



# Mercedes-Benz Cars Strategic Overview

Dr. Dieter Zetsche, Chairman of the Board of Management of Daimler AG  
Head of Mercedes-Benz Cars

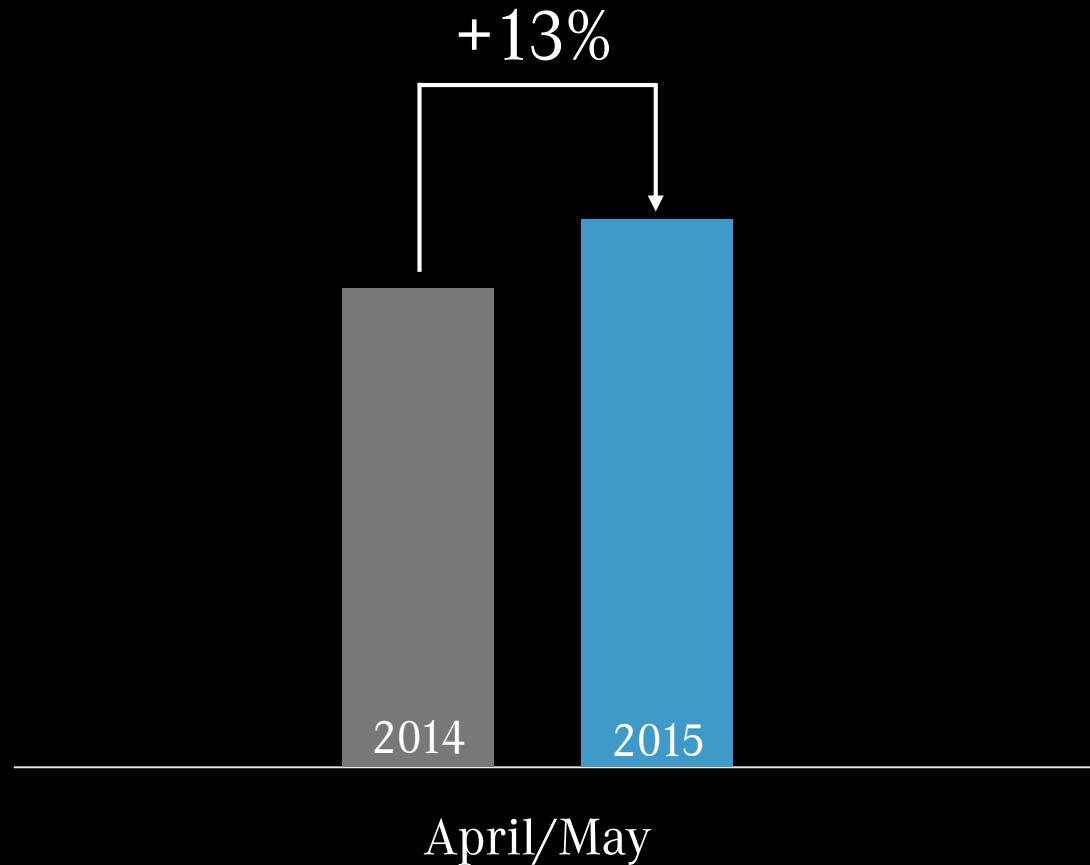
Mercedes-Benz Cars Capital Market Day 2015  
June 11<sup>th</sup>, 2015



Mercedes-Benz

# Our Q2 performance: A little hint...

MBC retail sales



# Target picture Mercedes-Benz Cars

Most successful  
premium car manufacturer

Best Brand



Best Product



Best Sales



Best Profitability



Most innovative *digital* car manufacturer

Our *portfolio* is growing younger...



