

# Welcome

Mercedes-Benz South Africa  
Debt Investor Call 2023

11 May 2023

Fixed Income Presentation  
Q1 2023  
Mercedes-Benz Group AG

# AGENDA

I. **MERCEDES-BENZ GROUP REVIEW Q1 2023**

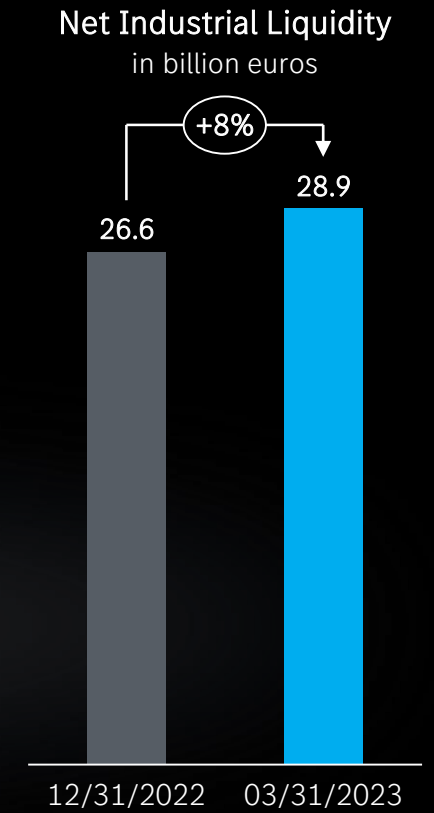
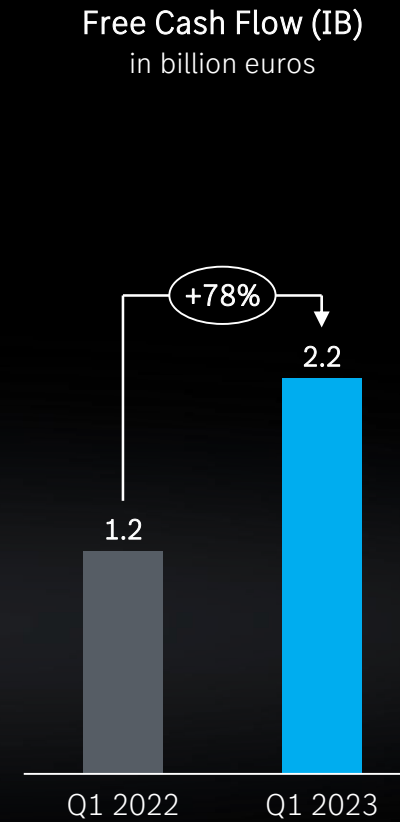
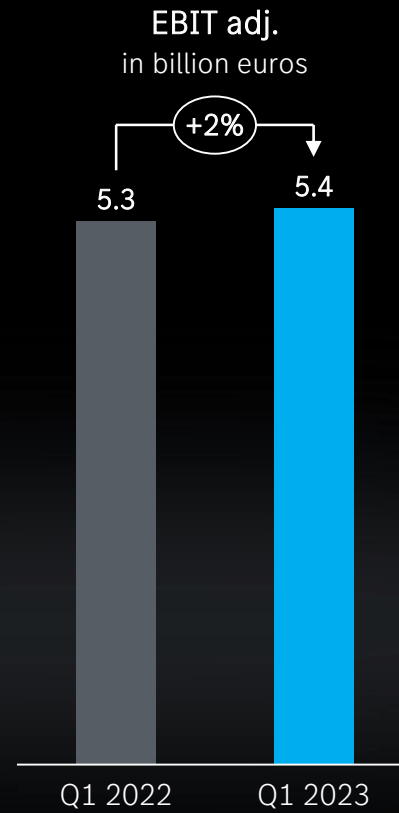
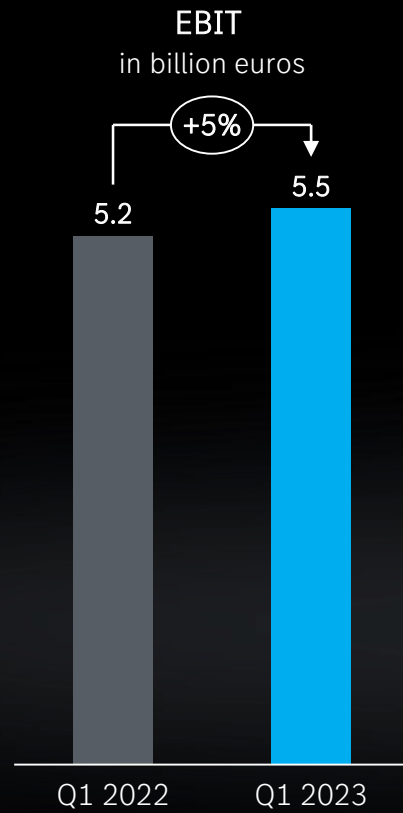
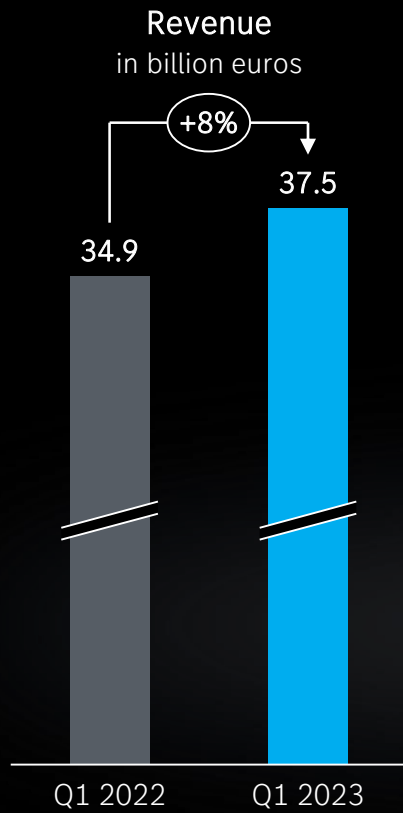
II. OUTLOOK FY 2023

III. FUNDING

IV. Sustainability

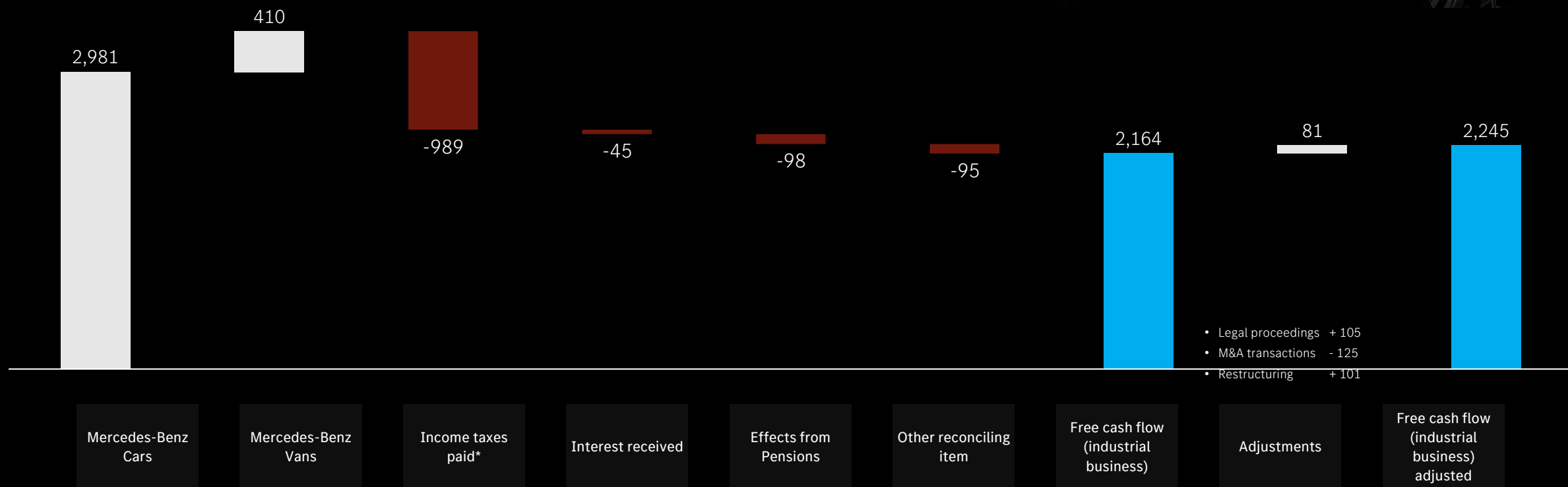
V. Luxury STRATEGY

# Mercedes-Benz Group: Key figures



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

In million euros

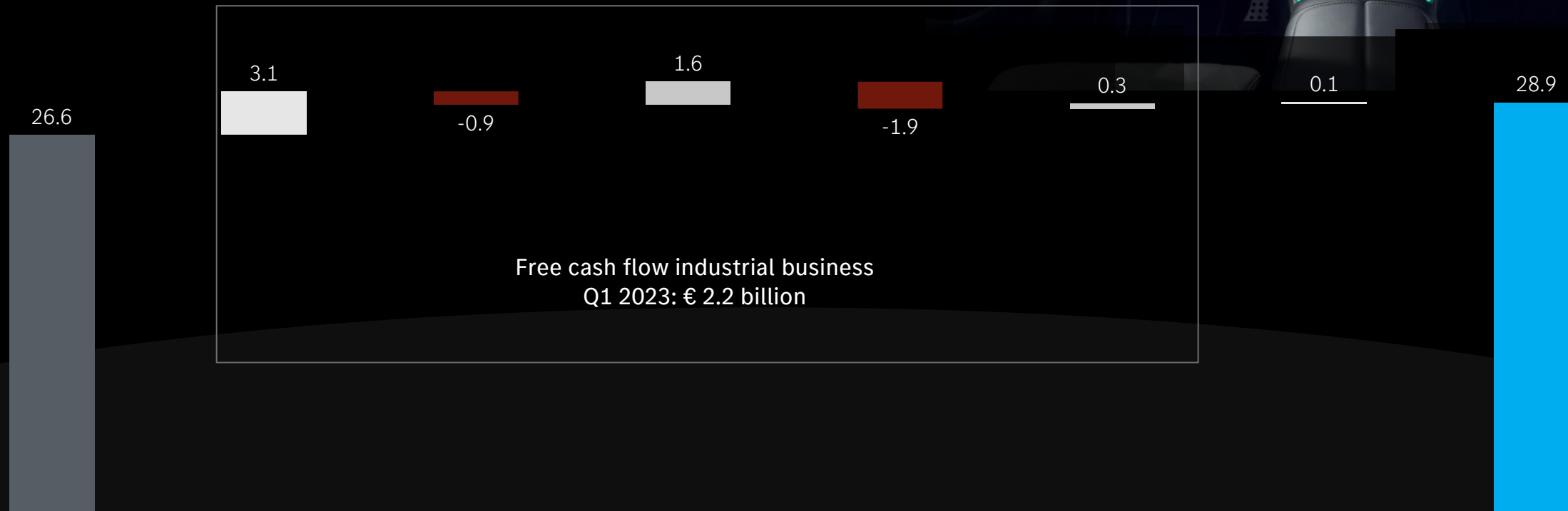


\* includes internal tax prepayments from Mercedes-Benz Mobility to the industrial business

