



# Update Marketing & Sales Strategy

Ola Källenius, Member of the Board of Management of Daimler AG  
Mercedes-Benz Cars Marketing & Sales

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



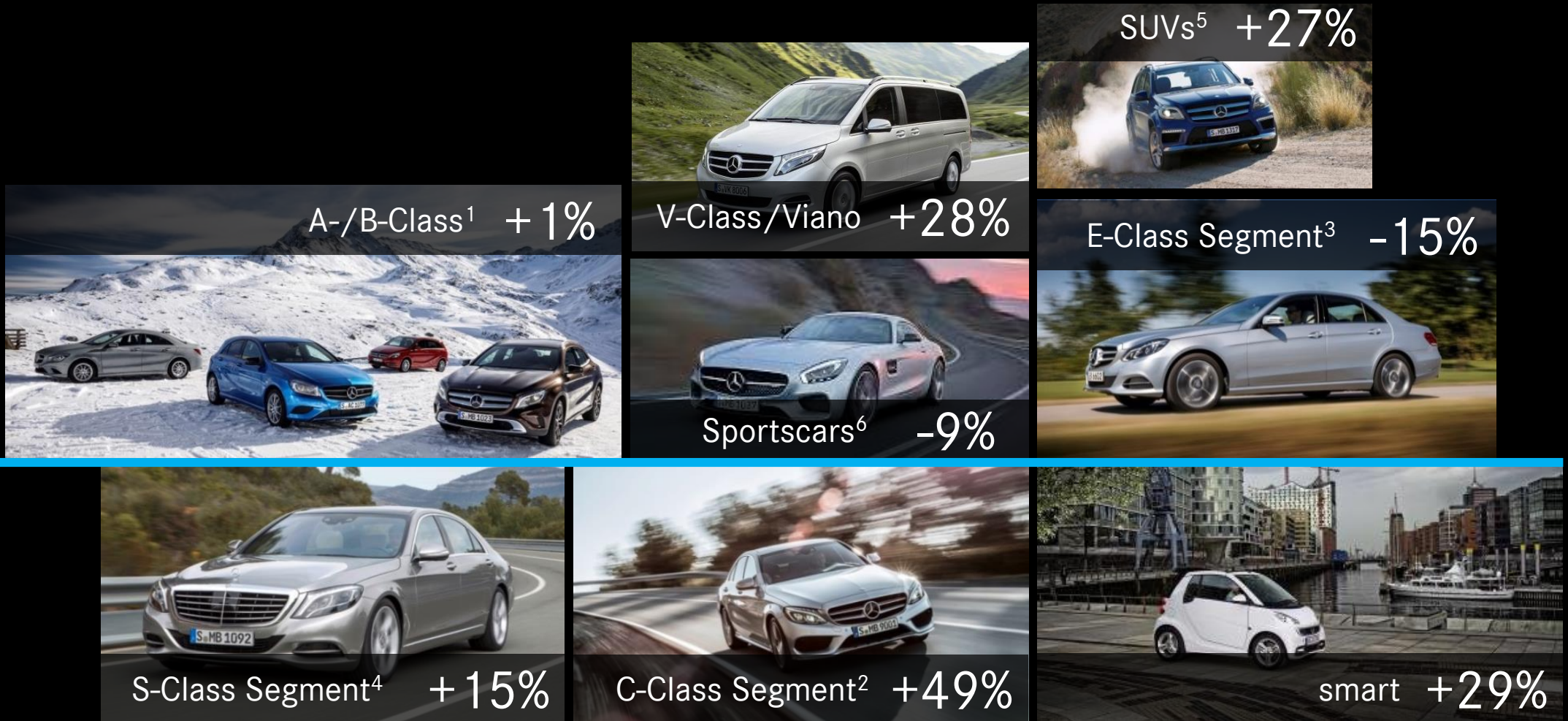
Mercedes-Benz

# Mercedes-Benz Cars has had a great start in 2015



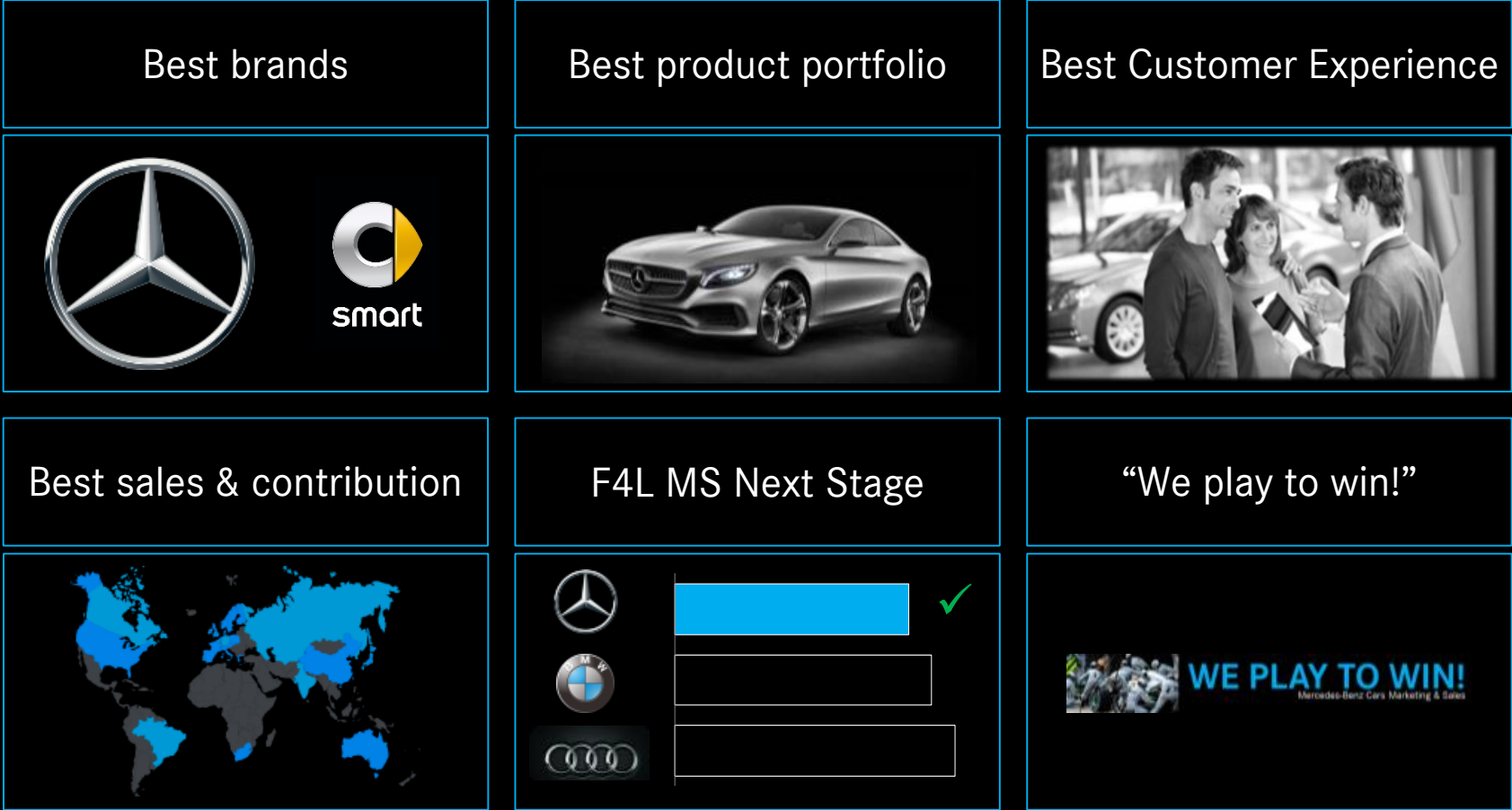
\*w/o Germany  
Retail growth MBPC YTD May 2015

# Our young and innovative product portfolio meets customers' taste



<sup>1</sup>A/B/CLA <sup>2</sup>Sedan/Wagon/Coupe <sup>3</sup>Sedan/Wagon/Coupe/Cabrio/CLS <sup>4</sup>Sedan/Coupe <sup>5</sup>GLA-GLS, R, G <sup>6</sup>SLK, SL, SLS, AMG GT