12

years decline  
in average age of  
A-Class customers

2011

2015

...and broader: *Expansion* of SUV portfolio

20

million SUVs  
will be sold in 2015



# Extension of S-Class *line-up*



# 15%

retail sales growth  
S-Class segment  
YTD May 2015

# Mercedes-AMG: A true *performance* brand

# 100%

volume growth until 2017



# New smart models: Roll-out in all *core* markets

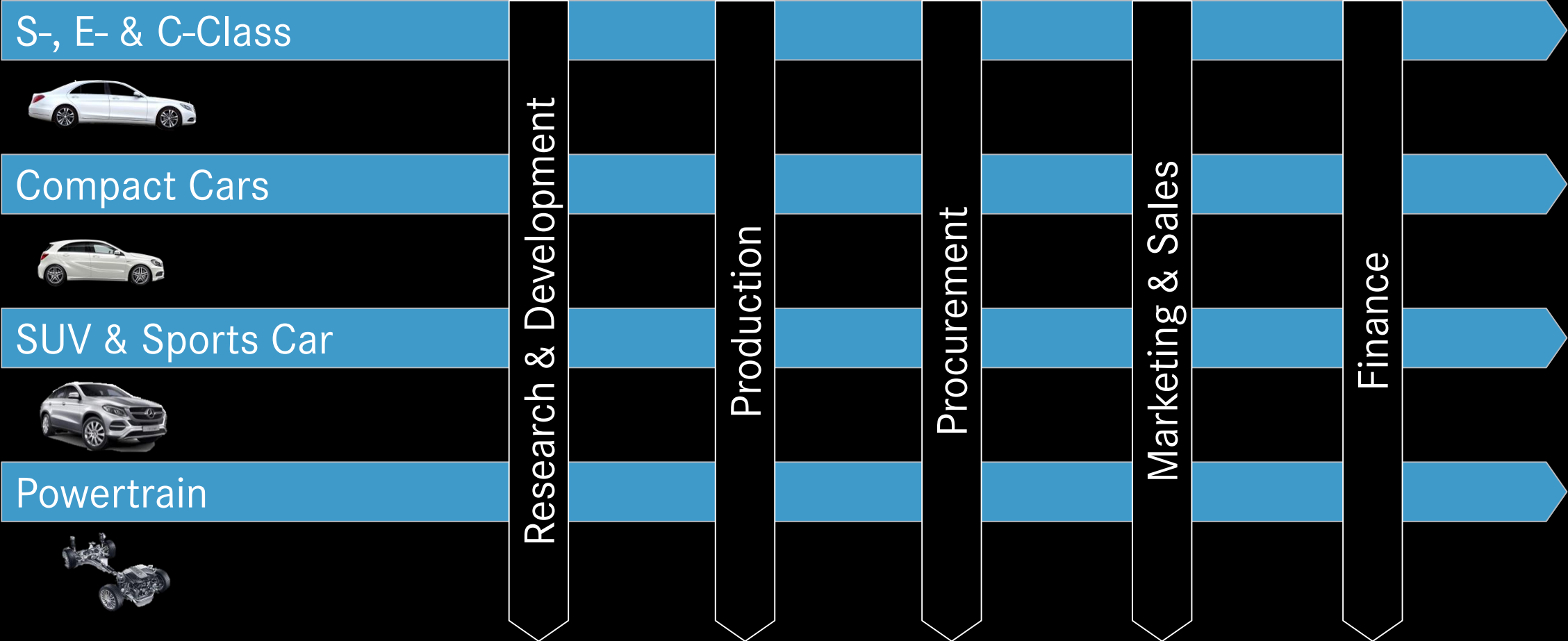
# 54%

retail sales growth  
in Europe YTD May 2015

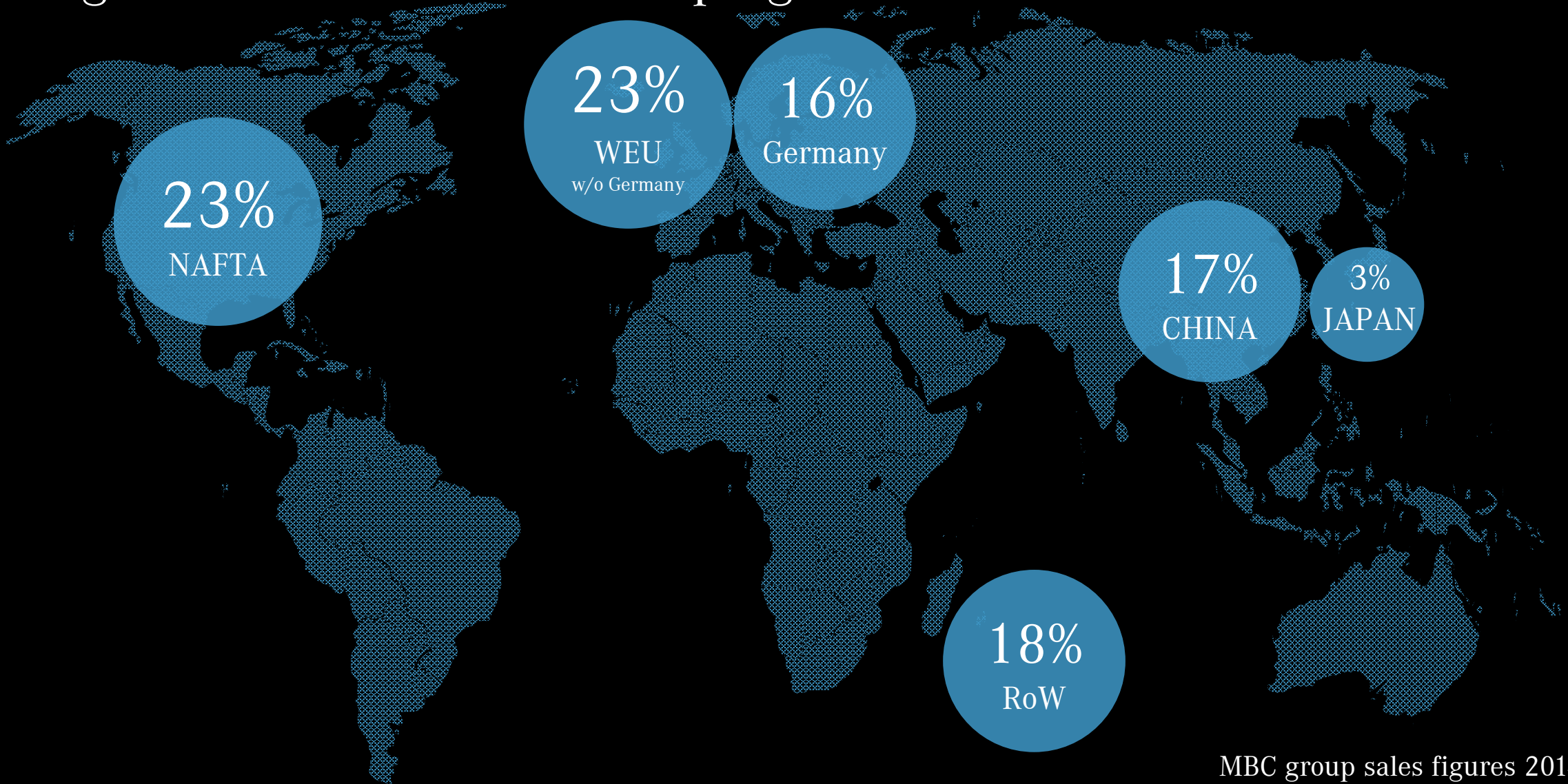




# New business structures: *Vehicles* first



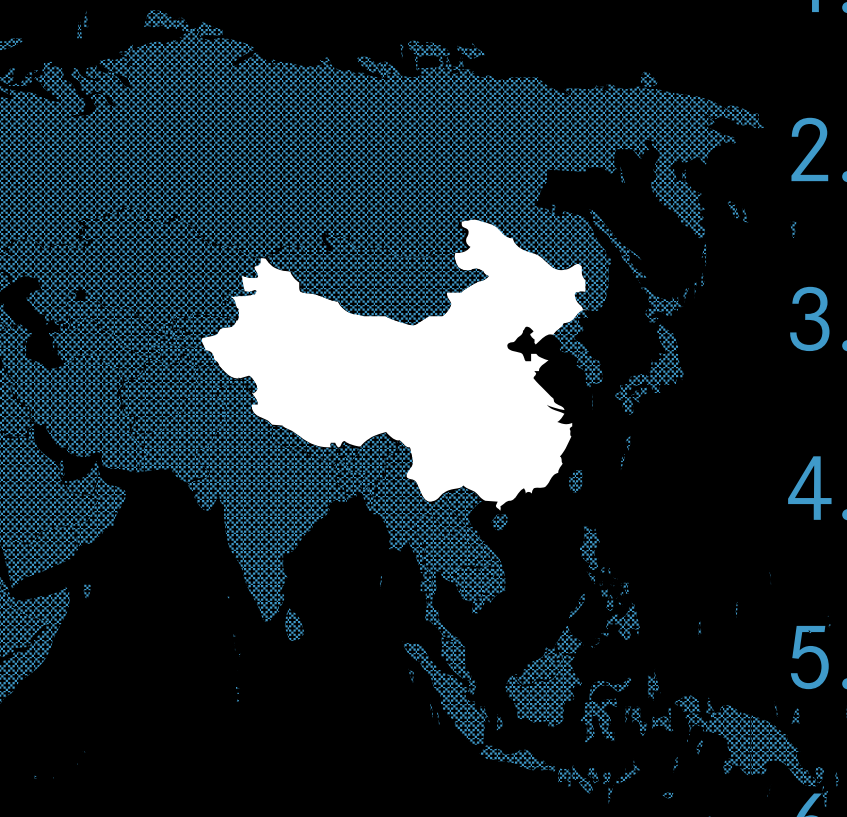
# Regional *sales* mix: We're keeping the balance



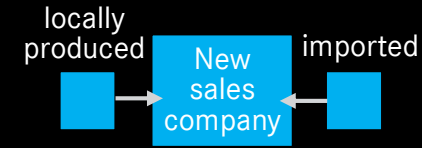
MBC group sales figures 2014

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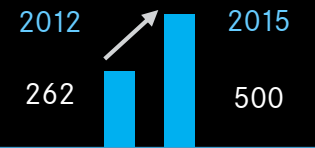
# Picking up pace in *China*



