



Vehicle sales



Aftersales



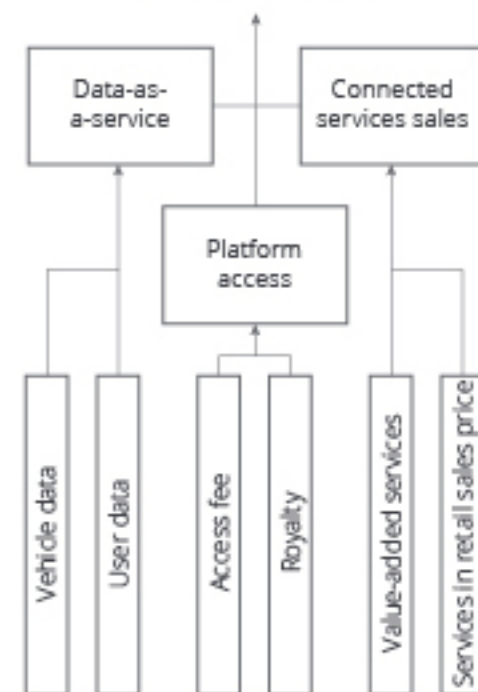
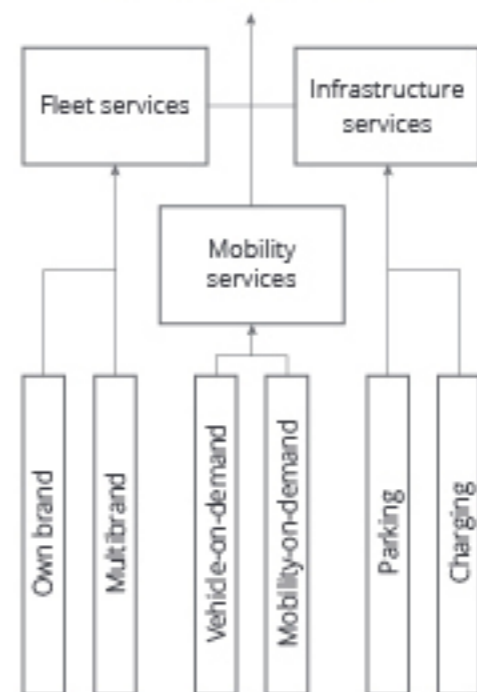
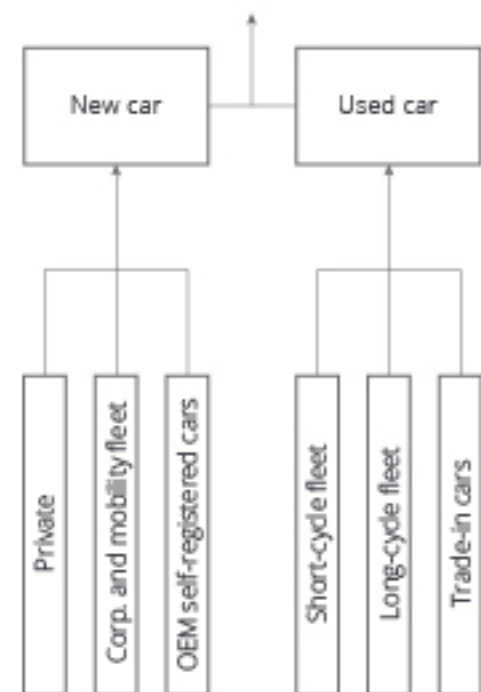
Financial services



Mobility as a Service



Car as a Platform



□ Revenue (sub)streams

Exemplary levers

Vehicle sales volume
Average vehicle price
Contribution margin

Average ticket size
Number of repair shop visits
Parts and labor share of ticket size

Penetration rate
Asset value
Average duration of contracts

Passenger waiting time
Mobility fleet operating costs
Modal transport split

Commission fee
Share of service subscriptions
Data market value

¹ Independent aftermarket ² Over-the-counter