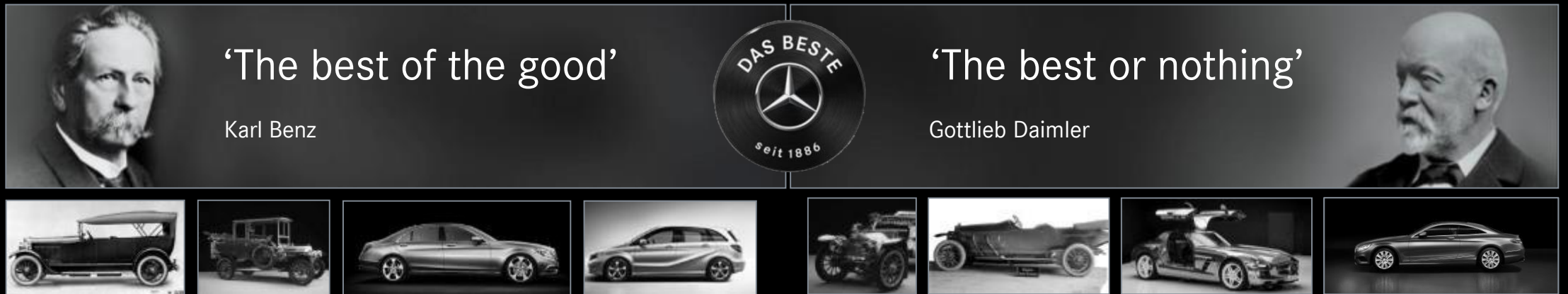
# The strategy of Marketing & Sales is based on six pillars



# The origin of the Mercedes-Benz brand claim 'The best' consists of two dimensions

RATIONALITY

EMOTION



# The brand model of Mercedes-Benz



APPROACHABLE



PURE



PEDIGREED



EXCLUSIVE



SENSUAL



PROGRESSIVE

# Designed for urban hunting.

The new CLA Shooting Brake.

The new CLA Shooting Brake is here to conquer the city. It's fully networked thanks to Mercedes connect me and fitted with numerous assistance systems to keep the driver informed of what's important - whether it's an insider tip on a trendy location or an approaching cyclist. [www.mercedes-benz.com](http://www.mercedes-benz.com)

Mercedes *me*



Mercedes-Benz  
The best or nothing.



# The best knows no alternative.

The new C-Class.

Masterful in appearance. Unique in detail. The new C-Class impresses not only with its efficiently lightweight and sporty design, but also thanks to countless innovative assistance systems – as well as a generous, luxuriously designed interior that sets new benchmarks in its class. [www.mercedes-benz.com/c-class](http://www.mercedes-benz.com/c-class)





# A highly-charged moment.

B prepared for life. The new B-Class Electric Drive.

What it means to be without a fuel tank: the new B-Class Electric Drive lets you drive in pure electric mode and with zero local emissions – and that for up to a range of 200 km. Discover a new kind of driving experience which also offers maximum safety. After all, besides a fuel tank, you shouldn't have to forgo anything. [www.mercedes-benz.com/b-class](http://www.mercedes-benz.com/b-class)



A Daimler Brand

now electric!



Mercedes-Benz  
The best or nothing.

# Long an icon. Now a 3-litre car.

We gain our best insights from Formula One racing. It's helping us turn the S 500 PLUG-IN HYBRID into a paragon of efficiency. Thanks to innovative hybrid technology it will soon be conquering the world's roads. Equalling the success of its role model on Grand Prix circuits. [www.mercedes-benz.de/effizienz](http://www.mercedes-benz.de/effizienz)



Efficiency at its best.



Mercedes-Benz  
The best or nothing.

# Das Beste.

Das beste Team, der schönste Fußball,  
der vierte Stern: Wir gratulieren unserer  
Nationalmannschaft.