# Mercedes-Benz Group: Net Industrial Liquidity



In billion euros



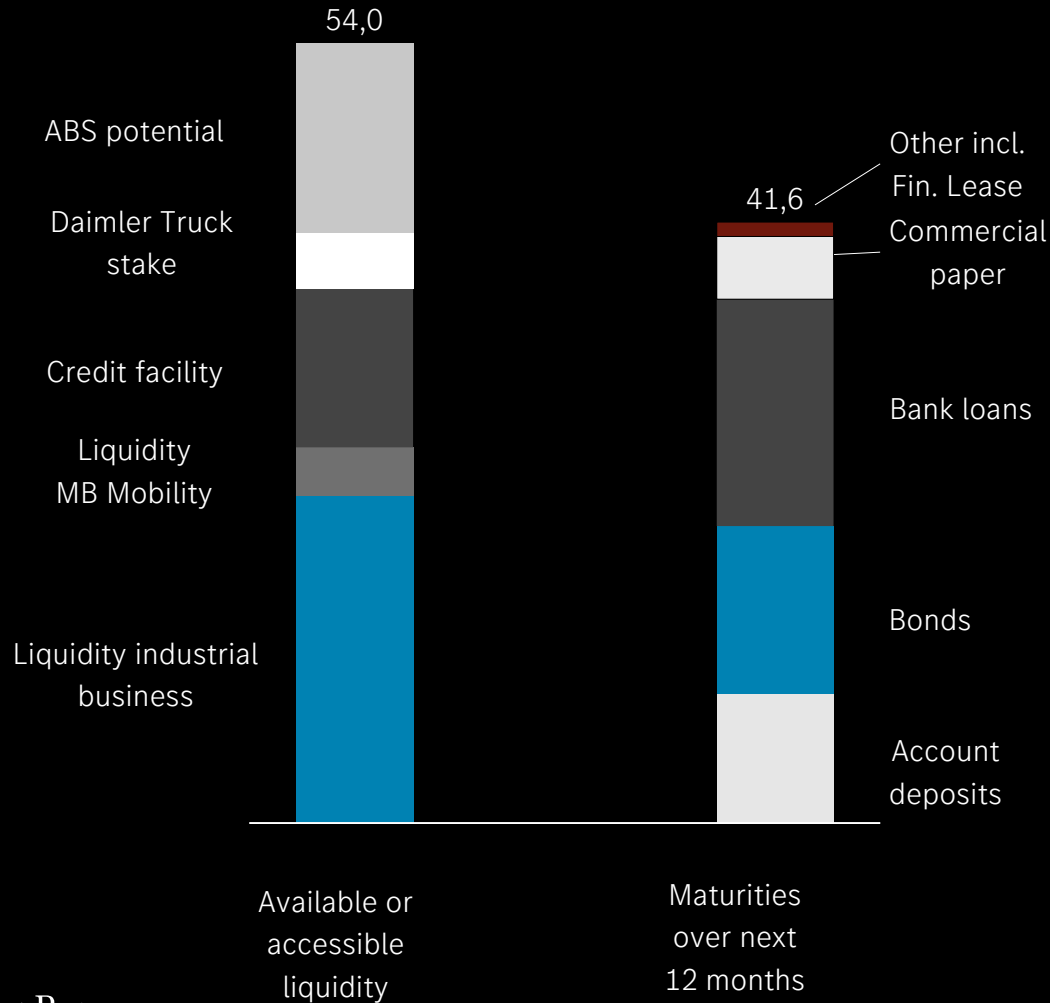
- Net Industrial Liquidity 12/31/2022
- Earnings and other cash flow impact
- Working capital impact
- Depreciation and amortizations/impairments
- Additions to property, plant, equipment and intangible assets
- Investments in and disposals of shareholdings
- Other\*
- Net Industrial Liquidity 03/31/2023

\* Mainly exchange rate effects and dividends from MBM

# Mercedes-Benz Group: Financial flexibility over a 12-month period

## Q1 2023

in billions of EUR



Net industrial liquidity increased to €28.9 billion

Gross industrial liquidity at €22.6 billion

Financial flexibility supported by €11 billion revolving credit facility, which is unutilized

Financial flexibility supported by 30% Daimler Truck stake

# AGENDA

I. MERCEDES-BENZ GROUP REVIEW Q1 2023

**II. OUTLOOK FY 2023**

III. FUNDING

IV. Sustainability

V. Luxury STRATEGY



# Mercedes-Benz Group Guidance 2023

## ASSUMPTION

With regional differences the overall growth momentum of the world economy is likely to remain rather subdued for the rest of the year. High, albeit gradually declining, inflation rates in many markets combined with very restrictive monetary policies at major central banks, are likely to continue to weigh on growth. In addition, the recent turbulence in the US and European banking sectors brought new uncertainties for the further development of the global economy. Geopolitical imponderables remain another uncertainty factor. By contrast, energy prices are expected to be less volatile than in the previous year. In addition, global supply bottlenecks are expected to ease further, which should benefit the development of global automotive markets.

Revenue

At prior-year level

EBIT

Slightly below

Free Cash Flow (Industrial Business)

At prior-year level

CO<sub>2</sub> emission (g/km)\*

Significantly below



\* Average CO<sub>2</sub> emissions of the total fleet of newly registered Mercedes-Benz cars in Europe (European Union, Norway and Iceland) in the reporting year as measured on the basis of the WLTP, i.e. including vans that are registered as passenger cars.

# AGENDA

I. MERCEDES-BENZ GROUP REVIEW Q1 2023

II. OUTLOOK FY 2023

**III. FUNDING**

IV. Sustainability

V. Luxury STRATEGY

# Our funding strategy is built on strict principles

## Targeting Financial Independence

No dependence from single markets, instruments, banks or investors

Diversification of funding sources and instruments:  
Bank Loans, Bonds, ABS, Commercial Paper

No Covenants and asset pledges, no Credit Support Agreements

## Maximizing Financial Flexibility

Keeping prudent amount of Cash and Committed Credit Facility

New markets funded via global and local banks first

Early capital market funding to save credit capacity in growth regions

## Stringent Global Funding Policy

Liquidity matched funding

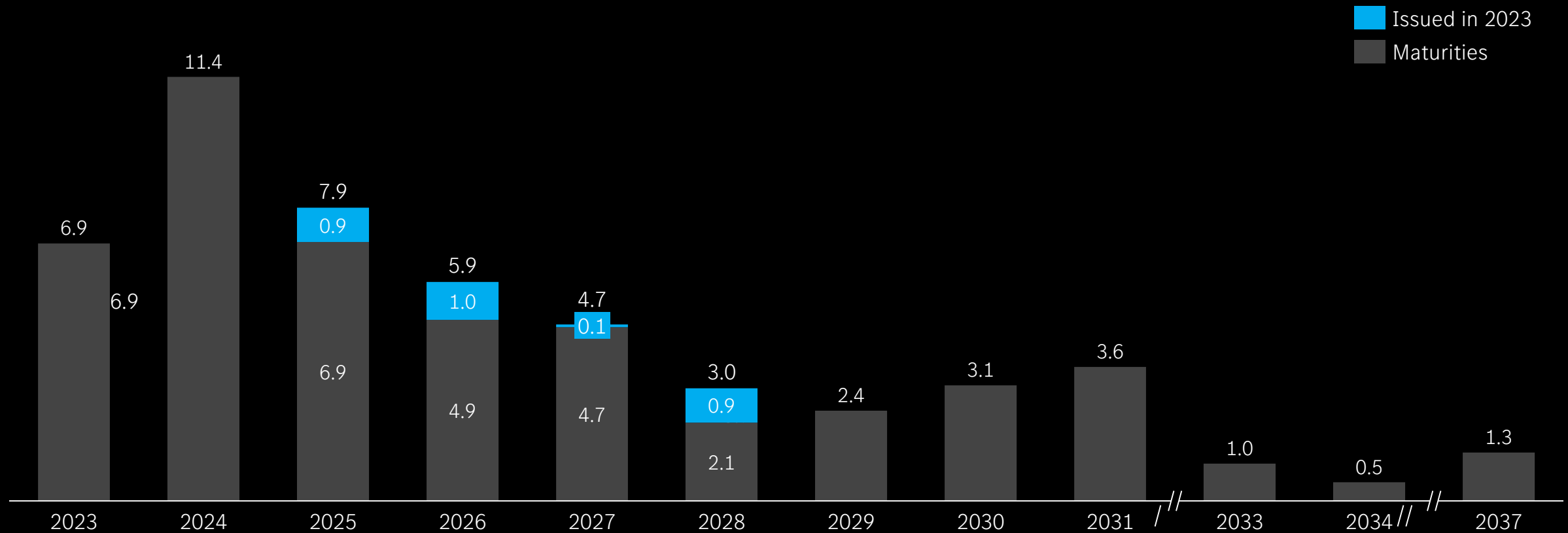
Interest rate matched funding

Currency matched funding

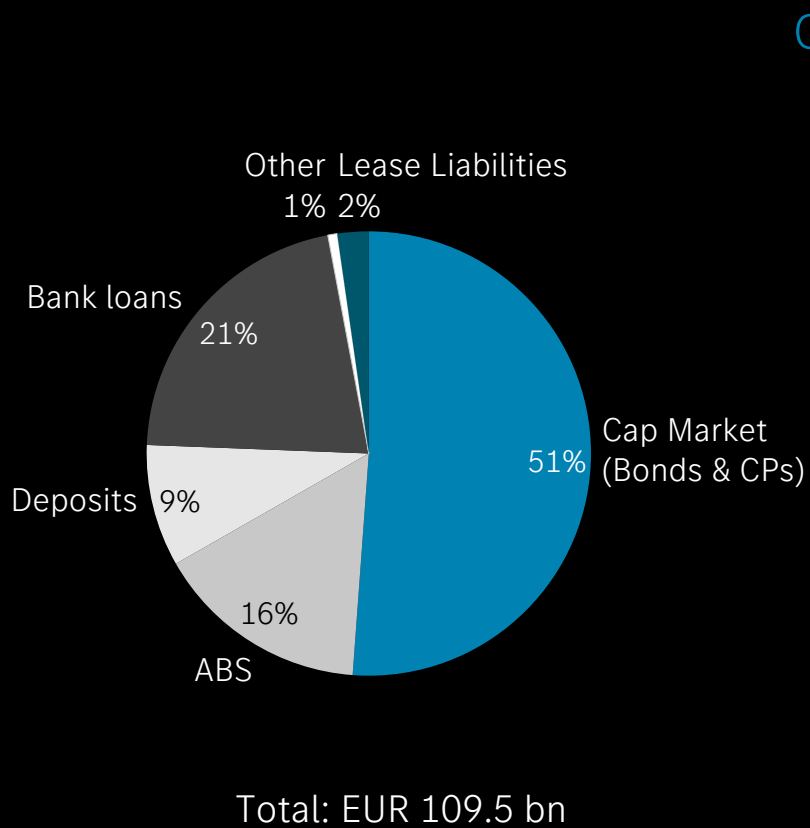
Country matched funding

# Well balanced Bond Maturity Profile

in billions of EUR as of 31<sup>st</sup> March 2023



# To ensure sustainable portfolio growth, we mitigate risk and volatility through a balanced mix of funding instruments



## Capital Markets

Strengthen our global footprint and use market opportunities

## Bank Loans

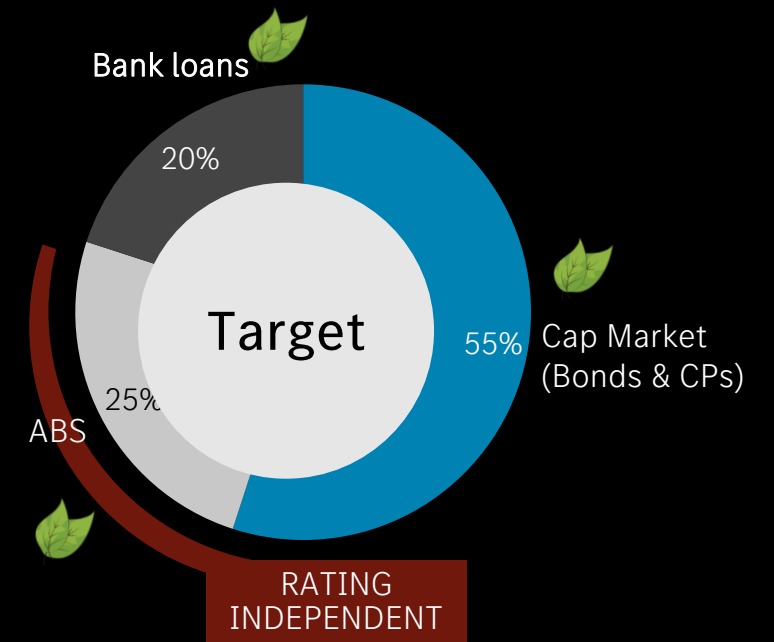
Deepen our excellent bank relationships

## ABS

Globally expand our highly competitive ABS issuances

## Deposits

Deposits from institutional investors to be maintained on a low level



Planned to increase Green Finance Share in the upcoming years

# Mercedes-Benz Group's financial KPIs set to support a strong rating

## Current Ratings:

Agency	Long-term	Outlook	Short-term
Standard & Poor's:	A-	positive	A-2
Moody's:	A2	stable	P-1
DBRS:	A (low)	stable	R-1 (low)
Scope:	A	positive	S-1

# AGENDA

I. MERCEDES-BENZ GROUP REVIEW Q1 2023

II. OUTLOOK FY 2023

III. FUNDING

**IV. SUSTAINABILITY**

V. Luxury STRATEGY

# Our electric product rollout is running at full speed with nine electric models on the road and more to come

Since 2022 we offer an **all-electric alternative in every segment** we serve

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% by mid-decade**

By the **end of the decade**, we aim to be ready to go **all-electric** where market conditions allow

2019



EQC

2020



EQV

2021



EQA

EQB

EQS

EQE

2022



EQS SUV



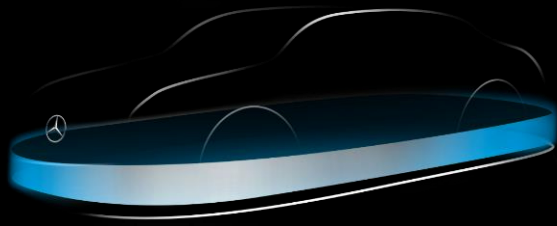
EQE SUV



EQT



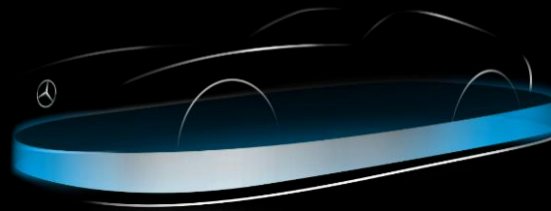
# We are on the way to an all-electric future - MMA followed by three “electric only” architectures mid-decade



MB.EA

## MEDIUM AND FULL-SIZE CARS

Scalable modular system for our EV portfolio



AMG.EA

## PERFORMANCE ELECTRIC VEHICLES

Architecture



VAN.EA

## NEW ERA

For electric vans and light commercial vehicles

# All of our own Mercedes-Benz plants world-wide are producing 100% net carbon-neutral

Together with our EV strategy, net carbon-neutral production is a key driver of [Ambition 2039](#)

Since the [beginning of 2022](#), production sites worldwide fully owned by Mercedes-Benz have been [net carbon-neutral](#).