1. Integrated sales organization



2. Expansion of Dealer Network



3. Extension of product portfolio



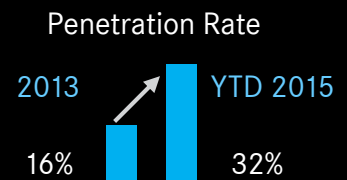
4. Extension of local production



5. Extension of local R&D

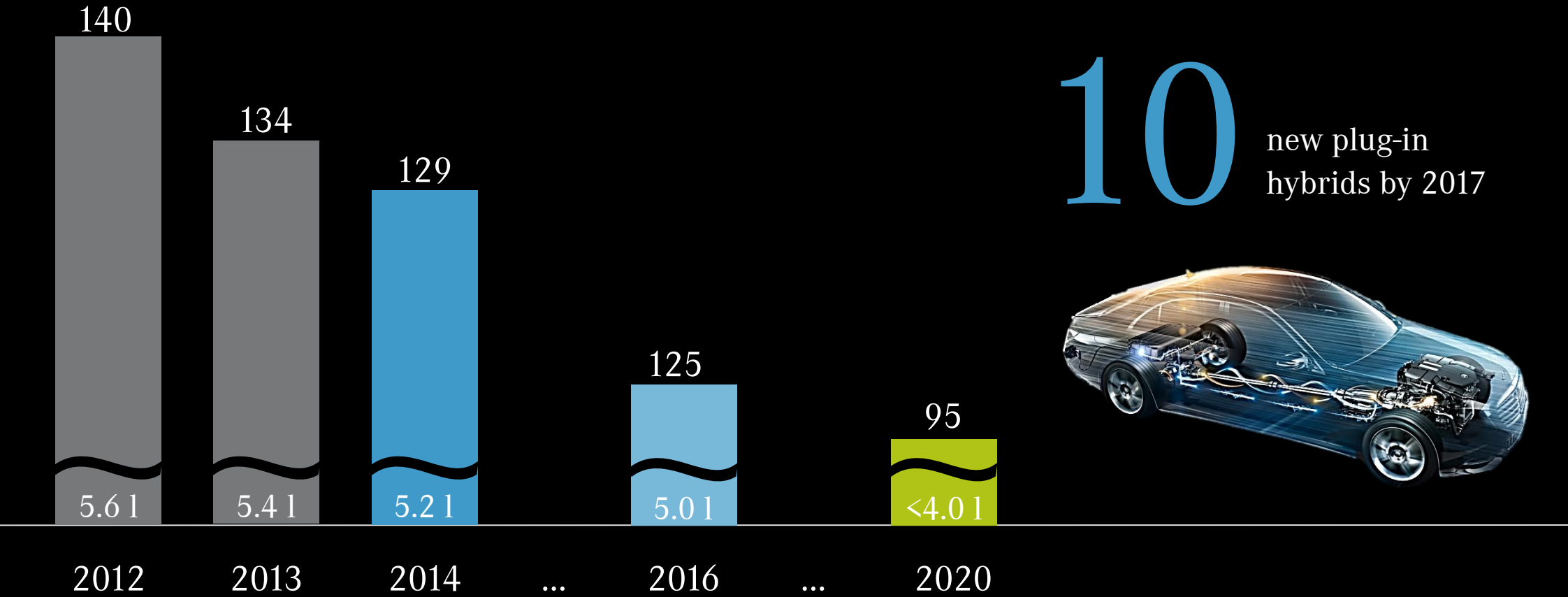


6. Leverage of Financial Services



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# CO2 reduction at MBC is at *full speed*