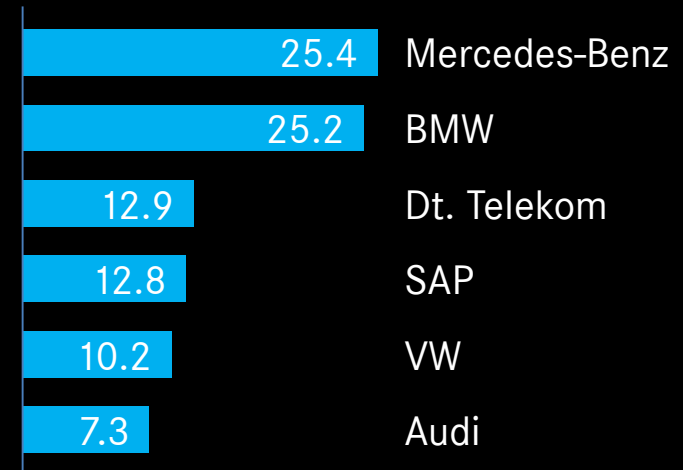
Mercedes-Benz  
Das Beste oder nichts.

The Best.



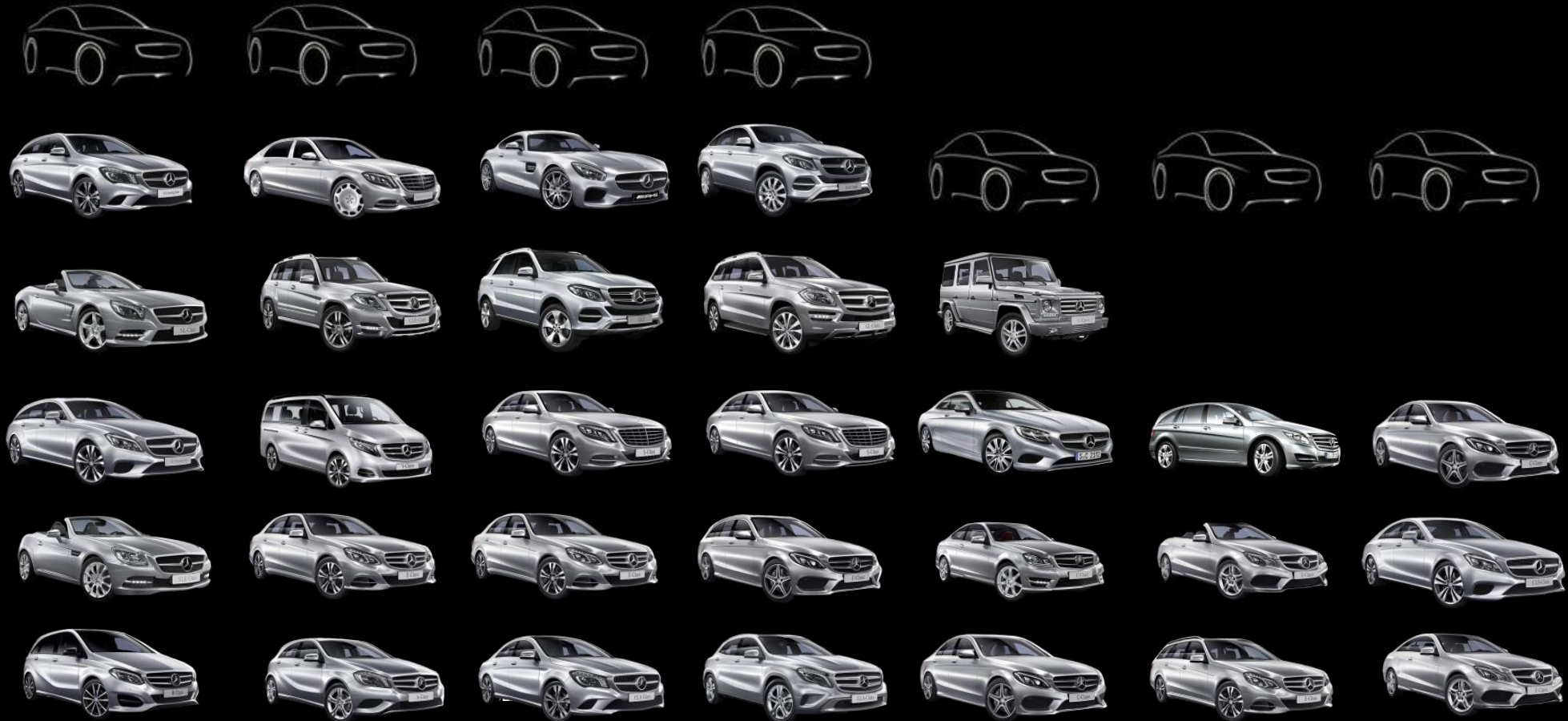
# Mercedes-Benz is recognized as the most exciting premium auto brand

