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Sent: Monday, March 16, 2020 5:37 PM

Subject: A message from MBUSA

Dear Partners and Friends,

As we all contend with a situation unprecedented in most of our experience, I wanted to write to you to inform you of the stance we are taking in the United States.

MBUSA remains absolutely committed to providing you with the support necessary to conduct and preserve both your and our businesses, which we see now more than ever, are integral to each other.

However, circumstances dictate and available technology provides an option to work remotely from the main office buildings. This was tested last week over a two-day period in the US and the results proving satisfactory, this is what we shall do commencing tomorrow, Tuesday, March 17.

As such, the staff in Atlanta and the regional offices will adopt this practice until further notice although a “core team”, including members of the senior management and myself, will maintain an “in office” presence.

I want to underline that remote working, although there may be minimal efficiency losses, is still working and we will remain at the service level you have a right to expect.

Some tasks cannot be done remotely and require a physical presence. Our VPC and PDC colleagues will continue to provide the cars and parts our customers and you need. Appreciating their courage at a difficult time, we are taking measures to mitigate their risk.

Our owned retail store in Manhattan will similarly remain open although we are allowing non-customer facing staff who can work remotely to do so.

We need that courage and that commitment also at our dealerships since, also here, working remotely from our sales and service centers in our customer-facing activities is not an option.

We depend, now more than ever, on the men and women in your teams all across America to continue to meet and serve customers, service and repair cars and perform the myriad of tasks necessary to our business and the preservation of our reputation and standing.

We are all enormously grateful to you and to them for this renewed evidence of the spirit and fortitude with which our partners stand with us, especially when the going gets tough.

What can we do for you?

Before I am inundated with your wish lists😊, let me say that this is and will be a subject of discussion at the upcoming Mercedes-Benz Dealer Board and beyond. We are resolved to eliminate or suspend any activity that is not conducive to our business and/or detracts from the focus you must have in keeping the business running.

There will almost certainly be more to be discussed and Jeff Swickard and I are in constant touch so as to provide each other with the clarity and reassurance we both need as we meet this challenge together.

However, as of now the following actions have been decided:

- For Q1 and Q2, we guarantee a 100% payout - all margin and dealer performance bonuses for Passenger Cars (PC)

- Amending the March PC cash contest/Van volume bonus to provide a base payout per unit regardless of sales performance
- MBFS will consider, upon individual request, the deferral of principal payments for a period not exceeding 90 days in relation to Real estate and Capital Loans.
- In such cases, MBFS is also prepared to extend curtailment periods on eligible vehicles for a further 90 days.
- MBFS will consider, upon individual request, supporting customers in good standing with a postponement of payments for up to 90 days should such be deemed necessary.

We will suspend the following measures and initiatives without effect on bonus payments until further notice:

- in-dealer and desktop sales, service (Express Service, Parts Pro, and Collision) and warranty audits
- in-dealer and destination training incl. Brand Immersion

Additionally:

- All dealer incentive trips and meetings are similarly suspended through end of April and the National Dealer Meeting, scheduled for the beginning of May, will be postponed until further notice;
- Field force visits to your stores will be made solely at your discretion and solely in matters critical to the business where other media do not suffice.

What can you do for us?

As always just what you do every day: keep our customers happy, provide a first class experience and environment, sell cars, service and maintain vehicles – keep the flag flying. This will not prove the easiest task you have ever accomplished and the road ahead may perhaps be more difficult than we can, at present, envisage.

But at this present moment, our sales and application levels are as expected and remain high. Especially on last Saturday, you achieved well over 900 credit applications. Sales traffic was slightly slower than usual but over 80% of those who did express their interest, placed an order.

Service throughput has been up 2% on the year-to-date and continues at a healthy level.

Altogether, it is useful to remind ourselves that nationally we have had a cracking start to the year and remain well up on 2019.

I want to thank you sincerely for this performance and for the effort that stands behind it.

Winston Churchill once said “If you are going through hell.....KEEP GOING!”.

The challenge we have is not of the dimension he was forced to confront but that is exactly what we, all of us, are going to do: keep going.

At some point, the present crisis and the sentiment it engenders will be behind us. When that moment arrives, we are determined to have conducted ourselves so as to be able to look you in the eye and say in truth that, in this uncertain hour, our partnership and friendship was never stronger.

God bless you and God bless America,

N. Speeks A. Chamberlain D. Slaven C. Struwe C. Treiber R. Veit