# Mercedes-Benz: Most *innovative* brand of the last decade



# Our *mobility* services



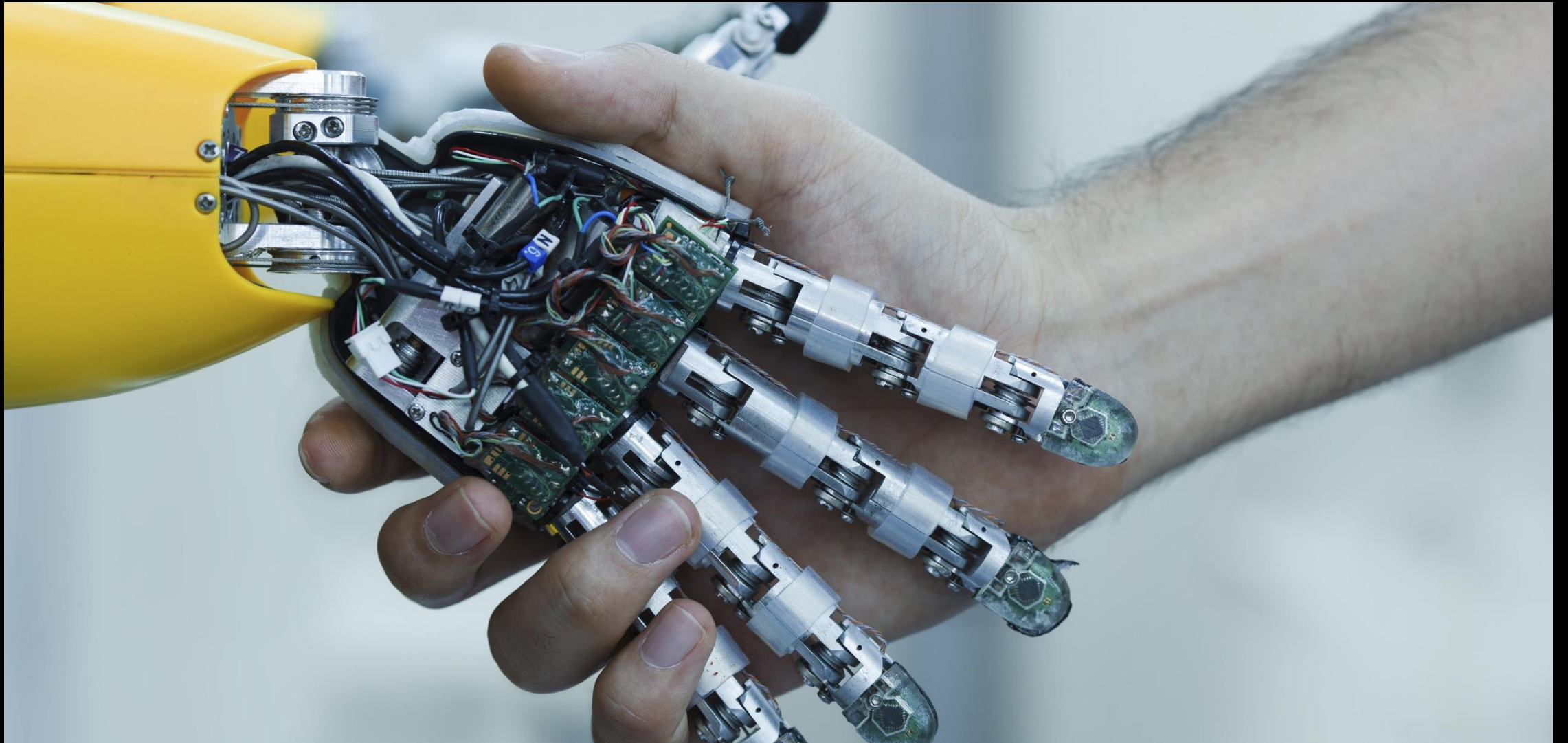
BLACK



**BLACKLANE**  
YOUR PROFESSIONAL DRIVER

**MEINFERNBUS**  
**FLIXBUS**

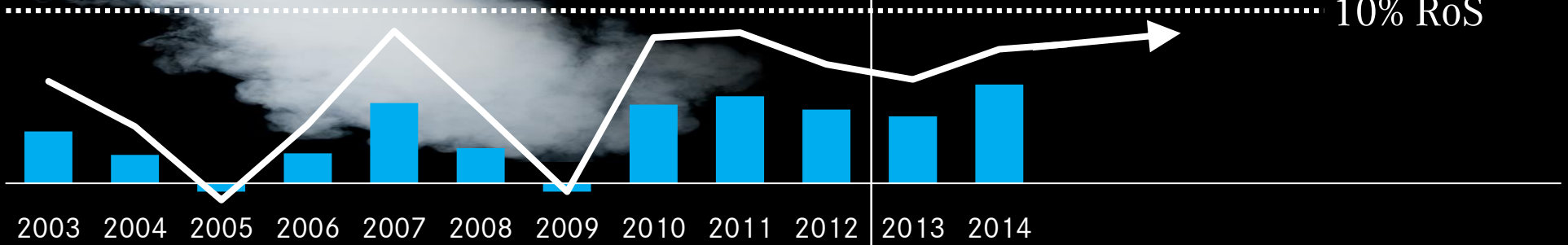
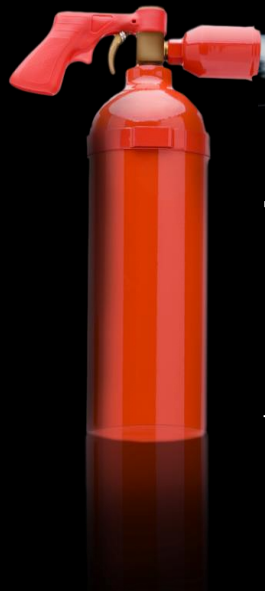
*Digital* transformation is changing our whole industry