**No.1** Auto brand among young Indians



Source: Interbrand Best German Brands 2015; Brand Value in bn €

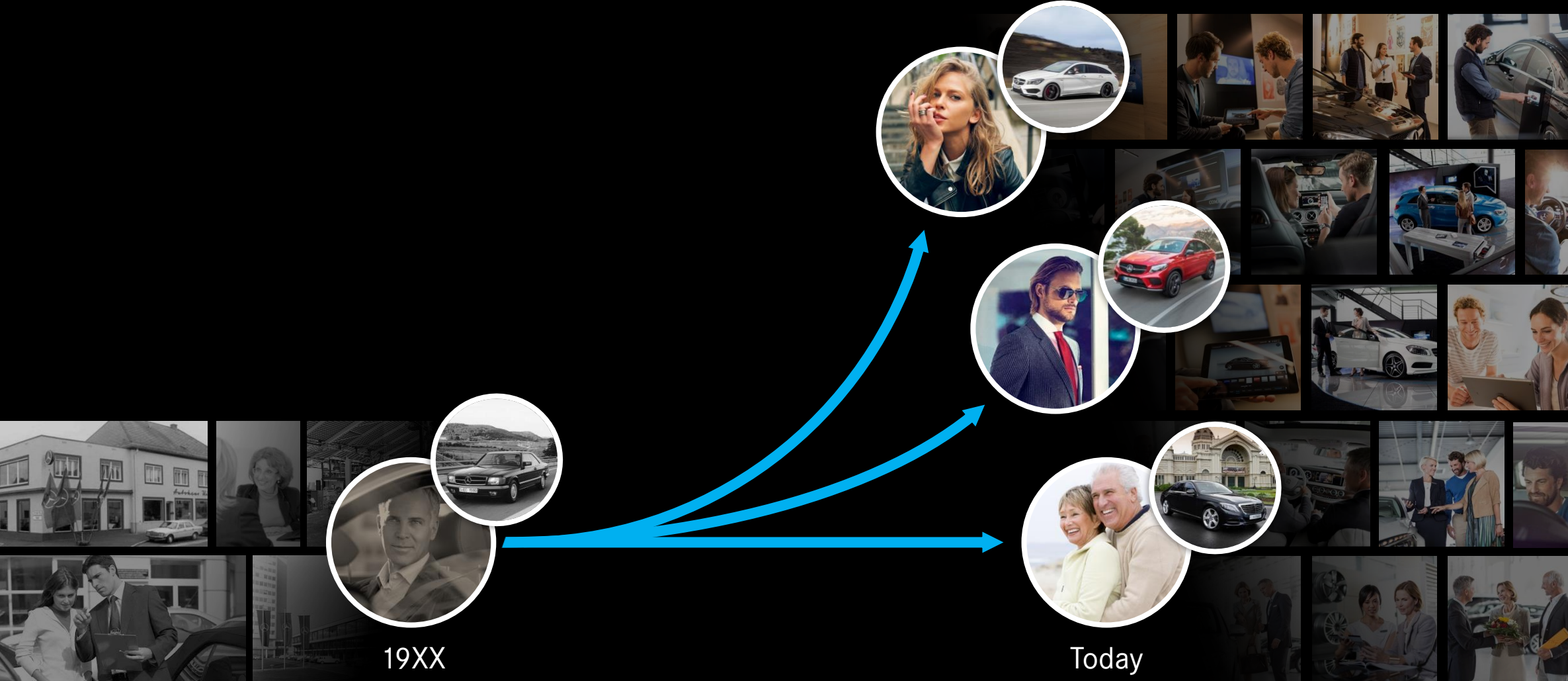
We will launch more than 30 new models including at least 10 fascinating new product lines until 2020 on world level



