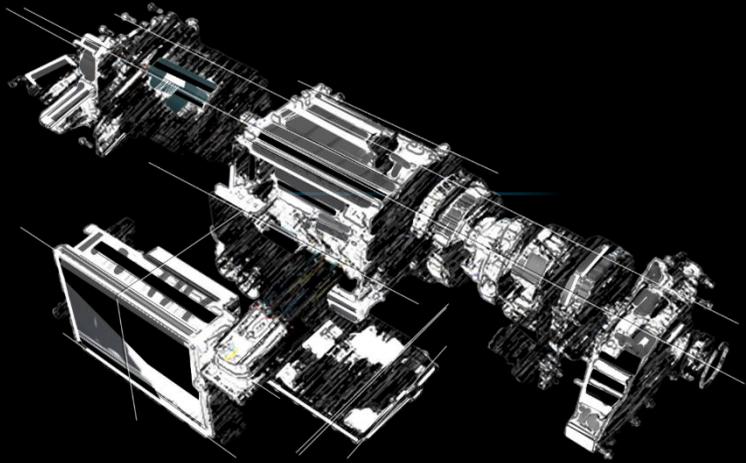
**Several cooperations** with existing and new partners to accelerate development of both technologies

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

## Expected energy density



# In-house electric motors are a key part of our strategy



Ultra-high performance axial motors for our forthcoming AMG. 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.



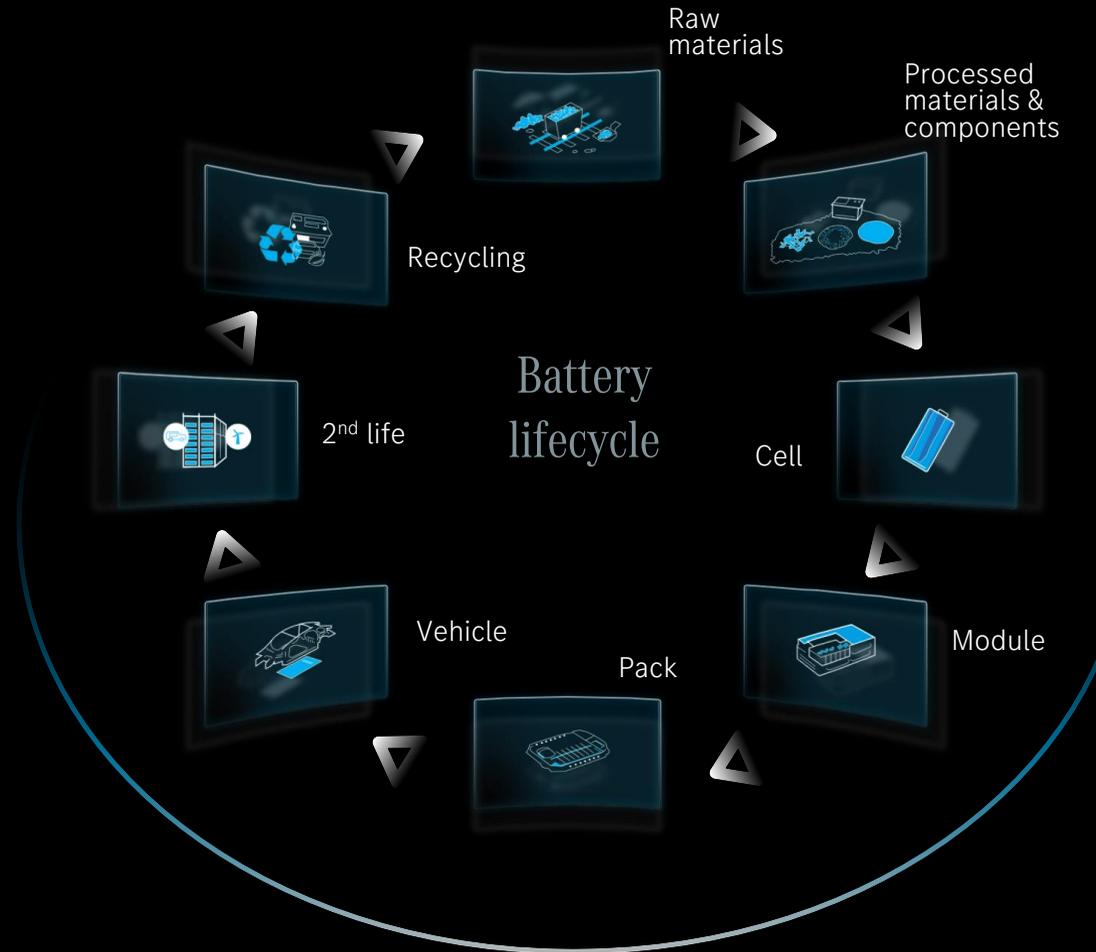
# We are establishing a green and CO2 neutral supply chain

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<sub>2</sub> in lithium production

**Direct sourcing** of battery raw materials like nickel and cobalt under consideration

2020: **Big River Steel** reduced CO<sub>2</sub> emissions by >70%  
2021: **Salzgitter AG** reduces CO<sub>2</sub> emissions by >60%  
2025: CO<sub>2</sub> free steel from **H2 Green Steel**  
2026: CO<sub>2</sub> free steel from **SSAB**