We plan to cover [70% of our energy needs through renewable sources](#)<sup>1</sup> and will also produce energy on site

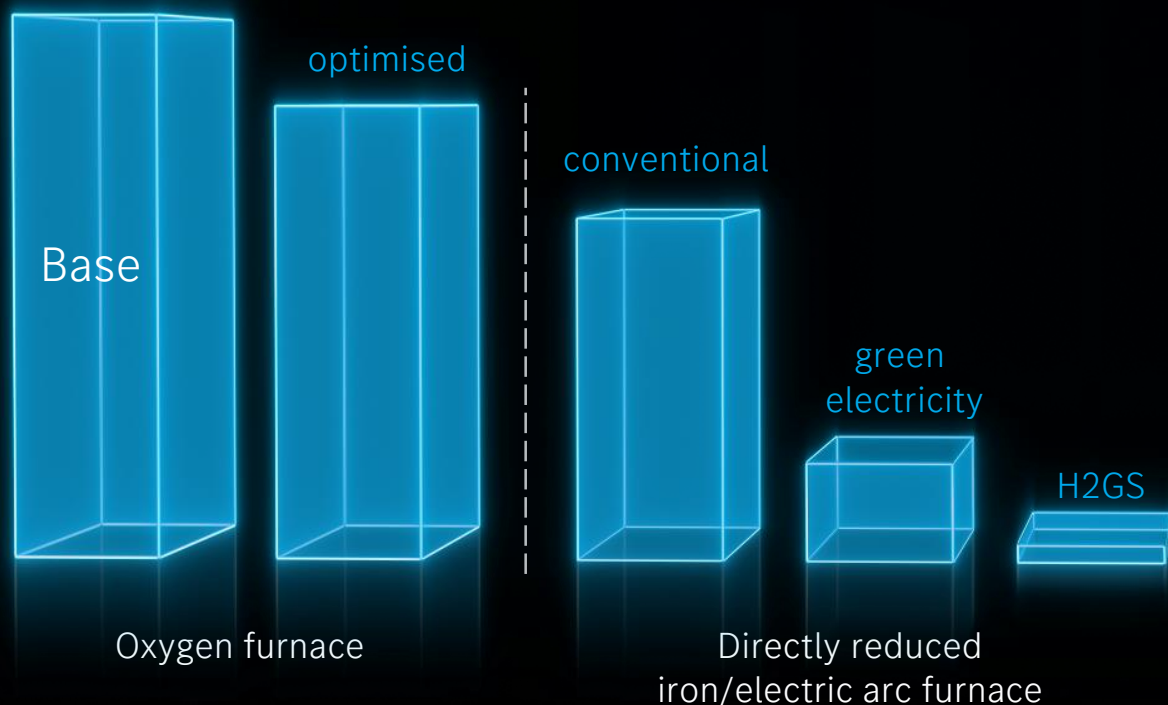
<sup>1</sup> by 2030

Mercedes-Benz global production network



# We create sustainable supply chains for focus materials via technology changes

Steel – CO<sub>2</sub> reduction:



~90%

of our annual purchasing volume is supplied by companies that follow our ambition to become net carbon-neutral

Further materials in focus:

Aluminium sheet/cast

Thermoplastics

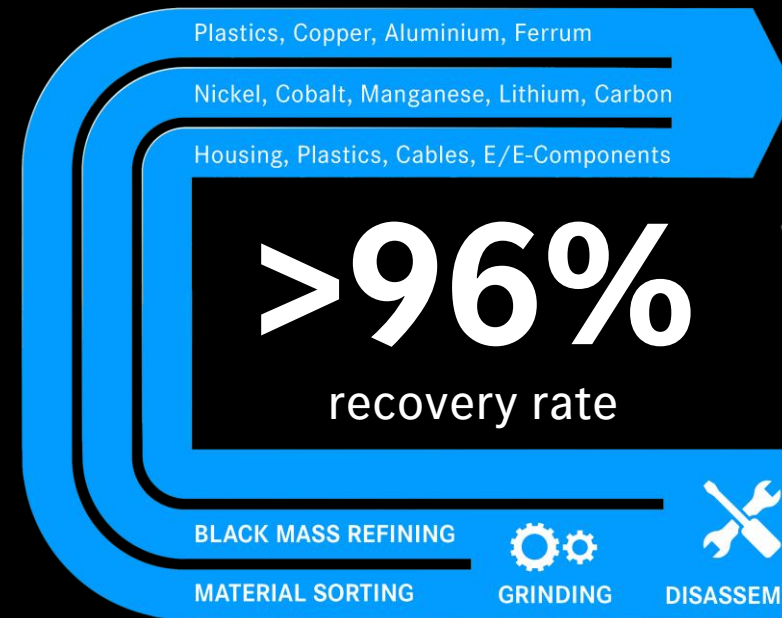
Battery materials

# Mercedes-Benz is closing the loop on batteries through sustainable recycling

Own CO<sub>2</sub>-neutral recycling plant in Kuppenheim, southern Germany **start operations in summer 2024** with the first phase - shredding batteries - in 2023

Hydrometallurgy: Innovative technology increases **recovery rate to more than 96%**

Cooperation with high-tech partners in China and the U.S. ensures the **closure of the recyclable materials loop worldwide**



# Our people plan focuses on a just transition for our employees



**3,000**  
positions for  
software engineers  
worldwide

Individual target plans  
for our entities, plants  
and functions

Realignment of our global  
production network towards  
electric vehicles and  
digitalisation



**Turn2Learn** >1.3 bn  
investment in Turn2Learn  
qualification initiative in  
Germany 2022-2030

**65,000**  
employees in  
Germany qualified in  
e-mobility since 2020

Specific it training for  
strategically important  
data and use cases 320  
colleagues currently in  
training



Modern, flexible and  
diverse working  
environment

**30%**  
share of women in  
senior management  
positions by 2030

Competitive salary  
Profit-sharing bonus for  
tariff-scale employees  
Employee shares

# We finance our transformation in a sustainable manner



## GREEN FINANCE FRAMEWORK

In line with Ambition 2039

“DARK GREEN” by CICERO

Green Mercedes-Benz Mobility assets  
and Green ABS

## REVOLVING CREDIT FACILITY

In line with Ambition 2039

11 billion euros linked to carbon  
footprint and BEV share

Proof point for future set-up

## GREEN PANDA BOND

First automaker to issue a Green  
Panda Bond

Green Finance regional footprint  
expanded

Net proceeds for BEVs

# AGENDA

I. MERCEDES-BENZ GROUP REVIEW Q1 2023

II. DIVISIONAL REVIEW Q1 2023

III. OUTLOOK FY 2023

IV. FUNDING

V. Sustainability

**VI. LUXURY STRATEGY**

# Understanding our customers



50%

more adults with wealth  
above 1 million USD  
(2020-2025)

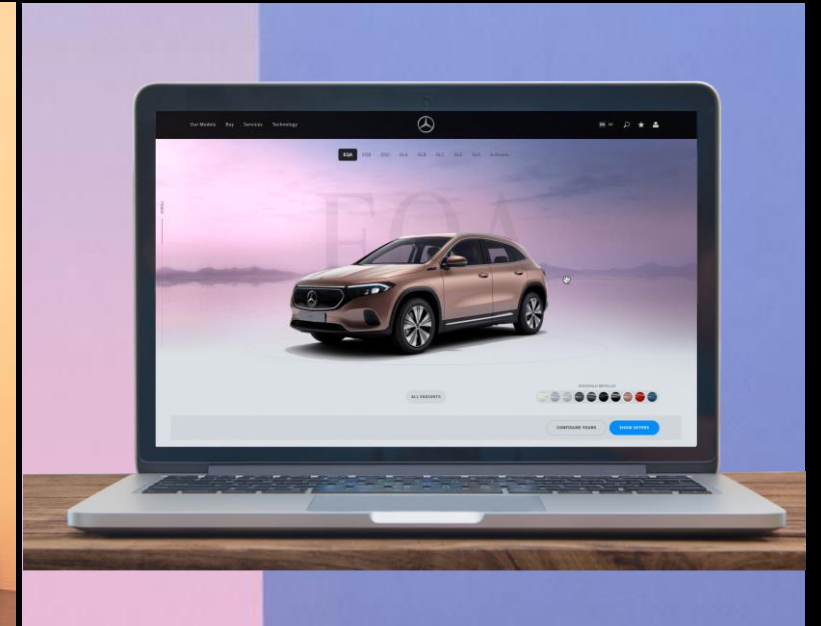
Source: Credit Suisse, "Global Wealth Report 2021"



~180%

expected contribution from GenY & GenZ  
to total growth in personal luxury goods  
market from 2019 to 2025

Source: Bain, "2021 Luxury Goods Worldwide Market Study"



60%

of car buyers under the  
age of 45 are likely to purchase  
their next car online

Source: McKinsey & Company, "Digitization in automotive retail in 2021 and beyond"



# Approaching our customers

Specific Mercedes-AMG touchpoints continue to grow worldwide



Digitalisation drives the importance of the physical brand experience



Direct sales:  
one giant leap for our customers and for us

Our ambition for 2025

20 markets globally

over 80%  
direct sales in Europe

25% online sales



# Exclusivity: Significant progress with our top-end vehicles and increasingly electric with even more conquest potential

+27%

Top-end vehicle unit sales in 2022 vs. 2019

~60%

Expected growth of top-end vehicle share of total Mercedes-Benz sales 2019-2026



# Our game plan: generate returns consistent with our luxury status

## What we are going to do

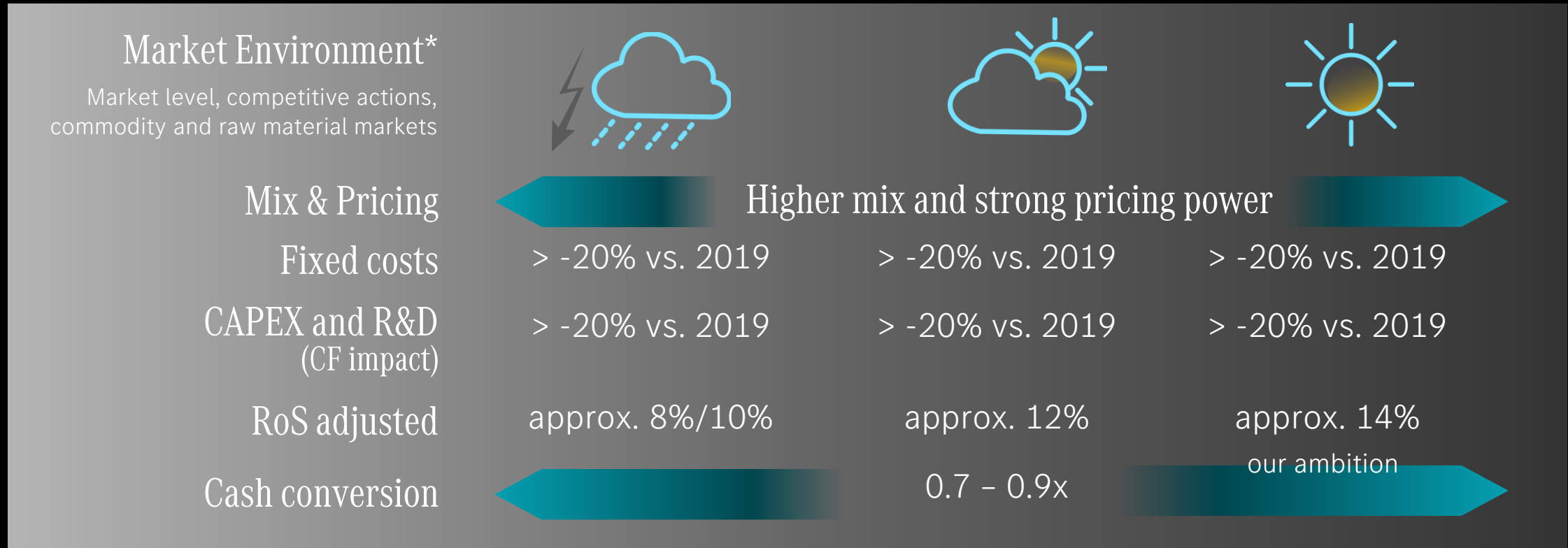
- Focus on pricing power
- Optimise product portfolio
- Tap full potential of top-end segment
- Exit lower margin products and channels
- Control investment and capacity while driving up contribution margins



## The financial Impact

- Drive ASP higher
- Find a superior operating equilibrium
- Structurally higher profitability and improved margin resilience
- Higher return on invested capital

# Our financial ambitions for Mercedes-Benz Cars in 2025: structurally higher profitability and lower margin volatility



\* Market Environment comprises of the above listed external factors. There might also be situations, which are impossible for us to forecast and not covered within the weather chart e.g. „black swans“ like Covid-19 in 2020. Major tectonic shifts on raw material side or on the geo-political side might be further potential examples. By the nature of these events providing a margin forecast for such extreme scenarios is not possible.

