Content.

I  Prologue
II The brand star. Brand values and experiences
III Focal points in communications
IV Prioritization of contents
V Communication requirements
Prologue.

The brand star revolves around our ambition to lead. In keeping with our guiding principle “The best or nothing”, Mercedes Benz aims for the best in all it does. This is true of all brand values and brand experiences.

In relation to our competitors this means:

• Where we are leading, we extend our advantage
• In areas where we are currently not the leaders, we intensify our efforts in order to straighten out the situation.
The brand star is the basis for our communications activities.

The Mercedes-Benz leadership aspiration is made tangible by three brand values and verified by nine brand experiences.
Mercedes-Benz leads with Fascination, Perfection and Responsibility

**Ambition to lead**
- Living the legend through fascination.
- Shining amid the competition through perfection.
- Leading the way through responsibility.

**Fascination**
- Ambition to lead with passion.
- Inspire people emotionally – and capture their hearts.
- The brand is continually being reinvented, embracing new contexts and enchanting the people.

**Perfection**
- Ambition to lead with sense.
- Striving for completeness - perceptible, and with an enduring sense.
- Objectively better in safety, comfort and quality.

**Responsibility**
- Ambition to lead with soul.
- Providing answers.
- Lead the way – close to its customers, orientated towards the future and full of creative ambitions.
Fascination

Refined Sportiness

- Cultivate sportiness, refining it through comfort and aesthetics.
- Balance between agility and relaxed control.

Distinctive Style

- Confident appearance with self-awareness.
- Contemporary luxury.

Trendsetting Design

- Forms that inspire.
- Continuity and the courage to modernise.
Perfection

**Exemplary Safety**
- Better than just being protected.
- Maximum possible protection for passengers and for other road users.
- Integrated safety orientated towards real accident events.

**Perceivable Quality**
- Precision and attention to detail.
- Outstanding reliability, proverbial longevity and perceptible value.
- Perceive quality in every moment, in all our actions and with all our senses.

**Energizing Comfort**
- Better than just easing the load.
- Time in the car is a time for regeneration, a time to recharge batteries.
- Relaxing and stimulating - embodies a tangible benefit for agile people.
Responsibility

Passionate Innovation

• Answers for the mobility of the future.
• To reinvent the car again and again – providing people with added value.

Holistic Sustainability

• Answers the questions of society.
• Take future generations into consideration.
• Treat nature with the greatest respect – in the entire value chain.

Delightful Customer Service

• Answers to people’s desires.
• Appreciation at all customer touchpoints.
• Exceeding personal needs and expectations.
• Inspire customers with performance and cordiality.
Brand Communications Targets

1. Demonstrate **MB's leadership ambition** through technology and innovation

2. Strengthen the **brand's fascination**

3. Strengthen the **customer orientation**

4. Mould a **consistent** image and continuously reaffirm it

5. **Conquer** new and younger target groups
Mercedes-Benz’ Ambition to Lead must show in all brand communications measures.

Our mission in communications is to prove and to expand the Mercedes-Benz brand's leading position in the three core values of Responsibility, Fascination and Perfection. This is demonstrated on a communications level through the brand experiences.

We are aware that consumers are being overloaded with increasingly sophisticated communications forms and messages. Today more than ever. Which is why we have to focus the content of our communications on selected brand experiences.

Important: Quality, not quantity!
What we communicate:

DIFFERENTIATES US from the competition,

is RELEVANT & TANGIBLE for customers.

And is governed by the principle of:

FIRST TO COMMUNICATE
In communications the Ambition to Lead is verified by four brand experiences:

Our aim:
To be the leaders for brand, product and communications.

PUT INTO CONCRETE TERMS BY:
The integrative guiding theme for brand communications:
“The best or nothing”.

MADE TANGIBLE BY:
Responsibility  Fascination  Perfection

VERIFIABLE BY:
Holistic sustainability  Refined sportiness  Energizing comfort  Exemplary safety
**Fascination**: a brand value with high potential for conquest.