# 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 glance<sup>1</sup>

Battery energy content, usable	kWh	<100
Max. system voltage	Volts	>900
Energy consumption	kWh/100 km (miles/kWh)	<10 (>6)
c <sub>d</sub> value		0.17 <sup>2</sup>
Max. power output	kW	~150
Wheelbase	cm	280
Gross vehicle weight	kg	~1,750

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

<sup>2</sup> cd figure measured in the Daimler aero-acoustic wind tunnel at a wind speed of 140 km/h



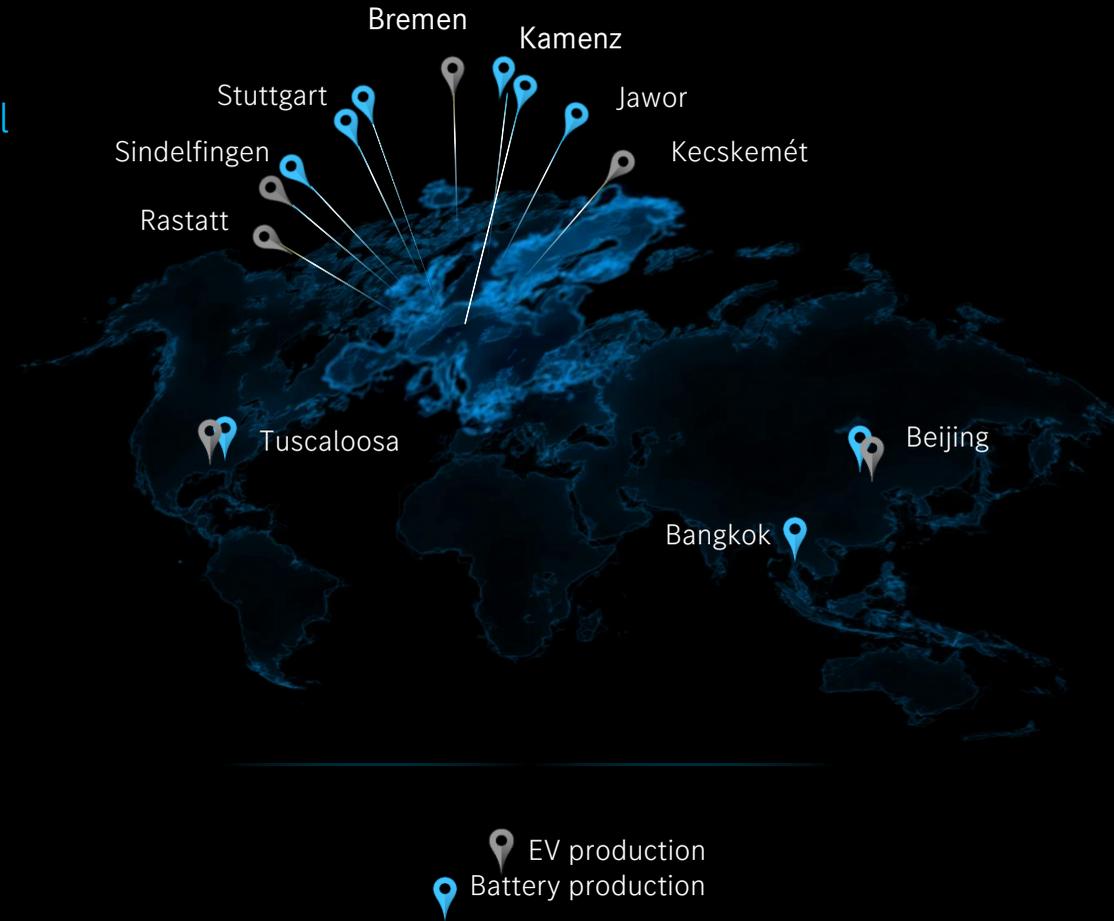
# We are ready to accelerate EV production