# 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, raw materials or energy; disruption of production due to shortages of materials or energy, 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 this 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.

# Mercedes-Benz South Africa

## Overview & Manufacturing

Andreas Brand  
Chief Executive Officer  
Mercedes-Benz South Africa Ltd

# Mercedes-Benz South Africa

## Board of Directors and Executive Committee

Independent  
Non-Executive Directors



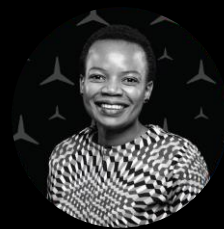
**Wilfried Porth**  
Chairperson of the Board



**Ambassador Nozipho  
January-Bardill**  
Independent Director



**Sindi Zilwa**  
Independent Director



**Nontuthuko Mbhele**  
Independent Director



**Fikile de Buck**  
Independent Director

Non-Executive  
Directors



**Britta Seeger**  
Mercedes-Benz AG



**Matthias Lührs**  
Mercedes-Benz AG

Alternate Director  
B Seeger

Executive Directors &  
Executive Committee



**Andreas Brand**  
Group CEO &  
Executive Director  
Manufacturing



**Mark Raine**  
Co-CEO &  
Executive Director  
Passenger Cars



**Taryn Woodbridge**  
CFO &  
Executive Director  
Finance & Controlling



**Abey Kgotle**  
Executive Director  
Human Resources



**Robert Hoffmann**  
CEO Mercedes-Benz  
Financial Services  
South Africa



**Nadia Trimmel**  
Vice President  
Mercedes-Benz Vans



**Denis Peterson**  
General Counsel and  
Company Secretary

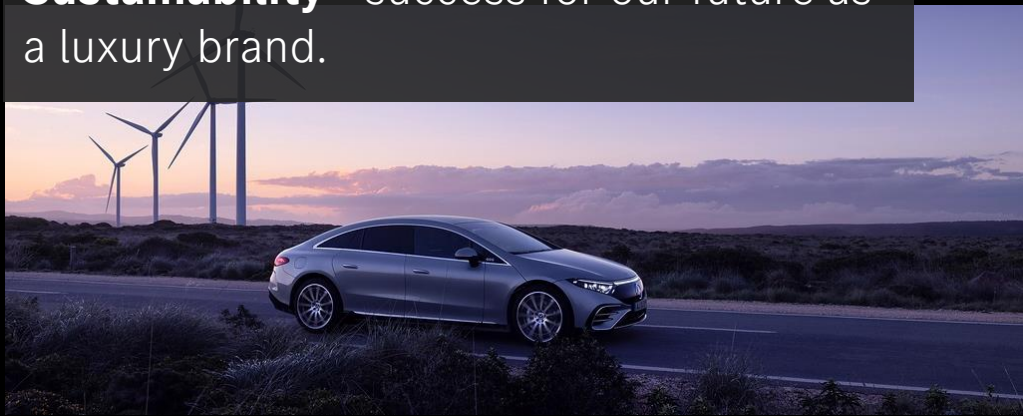
# Corporate Governance

## Ownership-Respect-Responsibility-Belonging

**KING IV** – compliance with principles guides MBSA for ethical and effective leadership



**Sustainability**- success for our future as a luxury brand.



**Trust** – create trust with our stakeholders that MBSA is operating at the highest standard of governance.



**Digitalization** – structures and policies to be agile, responsive and protect our customers.

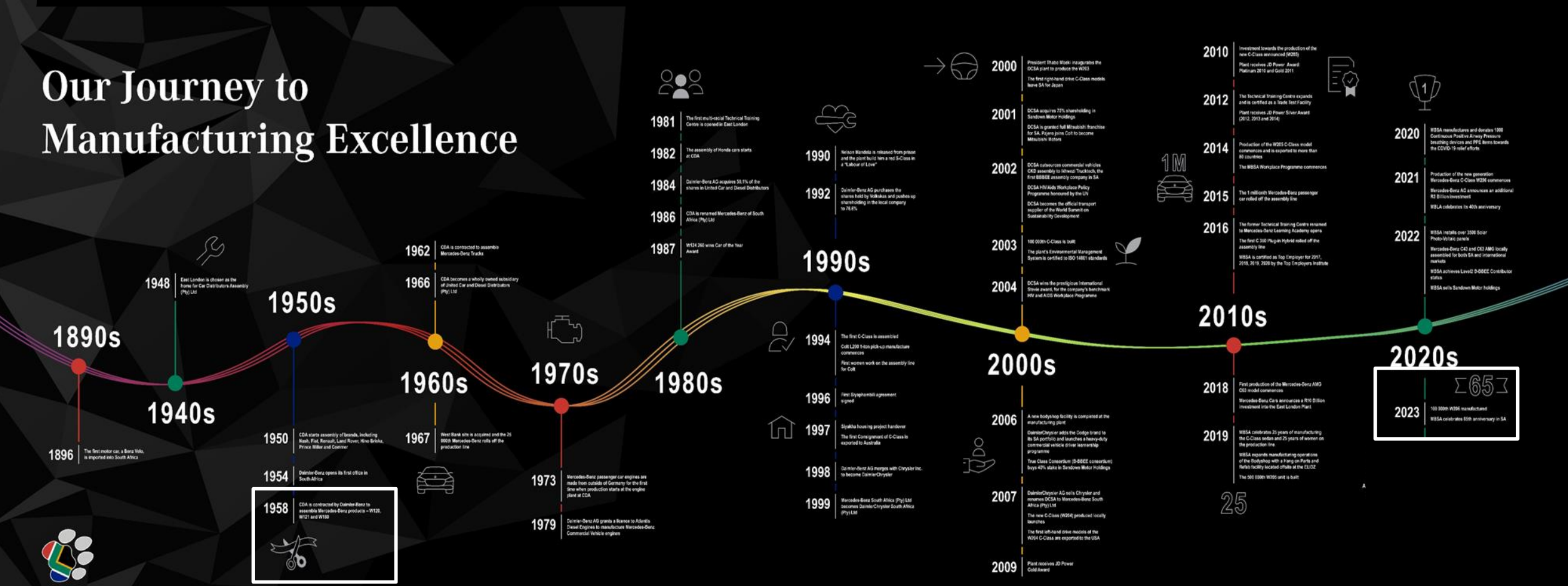




# Mercedes-Benz South Africa 65 year legacy in South Africa



## Our Journey to Manufacturing Excellence



# Mercedes-Benz South Africa

## Shows resilience and provides stability despite volatility



65 years of  
Manufacturing  
Excellence



Mercedes-Benz



40 years of  
Mercedes-Benz  
Learning Academy



25 years of  
Rally to Read



20 years of  
IDZ Cooperation

Stability in  
South Africa

# Mercedes-Benz South Africa

## Internal and external aspects



INTERNAL

EXTERNAL

PRODUCTION

SUSTAINABILITY

ECONOMIC  
CLIMATE

INFRASTRUCTURE:  
ENERGY  
&  
TRANSPORTATION

PRODUCT

PEOPLE

POLITICAL  
LANDSCAPE

NEV INITIATIVE  
(e.g. battery)

# Mercedes-Benz South Africa Skilled and Committed Workforce



Production Excellence

A Great Place To Work



# Mercedes-Benz South Africa We Take Care of Our People



# Mercedes-Benz South Africa

## Consistent footprint and impact in South Africa

Announced & Delivered



Labour  
Stability



Siyaphambili  
Agreement



NBF 3 year  
Agreement



Mercedes-Benz



Education &  
Skills Pool



Mercedes-Benz  
Learning Academy  
40<sup>th</sup> Anniversary



Growth in  
MBSA IT Hub



Exchange Rate &  
Economic Developments



New Generation  
C-Class  
Global rollout



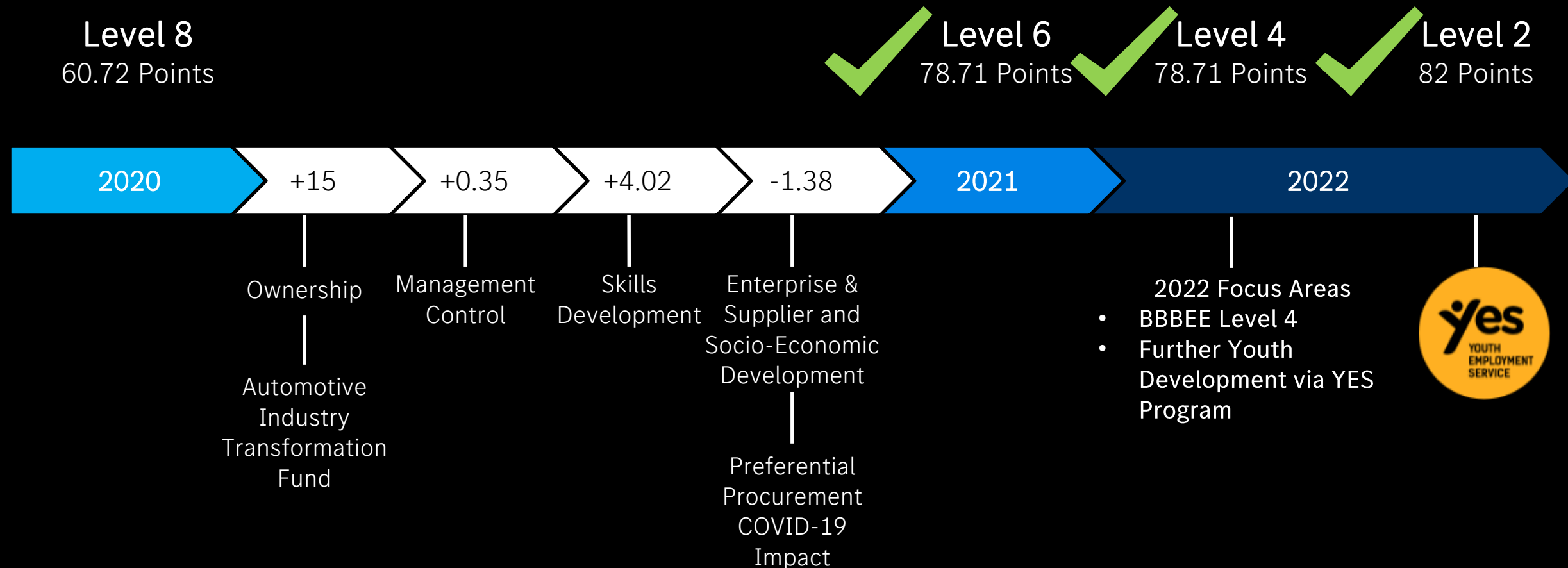
National & International  
Policy Developments



Continuous  
Stakeholder  
Engagement



# Mercedes-Benz South Africa Broad-Based Black Economic Empowerment Strategy



# Mercedes-Benz South Africa Corporate Social Responsibility

## 5 CSR PILLARS



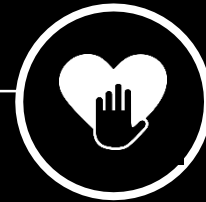
### Education

- Rally to Read Eastern Cape
- German Chamber CSR Competence Centre
- School Transformation Empowerment Programme (STEP) - Eastern Cape & Gauteng
- African Angels Independent School



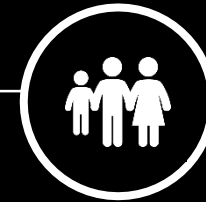
### Youth Development

- Laureus Sport for Good Foundation
- Sporting Chance
- Border Cricket – Mini Cricket Hubs
- Waves for Change
- Skateistan



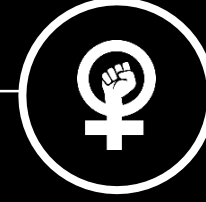
### Disaster Relief

- Gift of the Givers
- KZN/EL Floods, KZN Civil Unrest
- Water Augmentation Project



### Community Upliftment

- Incubation Hub Programme
- Kidlinks Small Farm Incubator
- Land of the Living
- East London Golf Club
- MB 15KM Road Race – Old Selbornian Runners Club
- Guardians of Hope



### Women Empowerment

- Keiskamma Art Project



**30% PRETORIA**  
**70% EAST LONDON**  
Geographical Footprint



**R34 MILLION**  
CSR spend in 2022



# Mercedes-Benz South Africa On Track Towards CO<sub>2</sub>-Neutral Production

## Paintshop

IP2 Process  
Saves 37% Energy p.a.