# Sustainable improvement in our *performance*

*...from putting out fires*

*...to preventing them*

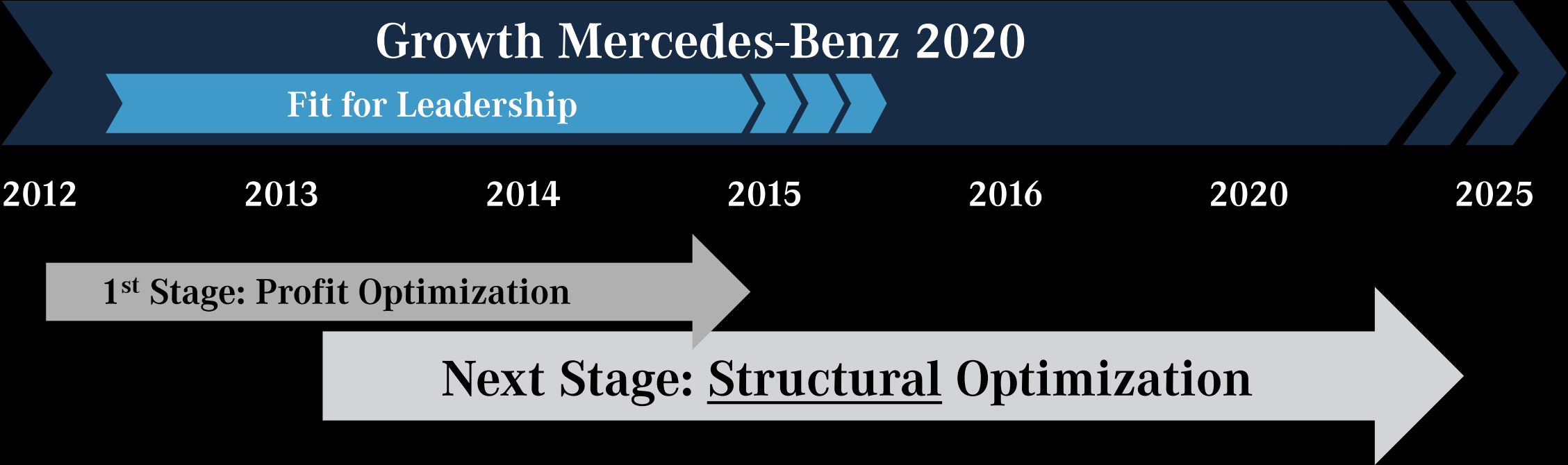


10% RoS

■ EbIT — RoS ··· Target, schematic representation



# Our battle *plan*



# Roadmap: *F4L Next Stage*

## R&D



Target Picture R&D  
Core Competencies

Vertical R&D  
Integration

International  
Footprint R&D

Lean R&D

## Operations



Target Picture  
of Plants  
incl. Vertical Integration

Product  
Adjustment

New Quality System  
MBC

Strategy  
Supply Chain

## Marketing & Sales



Best Customer  
Experience  
"Future MS"

Own Retail  
Concept Implementation

Transforming  
Europe

After Sales  
2025

## Product



Business Model  
Powertrain

Integrated Mobility  
Strategy

PG-Governance  
Productproject 2.0

e-Mobility Strategy

## Cross-functional



Digital Transformation

Roadmap  
China

MBC Business  
Steering Model

Performance Culture

# Our *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 worsening of the sovereign-debt crisis in the euro zone; an increase in political tension in Eastern Europe; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, epidemics, acts of terrorism, political unrest, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates; 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, labor 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 official investigations and the conclusion of pending or threatened future legal proceedings; and other risks and uncertainties, some of which we describe under the heading 'Risk and Opportunity Report' in the current Annual 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.