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**

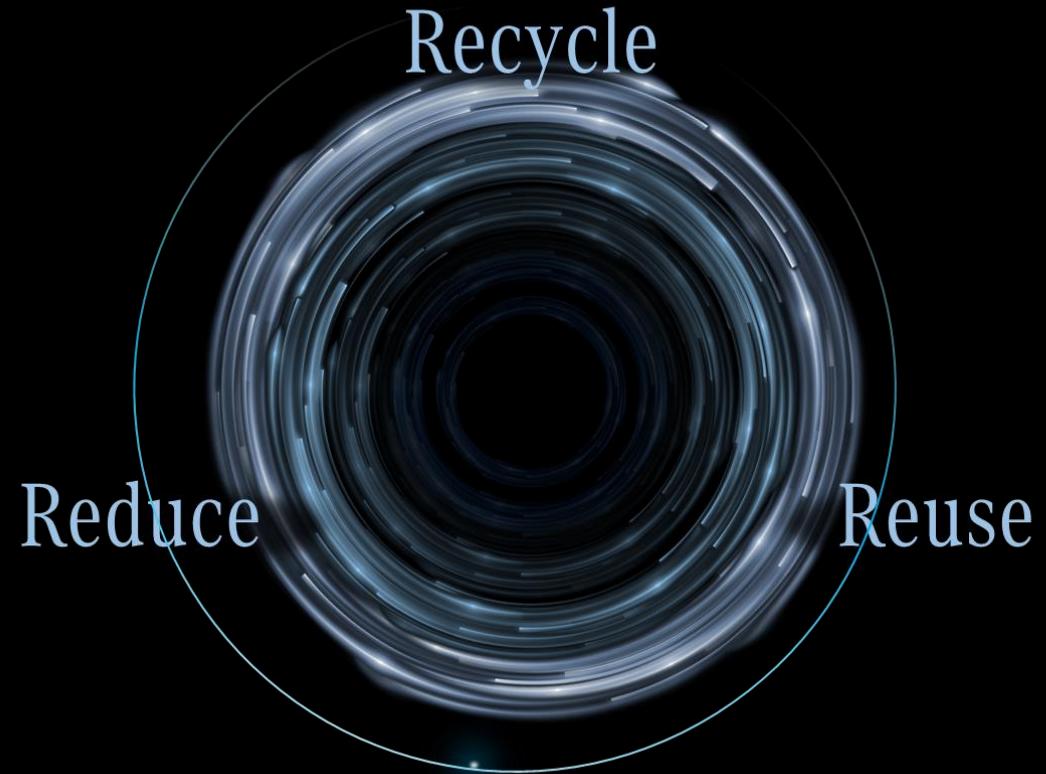


# Closing the loop: from value chain to value cycle

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

# Revenue quality rising - driven by mix and pricing

Key levers

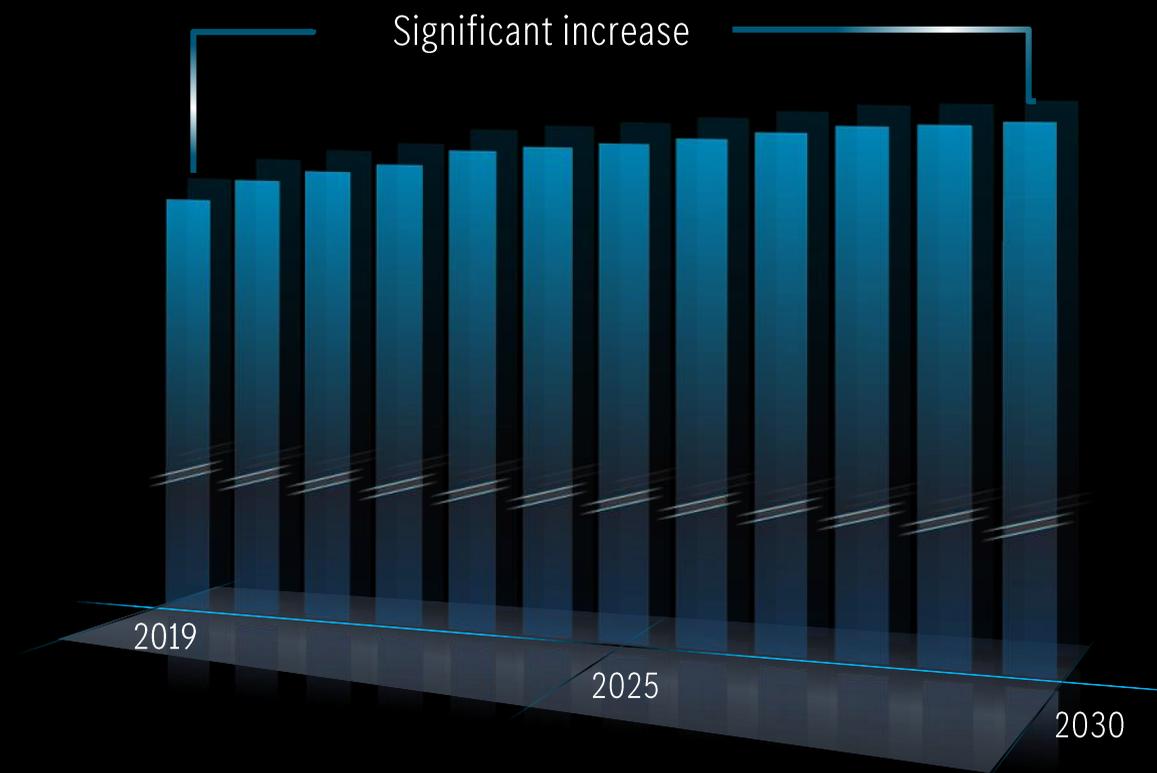
Net pricing performance

Positive mix from high end electric vehicles

Digital services revenue