AMBITION 2039



## Bodyshop

Photovoltaic Pilot  
Application with  
Peak Generation of  
600KW p.a.  
PV extended



## Workforce

Cultivating a  
sustainability  
mindset

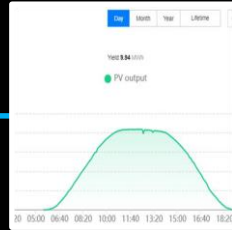


# Mercedes-Benz South Africa

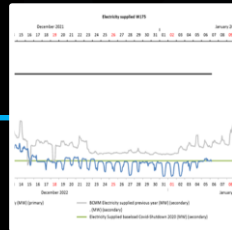
## Further extension of PV by 2MW additions



PV extension by 2MW



Tracking and efficiency

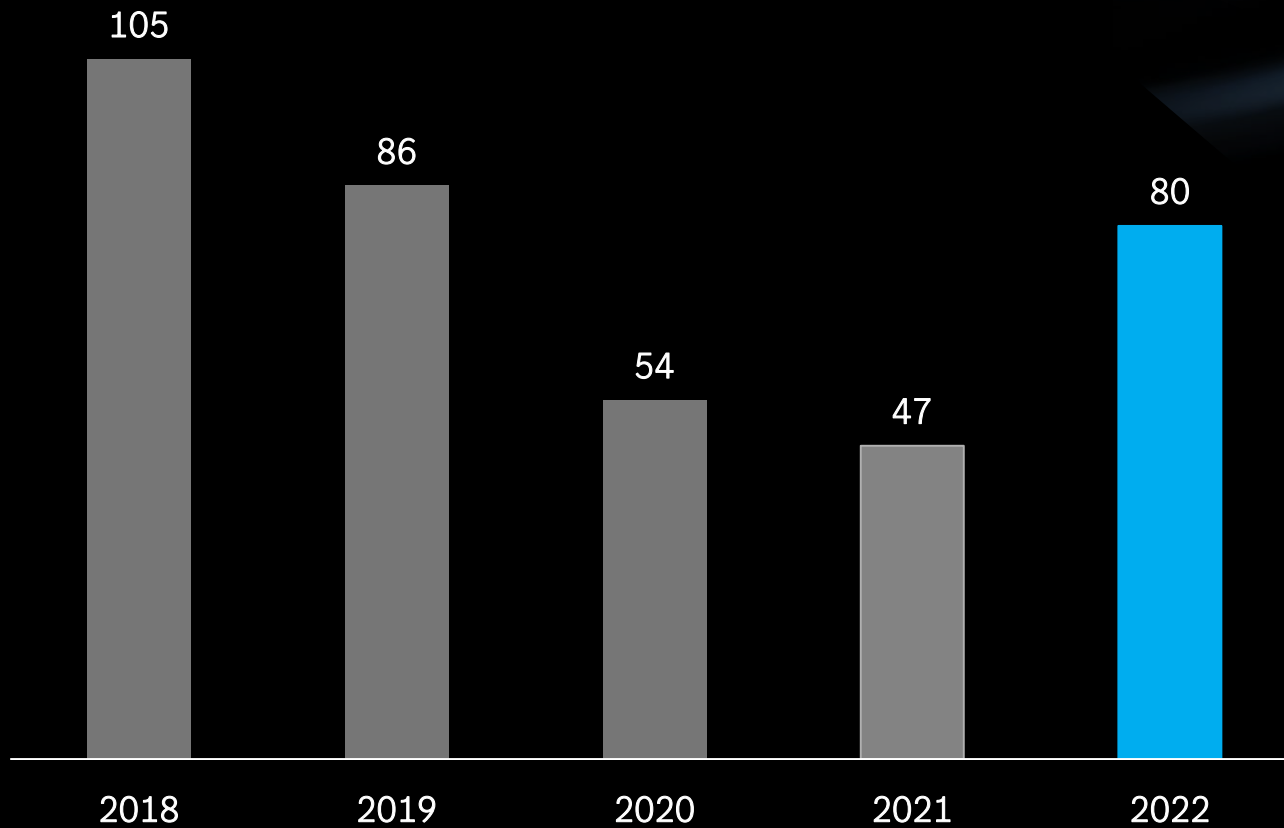


Grid consumption

# Mercedes-Benz South Africa

## Successful Ramp Up and Change Over to New Generation C-Class

Vehicles Produced  
in '000 units



# Mercedes-Benz South Africa Product portfolio



Performance luxury AMG C43 and C63



And we continue our journey on electric mobility

... out of Africa to the World!

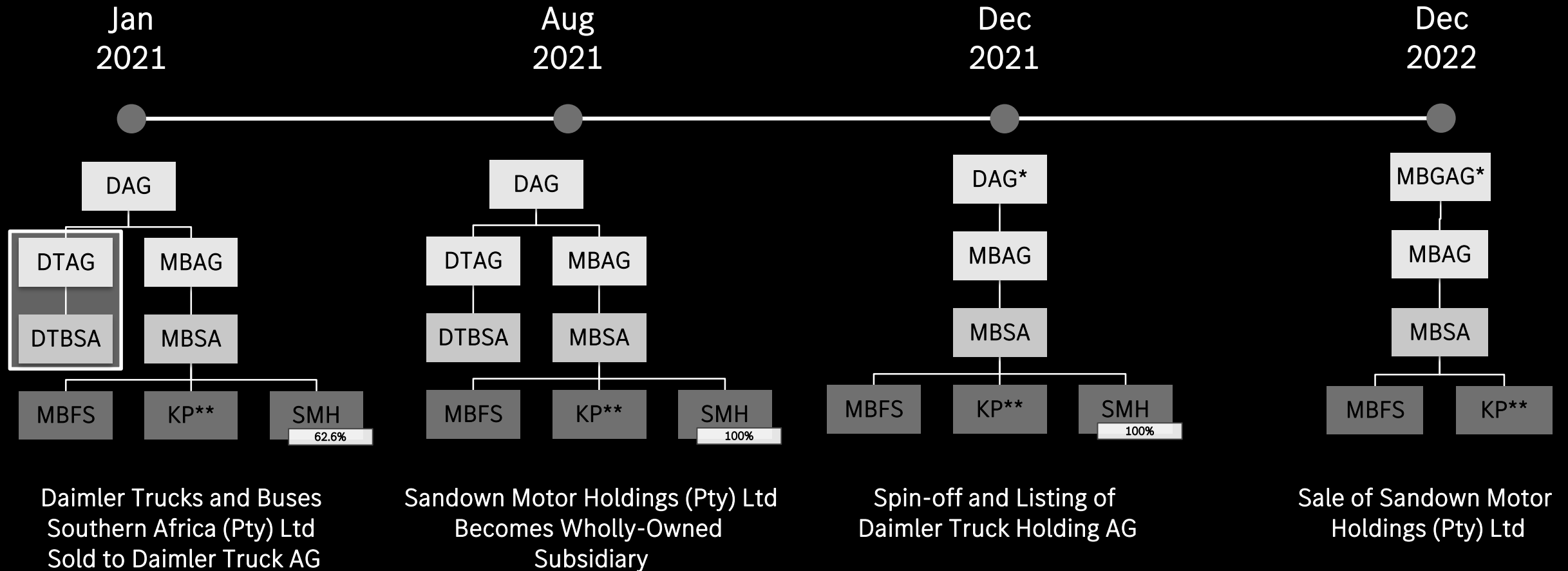


# Mercedes-Benz South Africa

## Financial Results

Taryn Woodbridge  
Chief Financial Officer  
Mercedes-Benz South Africa Ltd

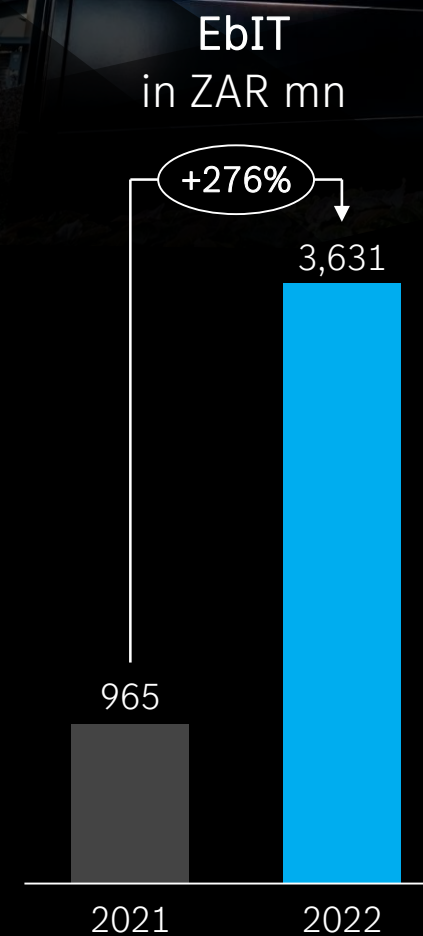
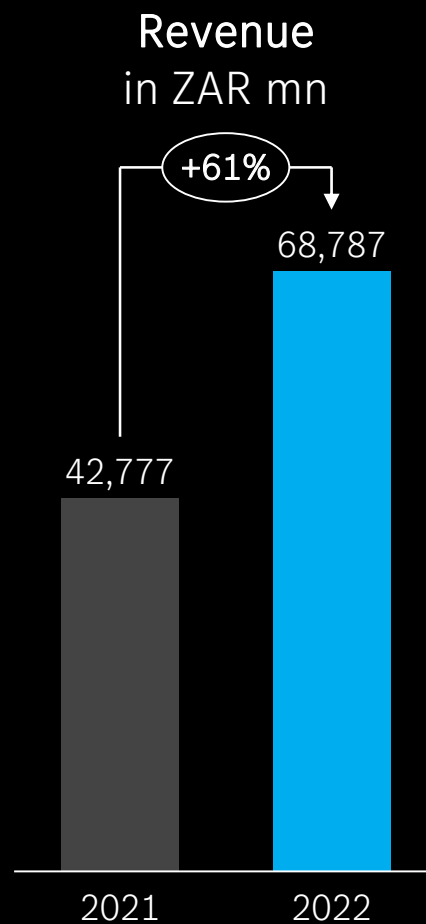
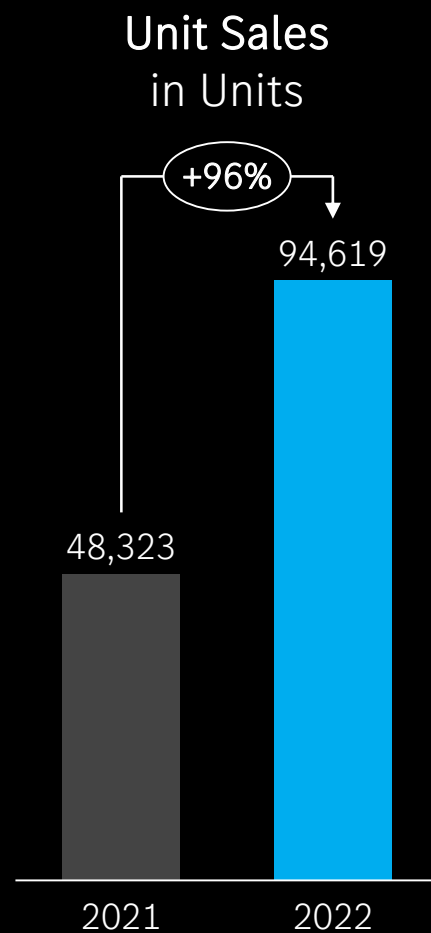
# Mercedes-Benz South Africa Group Structure



