

Position of the management on the counter motions for the Annual Meeting of the Shareholders to be held on April 6, 2016

The Board of Management and the Supervisory Board maintain their motions as presented in the Agenda and state their positions on the counter motions as follows:

Advancement of women and Global Diversity Office

At Daimler, we fundamentally pursue the goal of promoting employees of both genders as well as possible.

With the agreement on the advancement of women at Daimler AG that was first concluded in the year 2000 and most recently on December 10, 2015, the Board of Management and the General Works Council have agreed on so-called target corridors, the achievement of which has been and continues to be strived for in the following years. In this context, the company has not established any categorical priority treatment for women in cases of equal qualifications. The agreements with the General Works Council specifically emphasize in this context that all employees are to be deployed, supported, encouraged and further developed in line with their capabilities and expertise.

Since May 1, 2015, German legislation on equal participation by women and men in management positions in the private and public sectors (the "Participation Act") obliges the company to promote women. On the one hand, it prescribes a quota of at least 30% women in the supervisory boards of listed companies that are fully subject to the German Codetermination Act; on the other hand, it regulates the naming of binding targets and deadlines for the board of management and the two executive levels below the board of management. The German Works Constitution Act also urges management and employees to agree on measures designed to ensure gender equality.

As long as women are underrepresented in the various levels of management or at the company, this means that measures for the advancement of women are necessary. This advancement always takes place at Daimler free of any discrimination. At Daimler AG, no instructions are issued that specifically give women priority when positions have to be occupied. However, the target corridors defined in the agreement with the General Works Council can ultimately only be achieved when all decision makers keep an eye on them when making decisions on positions to be occupied. This is assisted by our targeted guideline of an internal commitment to promote women to management positions. This refers to targets to be strived for, which do not aim at specific persons or functions. They are merely formulated at the top management level as objectives, the implementation of which has a corresponding impact on variable remuneration at those levels. Along with all other business targets set forth in executives' target agreements, it is legitimate and necessary also to include the target of promoting women.

The Global Diversity Office is an integral element of our human-resources strategy and is a center of competence with responsibility for diversity management. As numerous studies prove that companies with a significant proportion of female employees and executives enjoy above-average success, the advancement of women is a key area for action of our diversity strategy. The tasks of the Global Diversity Office also include other areas such as generation management and work culture. Furthermore, the Global Diversity Office creates platforms for an exchange of opinions and experience across the Group's divisions, hierarchies and

networks. We are convinced that our employees' various perspectives, capabilities and experience increase our innovative strength and overall performance. By means of consistent diversity management, the Global Diversity Office therefore makes a significant contribution to our corporate success.

Contracts for work and services and outsourcing of work

Contracts for work and services are an especially important instrument for businesses in Germany. The question of which services are outsourced and what is done in-house is a core business decision. In connection with contracts for work and services, we place orders for those services that are not part of our core business or which specialists can perform more efficiently than we can.

In October 2013, we defined social principles for our suppliers that are active on our plant premises and established a team of experts that has since then reviewed such contracting companies for example in terms of how labor contracts and remuneration are regulated in practice. With our standards, we go far beyond existing legal and contractual regulations; to this extent, Daimler has assumed a pioneering role in the German economy.

Insofar as the services company ISS Automotive Services GmbH is referred to here, since January 1, 2007, this company has typically performed services that are not part of the core business of Daimler AG or its subsidiaries. ISS Automotive Services GmbH solely has contractual relations with Daimler AG, it is not part of the Daimler Group, so we will not comment publicly on it.

Export of military trucks

For Daimler, the export of products in a correct manner and in conformance with the law has always been a fundamental principle of responsible business. Daimler has comprehensively regulated the issue of export controls in a Group guideline in order to effectively counteract the risk of violating export-control law. We fundamentally adhere to the strict legal restrictions for supplying military goods. We also take into consideration the German federal government's assessment of the political situation in the respective countries. We only apply for export permits when we have positive advance information. In this context, we point out that the German government applies strict standards when deciding on export permits, and accordingly does not grant any export permits for supplying military vehicles to crisis areas or war zones.

Furthermore, we have introduced internal processes for government and government-related transactions that include our own critical review. In some cases, this results in doing without transactions that could actually be performed in conformance with the law.

Daimler does produce military trucks, but they are without weapons. Possible armored versions serve to protect the occupants and are therefore neither aggressive nor offensive.

Environmental destruction by Daimler's business partner Petronas in South Sudan

We take very seriously the accusations of environmental pollution and violations of human rights that have been made against the companies and consortia in South Sudan in which

Petronas is involved. Sustainability and integrity are integral components of our corporate culture. When selecting our direct business partners, we take care that they adhere to the law and follow our ethical principles.

The fact is that Daimler did not cause the situation in South Sudan and neither do we have any direct influence on preventing it. However, since hearing these accusations, we have brought our influence to bear and have initiated a continuous dialog process with all parties involved. The goal of this dialog is to forcefully express the expectations we place in all involved parties regarding behavior compatible with sustainability and the improvement of drinking water in the region.

Petronas has assured us that it will hold direct discussions with the involved and responsible parties in the region, will cooperate in clarifying the causal relations and responsibilities, and will take any required steps to improve the situation in South Sudan. According to Petronas, this process has been enormously impeded and delayed by the situation of civil war in South Sudan and the resulting need to evacuate the site of the companies in which Petronas holds shareholdings in December 2013. Whether and when the political situation in the region of civil war will allow a return to the site is not yet foreseeable.

Stuttgart, March 2016
Daimler AG