Direct sales model

Net revenue per unit\*



\* schematic graph

# BEV cost reduction focus

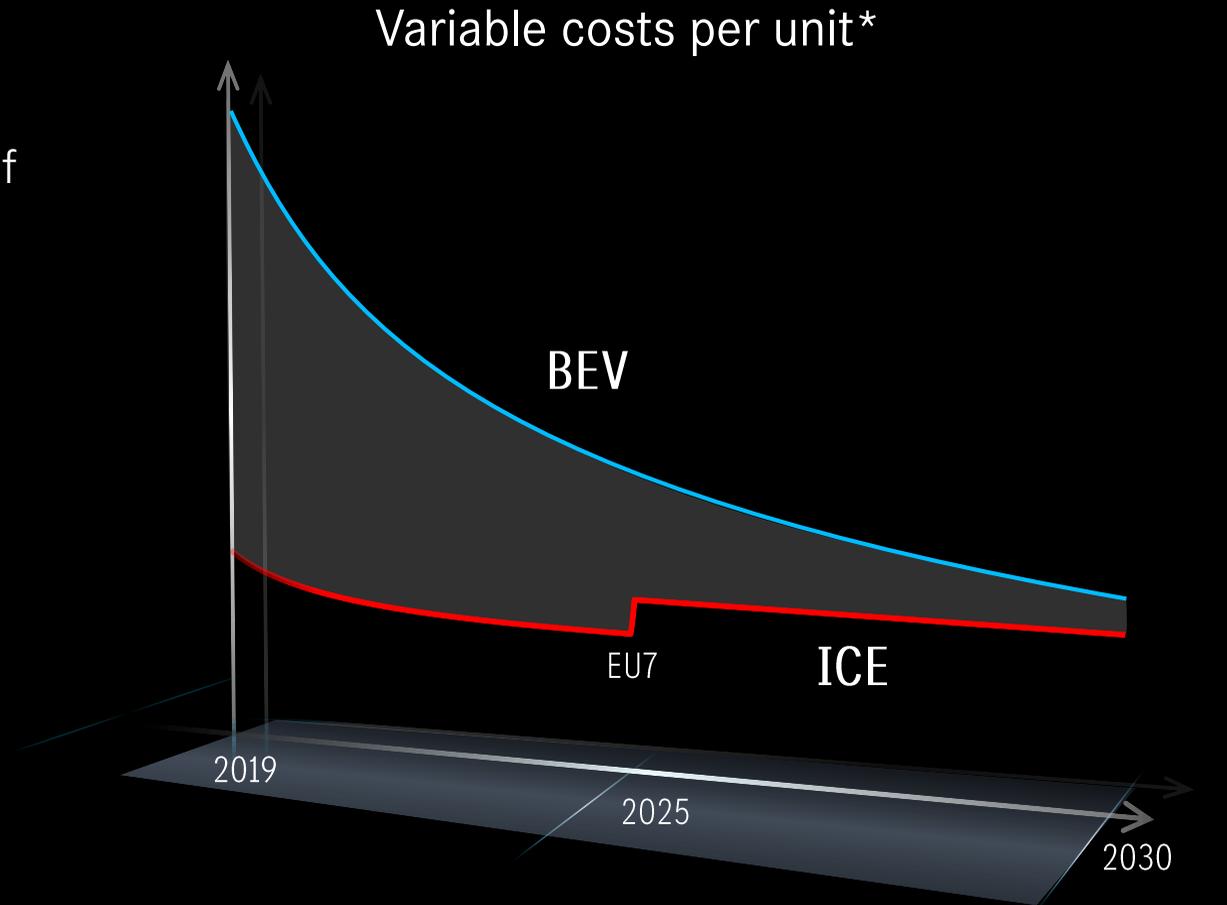
## Key levers

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

# Radical shift in capital allocation - from EV-first to EV-only

## Key levers

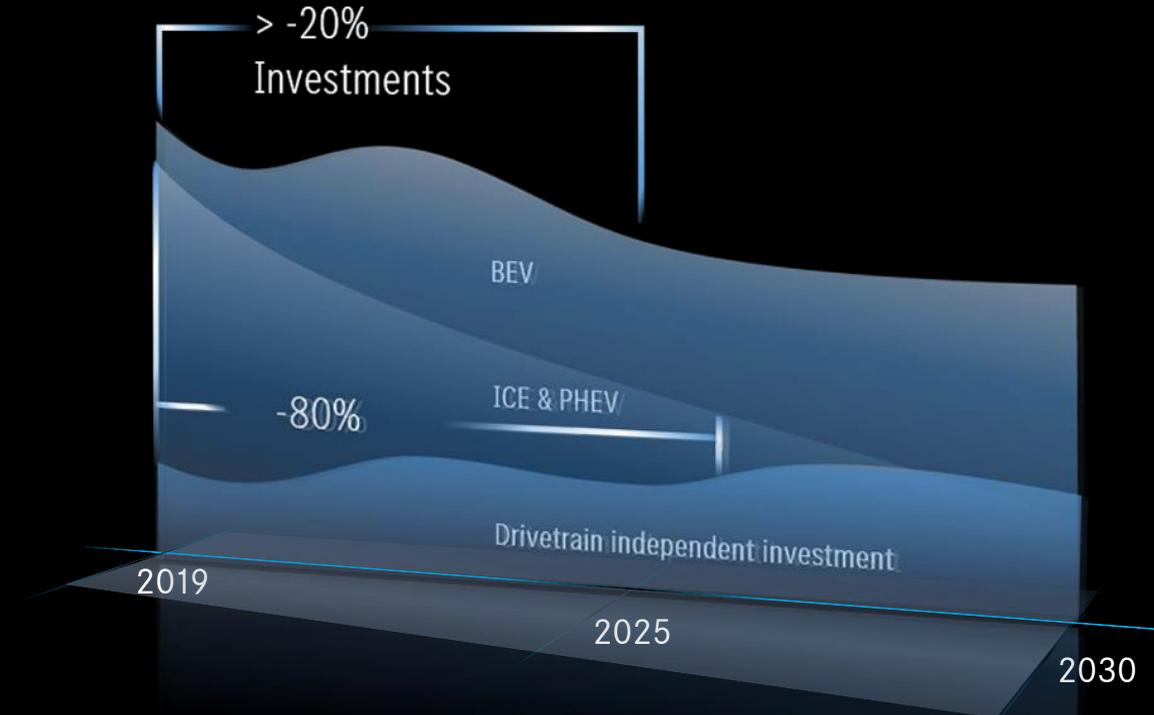
Additional investments for new BEV architecture MB.EA, AMG.EA, VAN.EA and intensified battery footprint