\* Daimler AG renamed Mercedes-Benz Group AG in Feb 2022

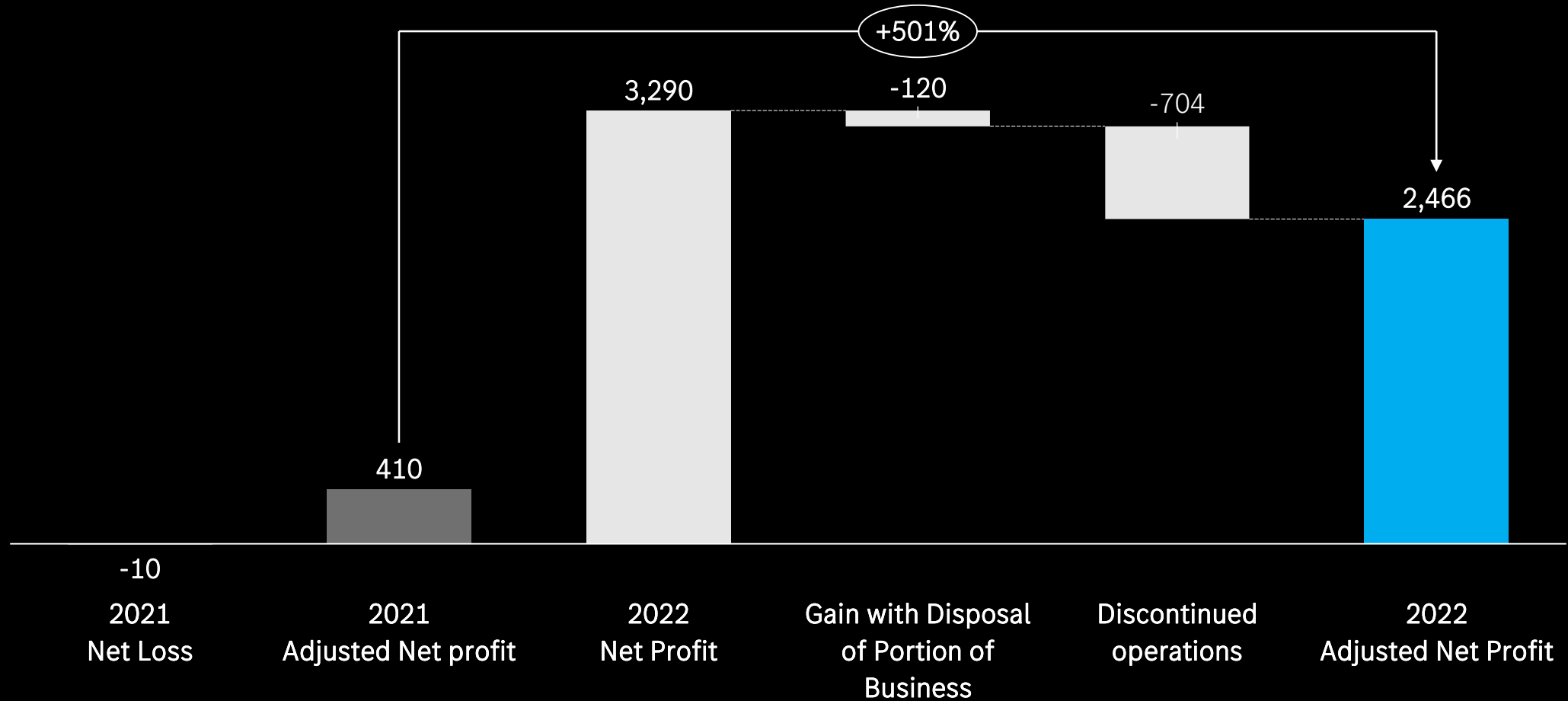
\*\* Koppieview Property (Pty) Ltd

# Mercedes-Benz South Africa Key Figures\*



\* Key Figures for Continuing Operations only

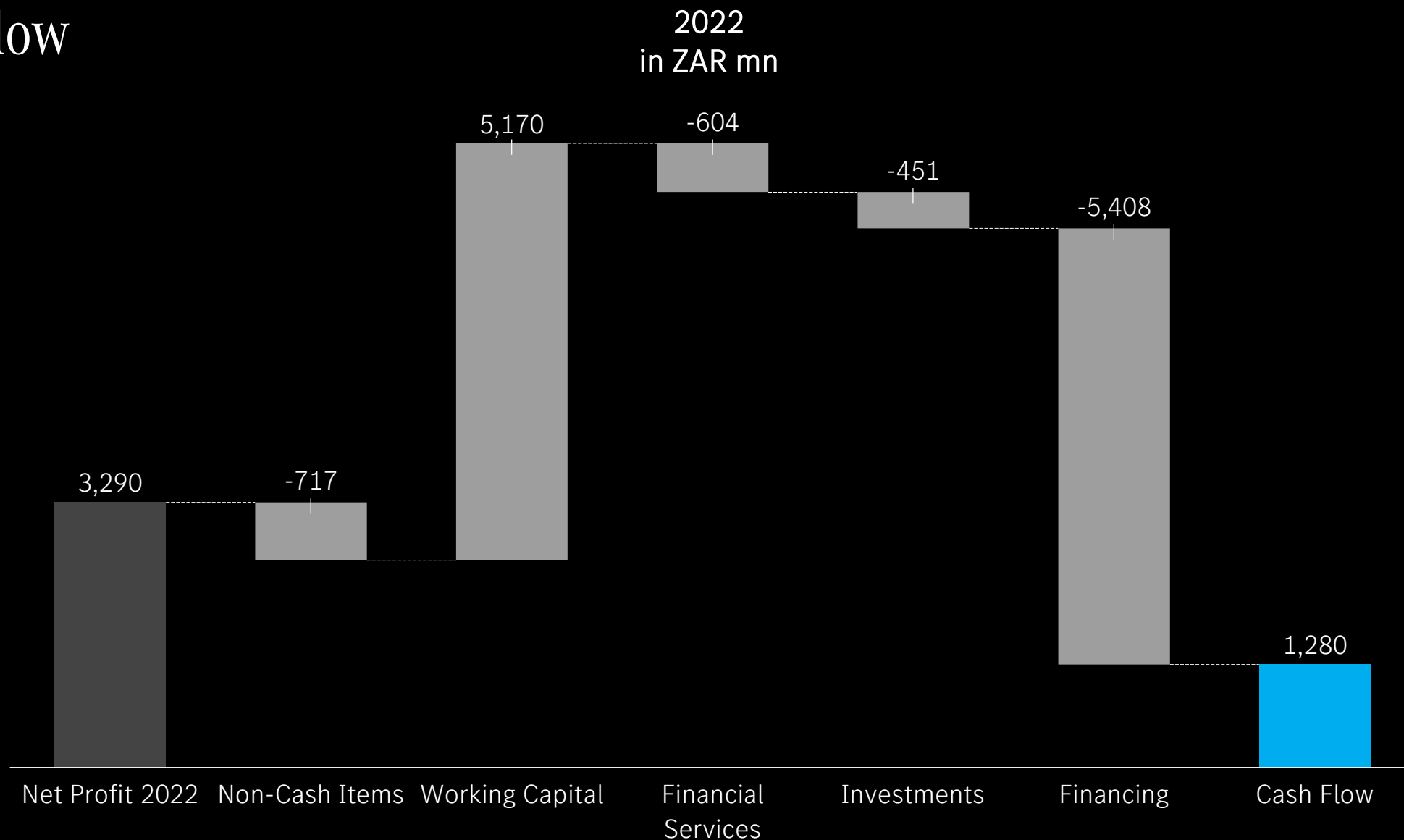
# Mercedes-Benz South Africa Adjusted Net Profit





# Mercedes-Benz South Africa

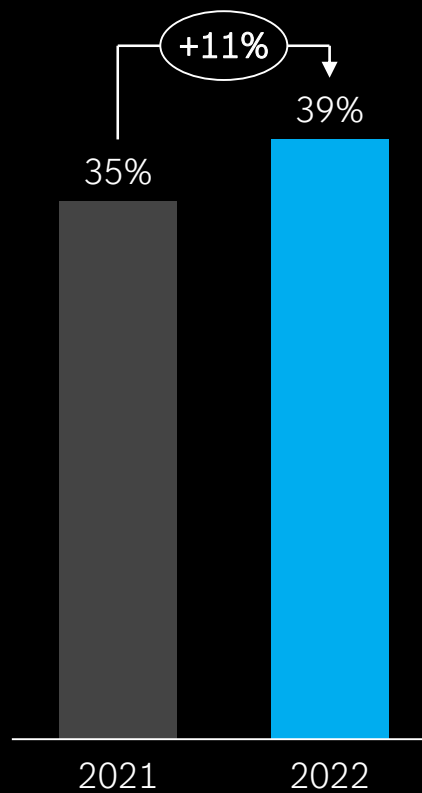
## Cash Flow



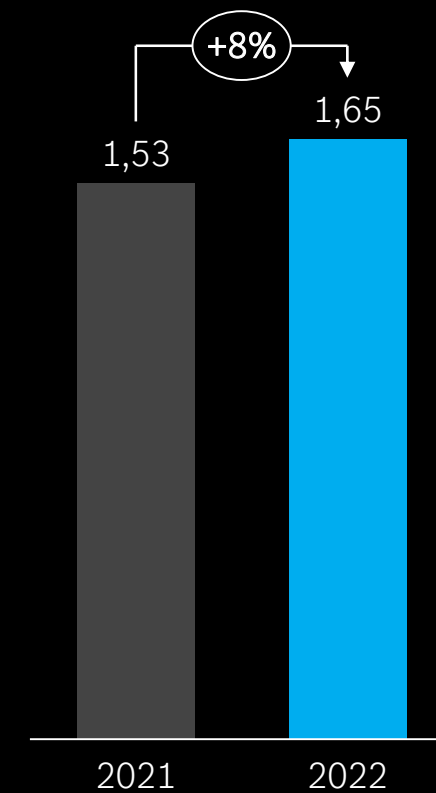
# Mercedes-Benz South Africa Financial Position