As of April 13<sup>th</sup>, 2015

Mercedes-Benz

# Our customers and their needs are changing



19XX

Today

With our 'Best Customer Experience' initiative we will standardize and enhance all customer touch-points



Customer interaction



Retail appearance



Vehicle telematics



Digital services



Mercedes-Benz  
smart  
Verkauf PKW  
Service PKW  
Teile/Zubehör  
Gebrauchtwagen  
Junge Sterne  
jung@smart  
TOG



Mercedes-Benz

AMG

GLS







Mercedes *me*

Mercedes  
move *me*

Mercedes  
connect *me*

Mercedes  
assist *me*

Mercedes  
finance *me*

Mercedes  
inspire *me*

Carrier

12:07 PM

100%

Mercedes *me*



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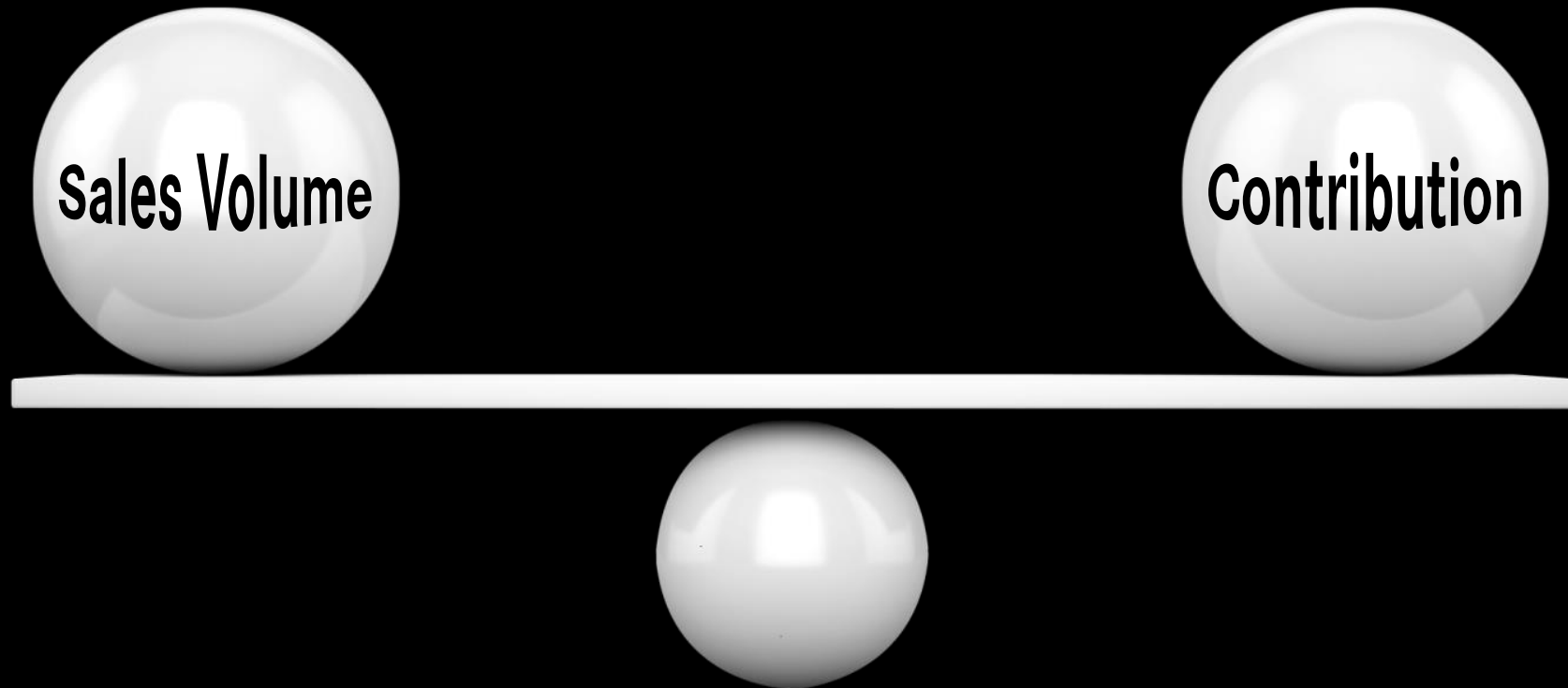
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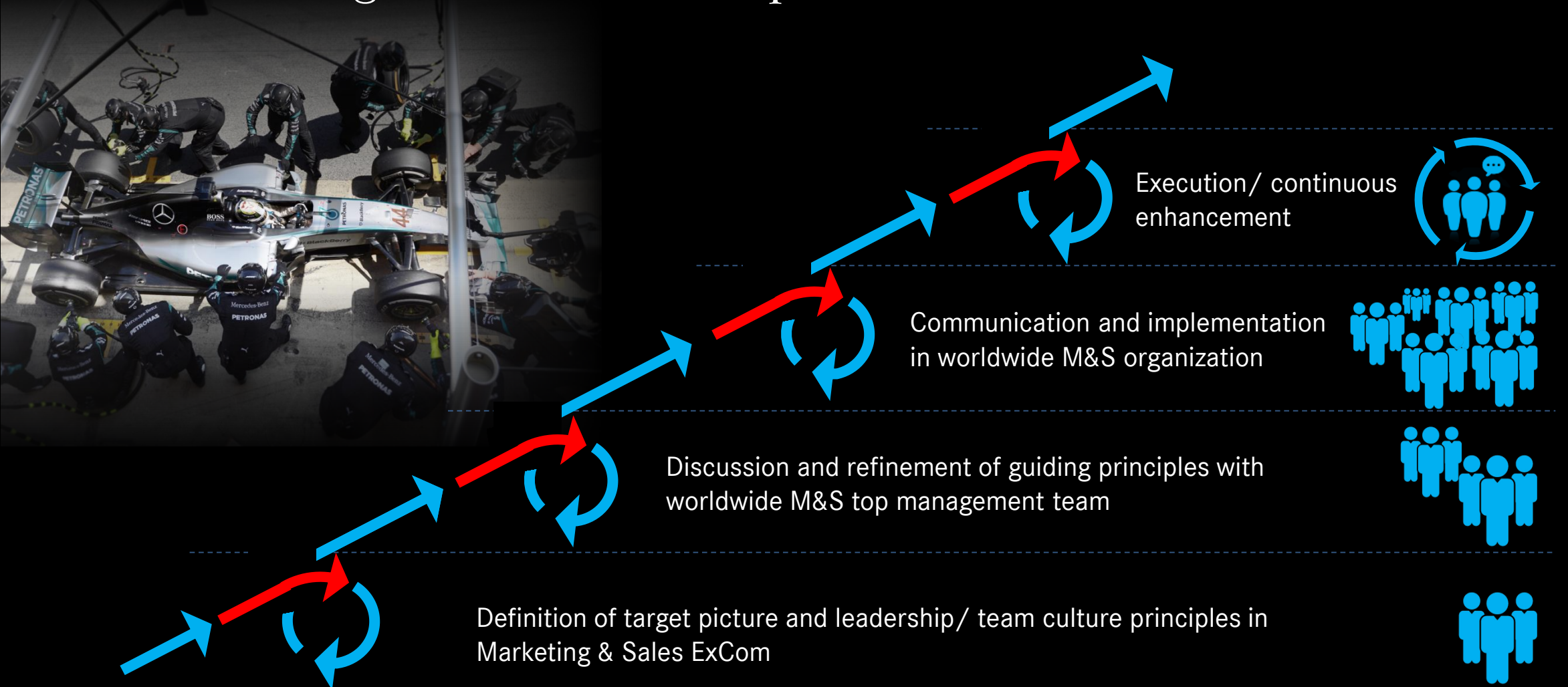




Our sales targets are ambitious – nevertheless our growth has to be healthy!



# “We play to win!” – Our Marketing & Sales leadership and team culture







Mercedes-Benz

The best or nothing.

# 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.