Radically reduced non-BEV investments

Capex share of investments decreasing

>20% investment reduction until 2025 and further decreases afterwards

## CAPEX and R&D investments\*



# Fixed cost reduction targets stepped up

## Key levers

Covid 2020: significant fixed cost reduction

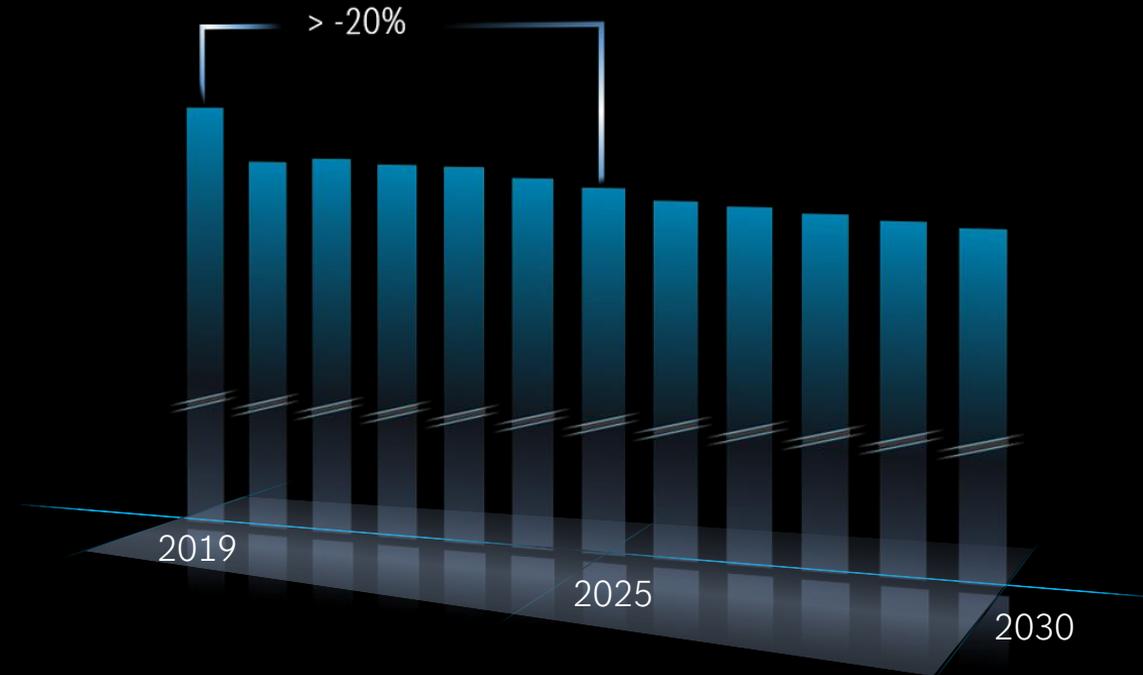
2021: temporary effects replaced by permanent measures

>20% fixed cost reduction until 2025 vs. 2019

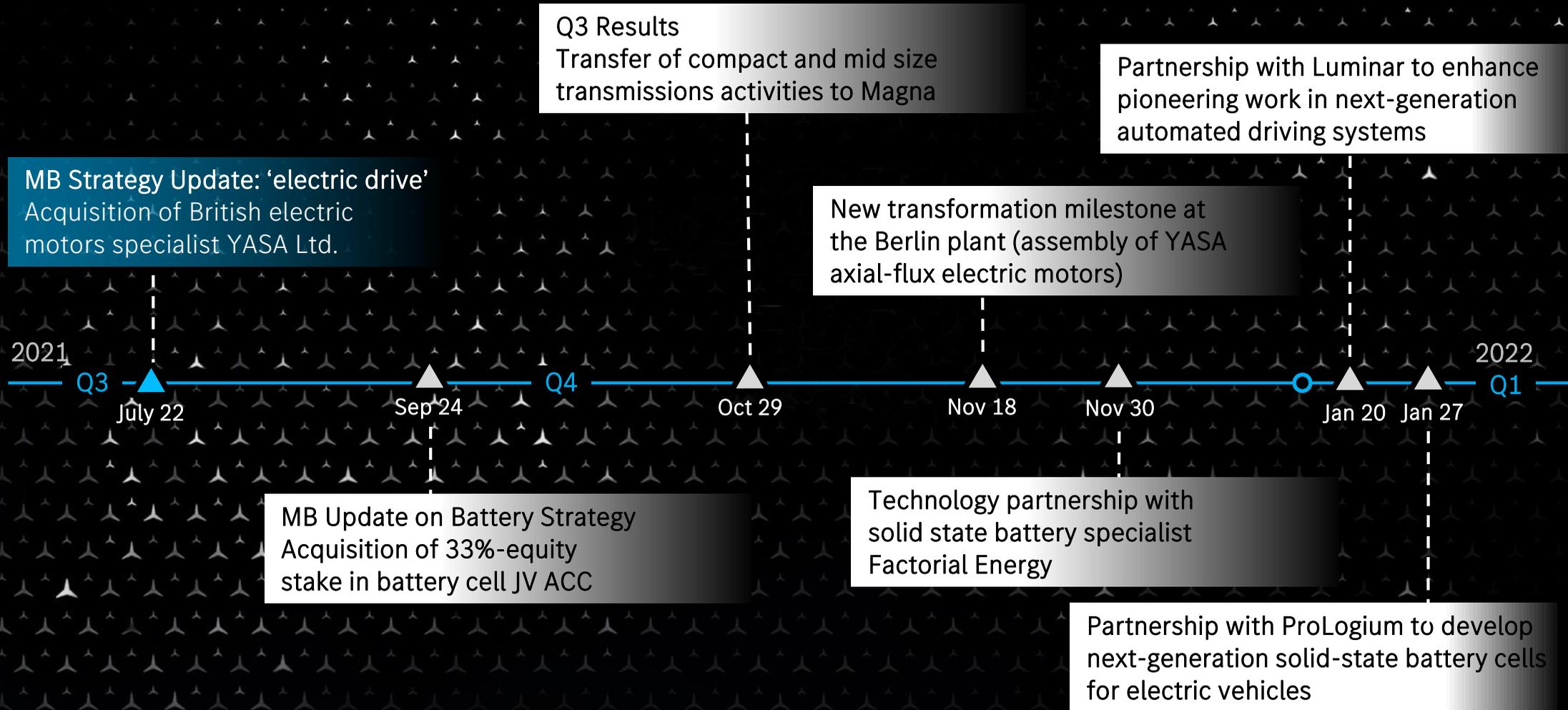
2025ff: digitization of all business areas