### Capital Ratio

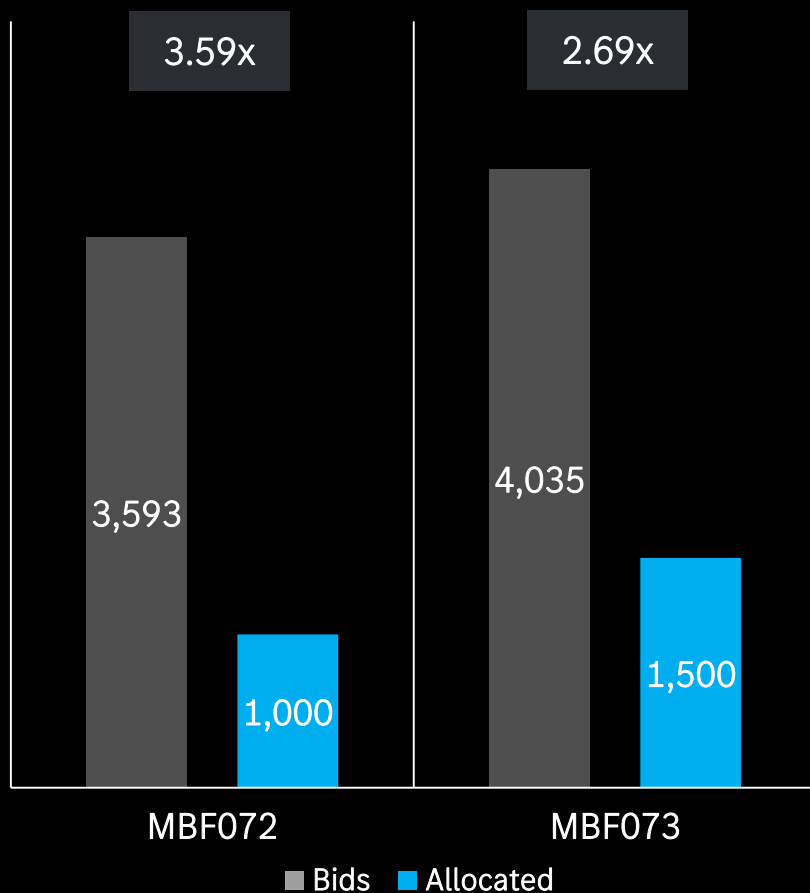


### Solvency Ratio



# Mercedes-Benz South Africa Funding Highlights

2022 Issuances  
in ZAR mn

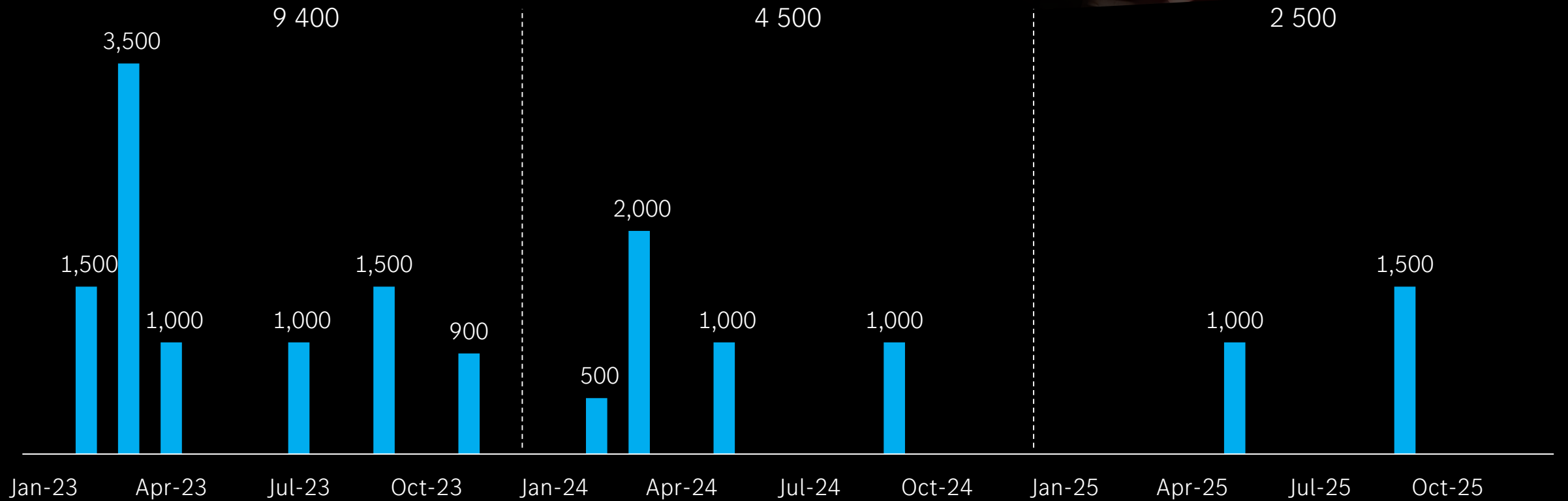


Instrument	MBF072	MBF073
Tenor	3 Year	3 Year
Price Guidance	110 -120	108 -118
Clearing Spread	109	108

# Mercedes-Benz South Africa Maturity Profile

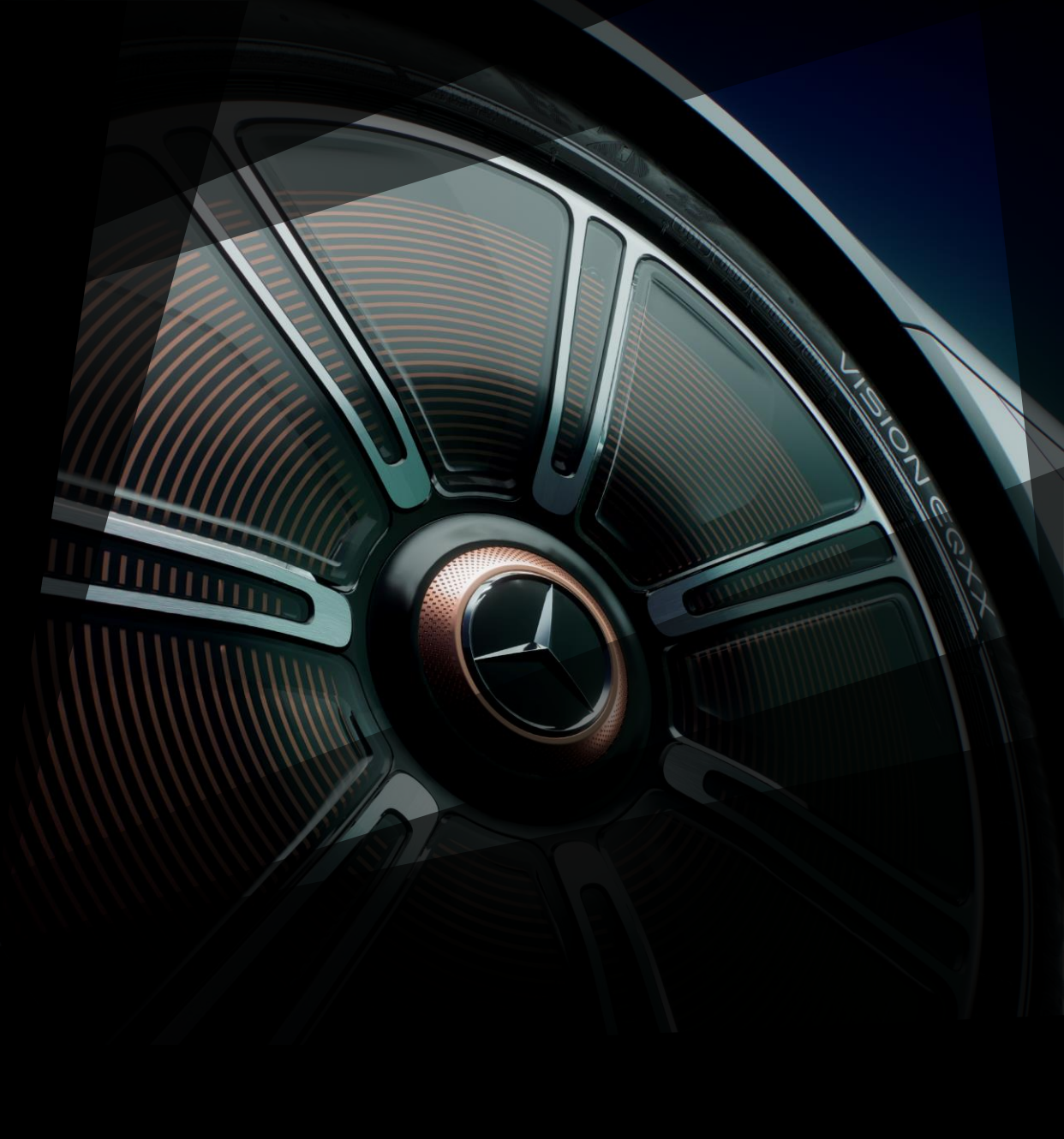


Maturity Profile  
In ZAR mn



# Mercedes-Benz South Africa Auction Announcement

Issuer	Mercedes-Benz South Africa Ltd
Issuer Rating	AAA(zaf)
Guarantor	Mercedes-Benz Group AG
Guarantor Rating	A-
DMTN Programme Size	ZAR 35bn
Auction Date	26 May 2023
Settlement Date (T+3)	31 May 2023
Target Issuance Size	ZAR 500mn 1y FRN ZAR 1bn 3y FRN
Price Guidance	To Follow
Auction Time	9:00 – 11:00
Auction Methodology	Dutch Auction (No Feedback)



# Mercedes-Benz South Africa

## Business Update for Mercedes-Benz Cars

Mark Raine  
Co-CEO and Executive Director  
Mercedes-Benz South Africa Ltd



# 2022

A YEAR OF  
MOSTLY  
GROWTH &  
SUCCESS

# Mercedes-Benz South Africa

We had an ambition & a strategy for 2022 with which we mostly succeeded

## Digital Transformation

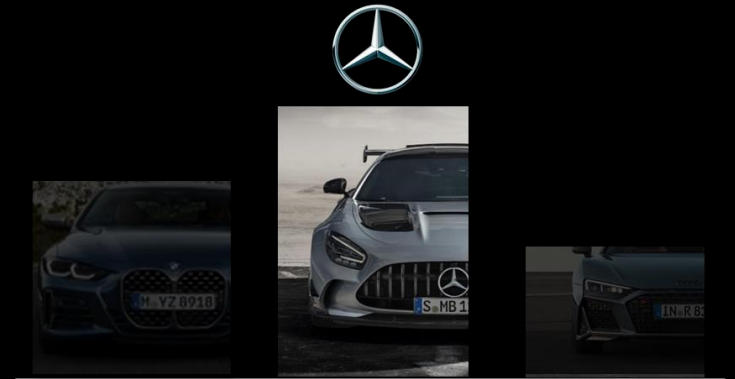
Further Enhance the Ownership Experience

First Class Touchpoints

Most Desirable Luxury Brand

Sales Growth & Product Offensive

Focus on Our Family of Speciality Brands





# Mercedes-Benz South Africa

## Next wave of product offensive & more to come

### Rejuvenation of entry-level

Luxury  
A-Class FL  
CLA FL

### AMG Push

SL43  
C43/C63  
Entry AMGs A35, A45, GLB35

### SUV Offensive

New GLC  
GLA FL  
GLE FL  
EQS SUV MM

### EQ Acceleration

EQE, EQE SUV  
EQS SUV



# Mercedes-Benz South Africa

## Many highlights and the name of the game was transformation!



We went into our luxury strategy



We started our recovery path



We rejuvenated & revised our product portfolio



We focused on our Aftersales business and how to conquer the shift in the car parc



We went electric!



We went more digital - eCommerce & Online Appointment Booking

# Mercedes-Benz South Africa

## We achieved sound results – a few key highlights



36% sales growth  
with 8,500u retailed.  
A good 2.6% Market  
Share recorded

300 Units Online  
Sales

Satisfactory agent  
profitability

Parts revenue  
remaining on the  
high level of PY

UC Revenue and  
Profitability went up

R25million sales in  
Accessories and  
Collections

# Mercedes-Benz South Africa

## We have a good substance and basis for the future



6 yrs Coolest Car Brand & Strong Brand Navigator



The most professional agent network



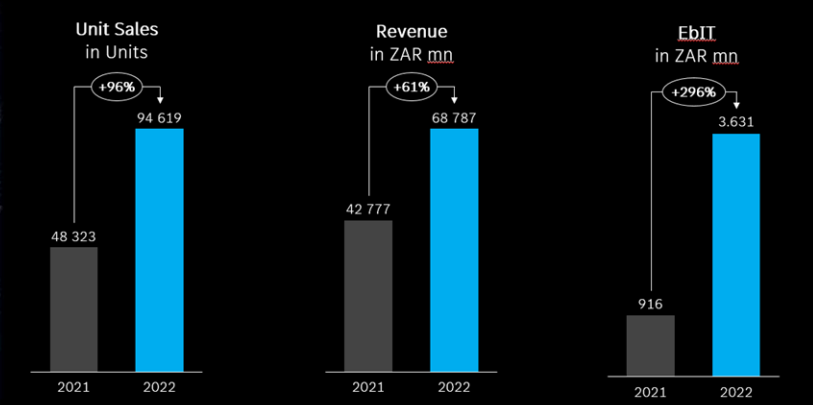
A strong product portfolio



A large and loyal customer base



Transformation in every area started and making our business future ready



Good profitability to build on...