The focus of communications for the brand value “Fascination” is “Refined Sportiness”.

We want to give distinction to the brand with a combination of superior performance and trend-setting, sporty aesthetics.

Aesthetics is closely connected to the brand experience “trend-setting design“, which is thus communicated as well.

A fascinating dimension with tremendous potential for younger and more up-to-date customers.

---
Refined Sportiness: Fascination through a unique blend of style and sportiness.

Communication targets:
• Communicate the blend of athleticism and aesthetics
• Effortless superiority that does not sell purely on horsepower

Demonstration:
• Perfectly tuned suspensions
• Dynamic Handling packages
• Visual presence with a dynamic and sculptured styling
Perfection: Traditional Mercedes-Benz core competence.

The focus of communications for the brand value „Perfection“ is „Energizing Comfort“ and „Exemplary Safety“. Both are traditional core competence fields.

We want to maintain and extend our lead by communicating comfort and safety innovations.

The brand experiences Comfort and Safety are important areas of differentiation.
Energizing Comfort: Making the brand experience attractive and innovative.

Communication targets:

• Convince younger target groups by communicating stimulating comfort
• Convey the brand experience as „arriving refreshed after relaxed and stress-free driving“

Demonstration:

• Set trends with invigorating, strain-relieving comfort, delightful well-being and classy individuality
Exemplary Safety: Experience the added value of integral safety.

Communication targets:
• Extend our leading position as the „safest car brand“ in the world.
• Convey the integral safety concept on the way to our vision of accident-free driving

Demonstration:
• Show that we are at the head of the competition with innovations like driving assistance systems in the context of the integral safety concept: Prevent – React – Protect - Rescue
Responsibility: Gain the lead in sustainability!

The focus of communications for the brand value “Responsibility” is “Holistic Sustainability“.

Capture and maintain the lead in solving one of the greatest challenges for the automotive industry.

Provide a sense of orientation and devise solutions for efficient mobility with BlueEFFICIENCY technologies.
Holistic Sustainability: Competence for efficient mobility with BlueEFFICIENCY.

Communication targets:
• Provide a sense of orientation and devise solutions for efficient mobility
• Strengthen the banner BlueEFFICIENCY – Innovations for efficient mobility

Demonstration:
• Showcase the wide field of buyable efficiency technologies: from BlueEFFICIENCY packages to hybrid technology
• Communicate the three future-oriented technology paths: E-CELL, E-CELL PLUS and F-CELL
The annual topic planning is based on the long-term strategy incl. model line events, relevance for the target groups and brand issues.

<table>
<thead>
<tr>
<th>Exemplary Safety</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demonstrate leadership with the integral safety concept and innovative assistance systems.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Energizing Comfort</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>“Stimulate“ the comfort pledge. Set trends with invigorating, strain-relieving comfort, delightful well-being, and classy individuality.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Refined Sportiness</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communicate the blend of athleticism and aesthetics.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Holistic Sustainability</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide a sense of orientation for our customers and devise solutions for efficient mobility.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ambition to Lead must be visible in our creative execution.

The best or nothing is also true for the execution of communications. This applies to form just as much as it does to content. The leadership aspirations of Mercedes-Benz must always shine out.

All communications must demonstrate passion and quality:
- via the content (e.g. innovative features)
- via the communicative idea
- via the choice of medium
- via the media usage
Summarized.

1. Every measure has to strengthen the brand in at least one out of the four relevant brand experiences (holistic sustainability, exemplary safety, energizing comfort, refined sportiness).

2. Refined sportiness is communicated as a blend of athleticism and aesthetics. Aesthetics is closely connected to the brand experience „trend-setting design“, which is thus communicated as well.

3. The „stimulating“ characteristic of energizing comfort is conveyed. We set trends with invigorating, strain-relieving comfort, delightful well-being and classy individuality.

4. Safety features are always communicated in connection with our unique integral safety concept.

5. All sustainability activities are communicated under the banner of BlueEFFICIENCY. They have their focus on buyable technologies and provide a sense of orientation with regard to future technologies.