After 2025 further net reductions

## Fixed cost development\*



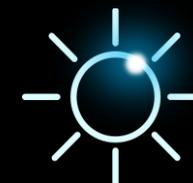
# Transformation moves with high speed



# Our financial ambitions for MB AG 2025

## On track towards double digit RoS despite supply constraints

Market environment/revenues



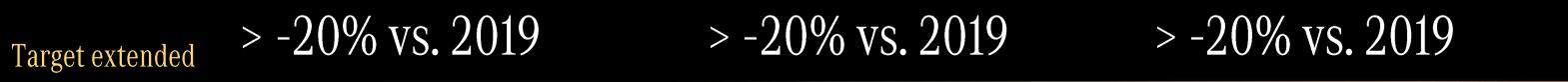
Contribution margin



Profitable growth



Fixed costs



CAPEX and R&D  
(CF impact)



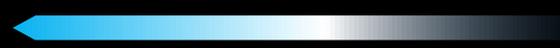
RoS MB AG

Mid to high single digit

High single digit

Double digit *our ambition*

Cash conversion



0.7-0.9x



# 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).

## BBAC Figures disclosed by MBG

In EUR millions

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

\*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

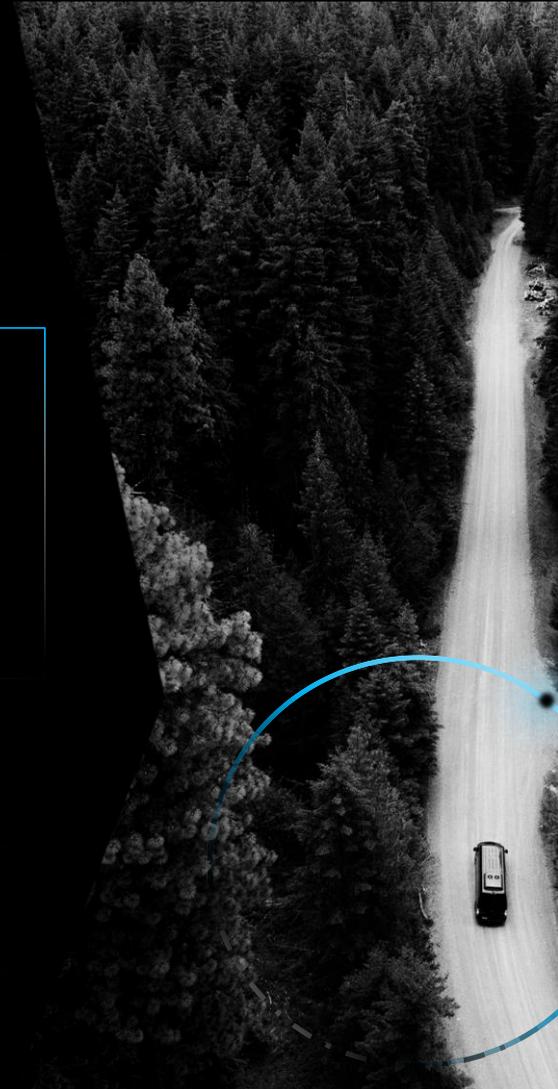
## Lower

total  
cost base

Guided by economic, environmental and social sustainability

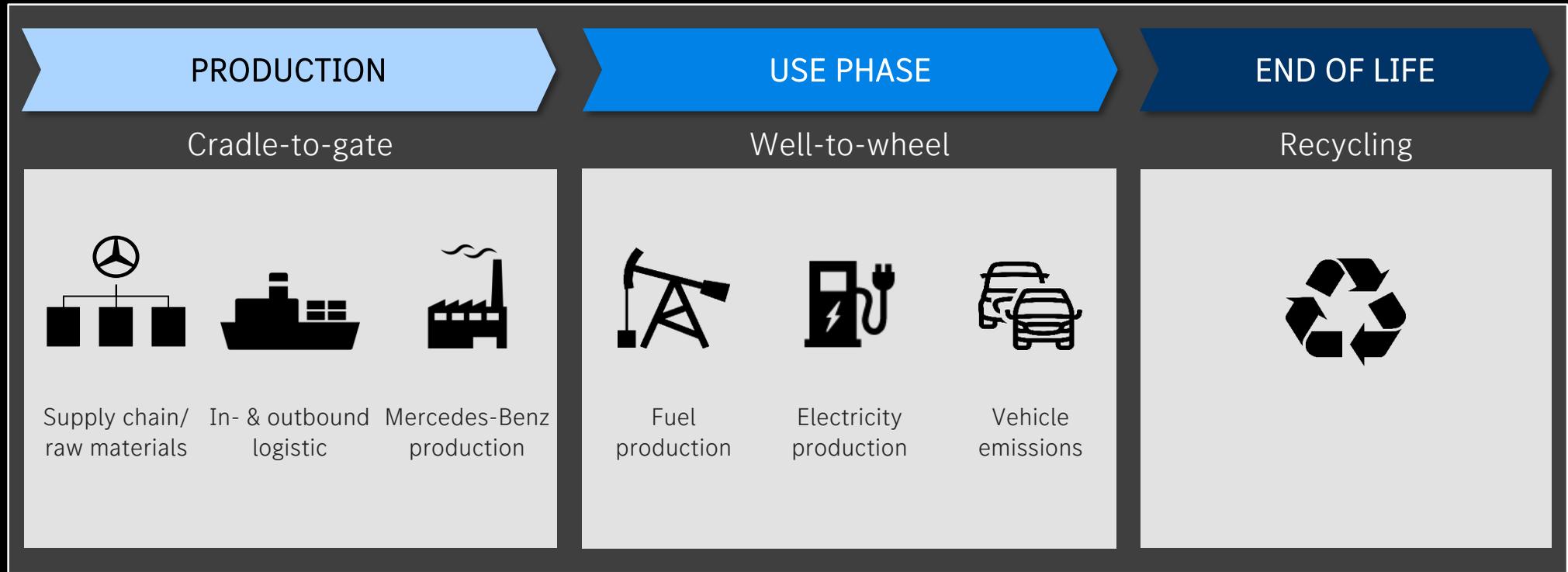
Accelerated by digitalization and data-driven business