# Mercedes-Benz South Africa

## Shift in our Market Environment

Challenging market conditions  
with unfavorable parameters

Used car market trending  
downwards

Increase in transaction  
measures

Market volume under pressure  
and some competitors are with  
over stocked

Rising interest rates & decreasing  
creditworthiness

Dealer network  
under pressure

# Mercedes-Benz South Africa

## Key aspects to drive a long-term, holistic and sustainable business model



Luxury Focus

eMobility – 50% EV post 2026

Sustainable Partner Network Strategy

Digital Transformation and Omni-Channel Approach

Product Offensive and further Focus on Family of Speciality Brands

Completing road to recovery with Sales Ambition and Aftersales Growth



# Combined in a revised market adequate & customer centric MBSA Strategic Roadmap 2023



## Growth

Profitable growth with best in class sales and exceptional aftersales service

## Digitalisation

Establishment of digital customer journey and ramp-up of eCommerce with next level systems

## Future Ready & Transformation

Transformation as key driver to accomplish the strategic objectives of Luxury, EQ and Digitalisation

## Efficiency & Profitability

Pursue synergies and cost efficiencies across entire value chain



Mercedes-Benz South Africa

Mercedes-Benz Vans

Nadia Trimmel

Vice President: Mercedes-Benz Vans

Mercedes-Benz South Africa Ltd



# Mercedes-Benz Vans Strategy

Our Goal

We offer the world's most desirable vans and services

Our Strategic Pillars



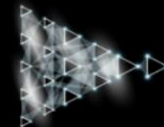
**Target**

premium segments  
and focus on  
profitable growth



**Embrace**

customers and  
grow lifetime  
revenues



**Lead**

in electric  
drive and digital  
experience



**Lower**

total cost base and  
improve industrial  
footprint

Guided by economic, environmental and social **sustainability**



Our Guiding Principles

Accelerated by **digitalization** and data-driven business



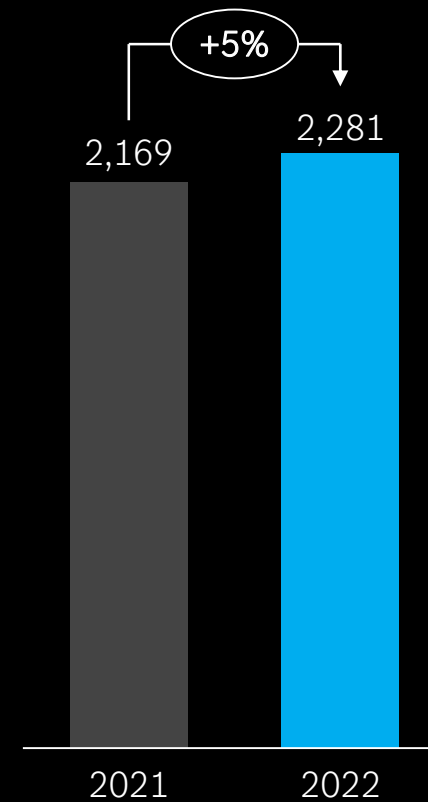
Driven by a highly qualified and motivated **team**



# Mercedes-Benz Vans Sales Performance



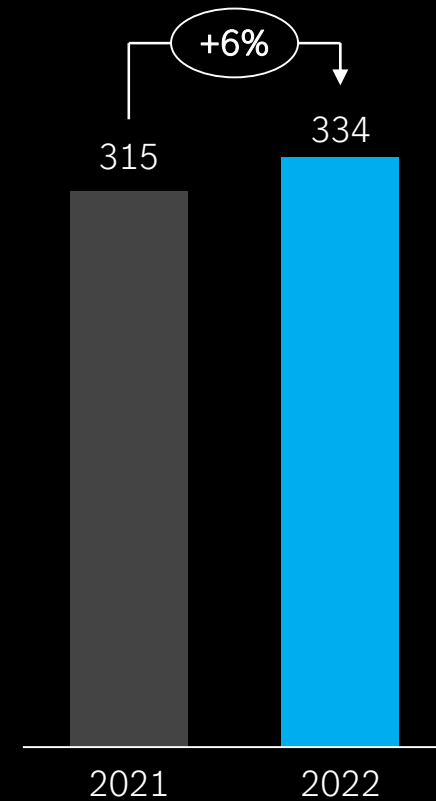
Unit Sales



# Mercedes-Benz Vans Service and Parts Performance



Revenue  
in ZAR mn



# Mercedes-Benz Vans Product Highlights

V-Class best sales year ever in 2022!



Armoured V-Class July 2023



Special Edition V-Class June 2023



EQV - Electric V-Class 2024

# Mercedes-Benz Vans Product Highlights

New Model Line-up launched 2022



Enhanced Sprinter Inkanyezi Q1 2023



All-new eSprinter and eVito 2024



New Ambulance Conversion Q2 2023

# Mercedes-Benz Financial Services South Africa

## Financial and Operating Results

Robert Hoffmann  
Chief Executive Officer  
Mercedes-Benz Financial Services South Africa (Pty) Ltd

# Mercedes-Benz Financial Services South Africa

## Market Penetration

Portfolio	EbIT	RoE	CoCR	NPL	Restructured Portfolio	Restructured NPL
<b>13 512</b> ZAR mn	<b>(1.5)</b> ZAR mn	<b>(0.1)</b> %	<b>2.2</b> %	<b>4.0</b> %	<b>702</b> ZAR mn	<b>14.2</b> %
(2021: 12 891)	(2021: 237.8)	(2021: 12.1%)	(2021: 1.8%)	(2021: 4.9%)	(2021: 1 220)	(2021: 8.0%)

# Mercedes-Benz Financial Services South Africa Market Penetration



MERCEDES-BENZ CARS

**43.2%**

%  
(2021: 39.9)



MERCEDES-BENZ VANS

**30.9%**

%  
(2021: 22.6)



PC INSURANCE

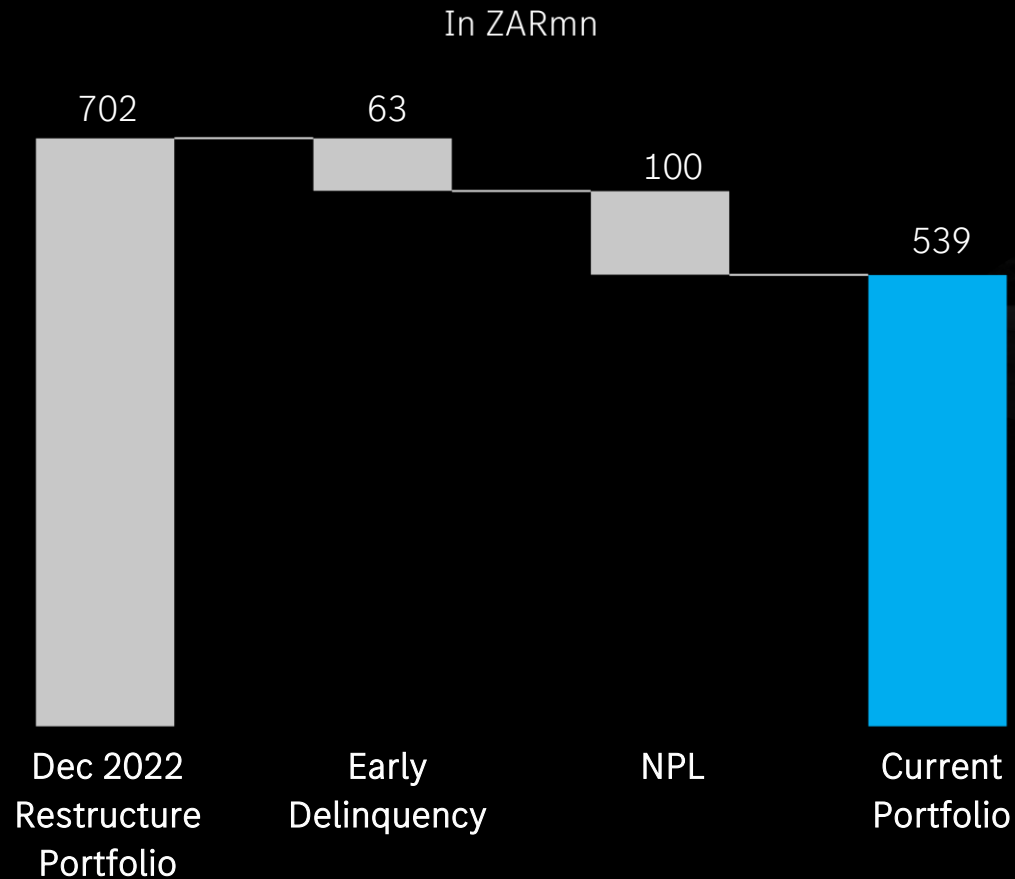
**27.5%**

%  
(2021: 29.3)



# MBFS Restructured Portfolio

## 77% of Restructured Portfolio is Current



# Mercedes-Benz Financial Services South Africa

## Key Digital KPIs 2022

Automated  
credit decision  
ratio

**52.4%**

(2021: 43.8%)

Share of digital  
contracting

**25.4%**

(2021: 30.5%)

Share of digital  
self service

**22.8%**

(2021: 26.1%)

Share of  
e-payment

**91.0%**

(2021: 92.6%)

Share of digital  
early collection

**38.5%**

(2021: 32.2%)

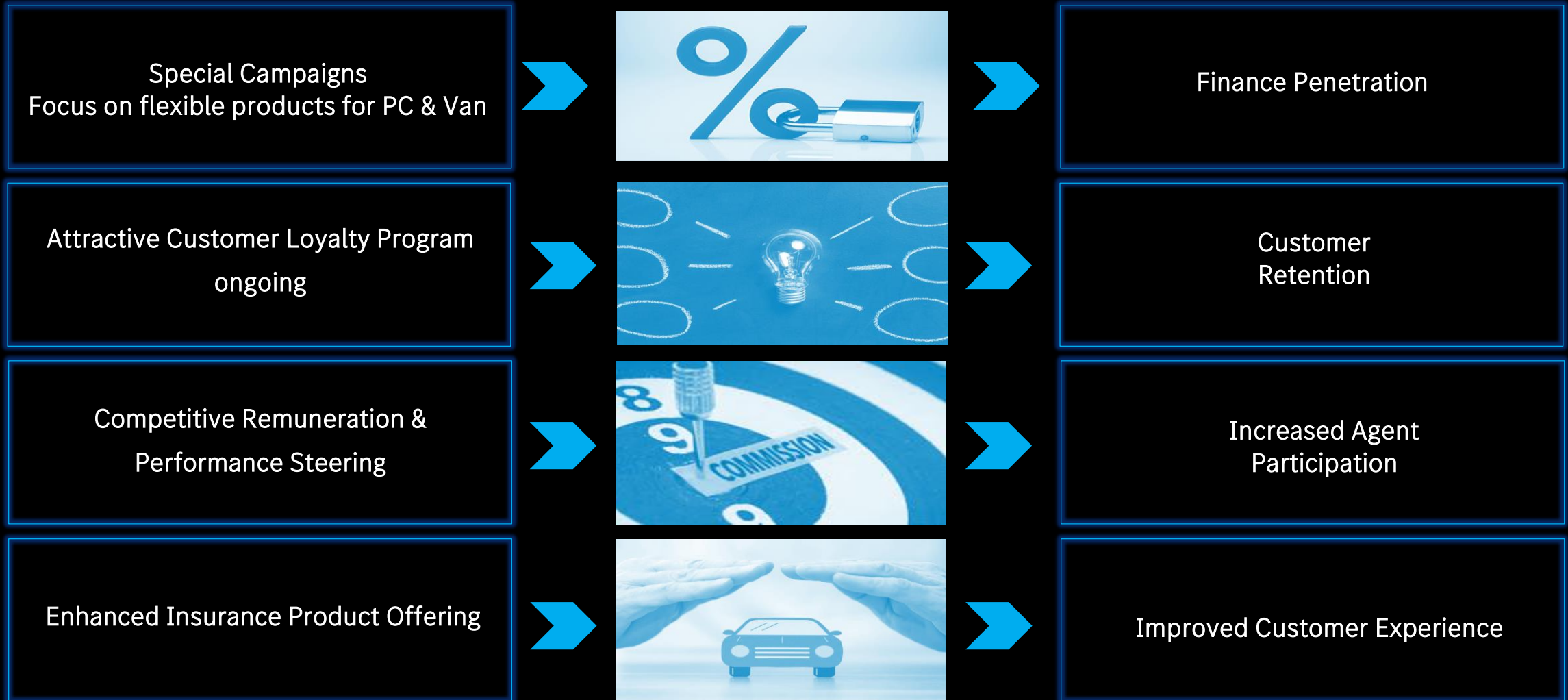
Share of digital  
retention

**37.2%**

(2021: 23.9%)

# Mercedes-Benz Financial Services South Africa

## Current Initiatives



# Our Strategic Action Fields



1  
ELECTRIFY  
OUR FUTURE

## Electrify Our Future

Our future is electric. We support and motivate our customers to enter the electric era by making this shift as easy and comfortable as possible



2  
EXCITE  
OUR CUSTOMERS

## Excite Our Customers

We always think and act “Customers First”: We want to inspire and thrill our customers by providing service excellence fitting their individual needs perfectly



3  
POWER UP  
OUR BUSINESS

## Power Up Business

In order to meet demanding expectations of our customers, the MB Group and our financial shareholders, We need to constantly accelerate our business.



4  
GO FOR  
DATA

## Go For Data

Our deep data based insights into our customers' needs are the secret of our business.



5  
IMAGINE IT, DO IT,  
LIVE IT

## Imagine It, Do It, Live it

Moving ahead into a new era of individual mobility, it is our people who make the difference. They are our greatest strength.

Thank you for attending the  
Mercedes-Benz South Africa Debt Investor Call 2023!

Please direct any questions to

[MBSA\\_Investor\\_Engagement@mercedes-benz.com](mailto:MBSA_Investor_Engagement@mercedes-benz.com)