Driven by a highly qualified, performance-minded and motivated team



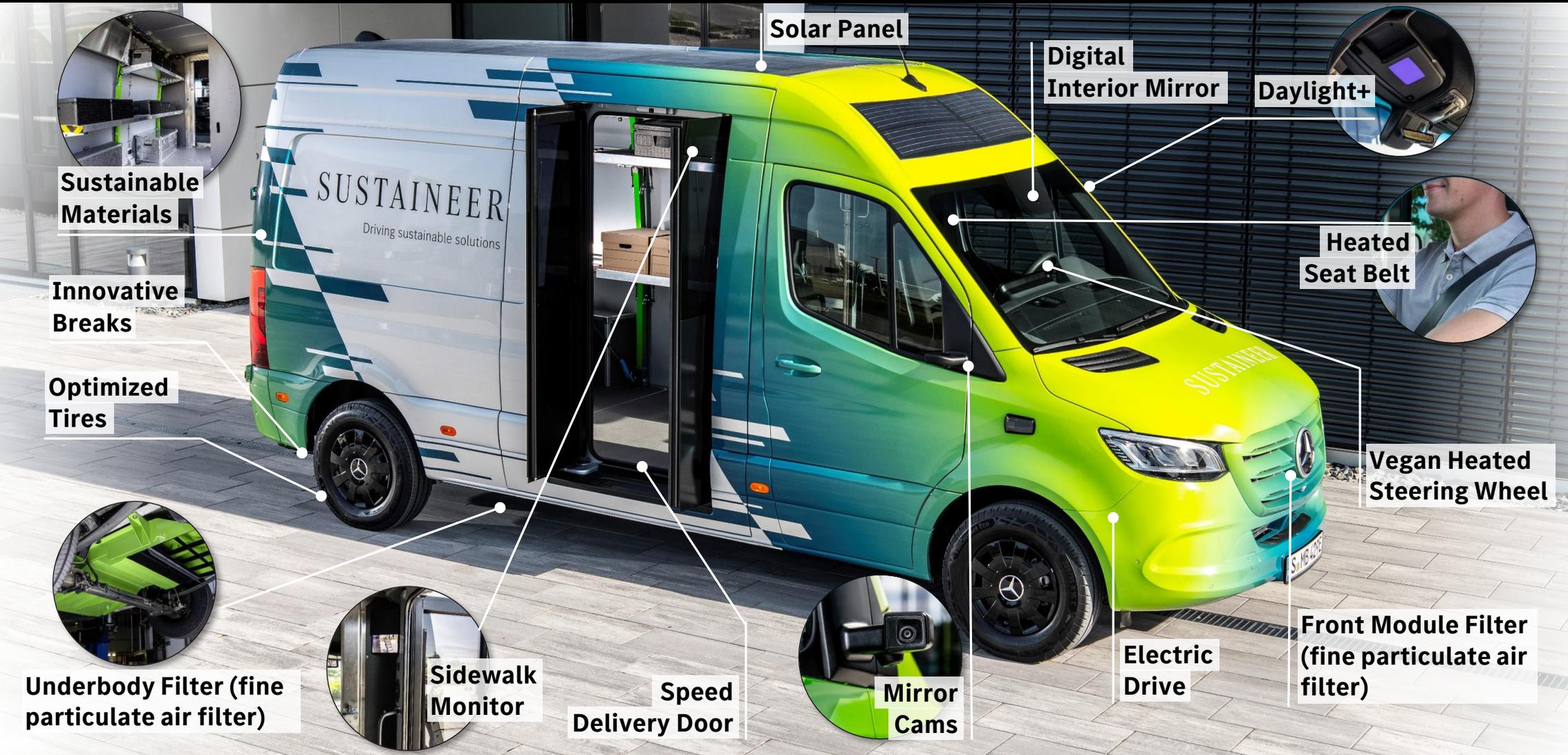
# Mercedes-Benz Vans Ambition 2039

The ambition of Mercedes-Benz Vans is to make our fleet of new private and commercial Vans CO<sub>2</sub>-neutral over the entire lifecycle<sup>1</sup> by 2039.



<sup>1</sup> This includes vehicles that are sold by Mercedes-Benz AG or that are sold by Mercedes-Benz AG as general contractor, including upfitter solutions.

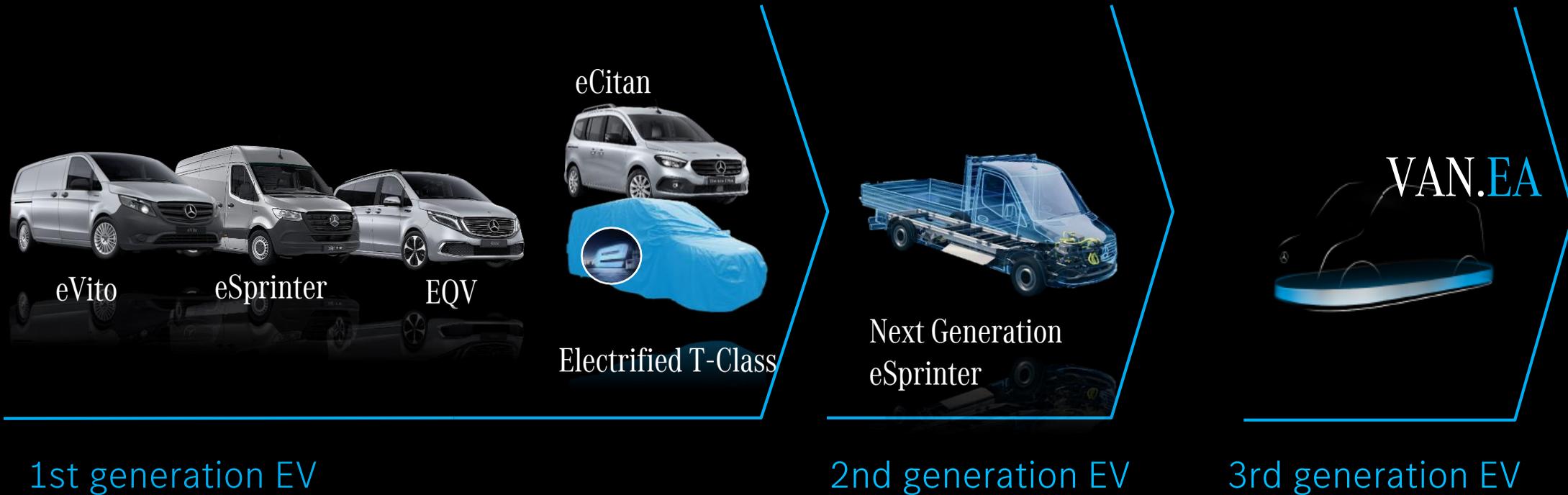
# Mercedes-Benz Vans SUSTAINER



# Strategy priority: Electrifying MB Vans

Mercedes-Benz Vans is fully committed and dedicated to **electrification**

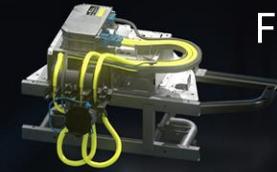
**Holistic Approach:** From small over mid-size to large, we electrify every van segment



# The next-generation eSprinter based on Electric Versatility Platform

An intelligent, modular solution with three core elements

Rear module with electrically driven rear axle



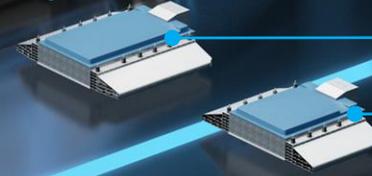
Front module for high-voltage components

Choice of

- 2 wheel bases
- 3 battery capacity levels

Large | Medium | Small

Underfloor module for high-voltage battery



# AGENDA

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1. MERCEDES-BENZ CARS

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3. **MERCEDES-BENZ MOBILITY**

# Daimler Mobility Strategy

WE MOVE YOU!

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

Sustainability  
Electrification  
Service Income

Seamlessly  
integrated  
customer  
experience

End-to-end  
automation &  
digitization

Data-driven  
company

High-performance culture

# Mercedes-Benz Mobility Role & Contribution

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

CREDIT

LEASING

FLEET

SUBSCRIPTION

RENT

INSURANCE

SERVICES  
CHARGING, PAYMENT, ETC.

WE MO>E YOU



As integral part of the Mercedes-Benz customer journey

# 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.