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## **The strategic cooperation between Daimler and the Renault-Nissan alliance forms agreement with Ford to accelerate commercialization of fuel cell electric vehicle technology**

- **Daimler AG, Ford Motor Company and Nissan Motor Co., Ltd. have signed a unique three-way agreement for the joint development of common fuel cell system to speed up availability of zero-emission technology and significantly reduce investment costs**
- **Collaboration expected to lead to launch of world's first affordable, mass-market fuel cell electric vehicles as early as 2017**
- **Unique collaboration across three continents and three companies will help define global specifications and component standards**
- **Sends clear signal to suppliers, policymakers and the industry to encourage the further development of hydrogen infrastructure worldwide**

Stuttgart, Germany - Daimler AG, Ford Motor Company and Nissan Motor Co., Ltd. have signed a unique three-way agreement to accelerate the commercialization of fuel cell electric vehicle (FCEV) technology.

The goal of the collaboration is to jointly develop a common fuel cell electric vehicle system while reducing investment costs associated with the engineering of the technology. Each company will invest equally towards the project. The strategy to maximize design commonality, leverage volume and derive efficiencies through

economies of scale will help to launch the world's first affordable, mass-market FCEVs as early as 2017.

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Together, Daimler, Ford and Nissan have more than 60 years of cumulative experience developing FCEVs. Their FCEVs have logged more than 10 million km in test drives around the world in customers' hands and as part of demonstration projects in diverse conditions. The partners plan to develop a common fuel cell stack and fuel cell system that can be used by each company in the launch of highly differentiated, separately branded FCEVs, which produce no CO<sub>2</sub> emissions while driving.

The collaboration sends a clear signal to suppliers, policymakers and the industry to encourage further development of hydrogen refueling stations and other infrastructure necessary to allow the vehicles to be mass-marketed.

Powered by electricity generated from hydrogen and oxygen, FCEVs emit only water while driving. FCEVs are considered complementary to today's battery-electric vehicles and will help expand the range of zero-emission transportation options available to consumers.

"Fuel cell electric vehicles are the obvious next step to complement today's battery electric vehicles as our industry embraces more sustainable transportation," said Mitsuhiro Yamashita, Member of the Board of Directors and Executive Vice President of Nissan Motor Co., Ltd., supervising Research and Development. "We look forward to a

future where we can answer many customer needs by adding FCEVs on top of battery EVs within the zero-emission lineup.”

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“We are convinced that fuel cell vehicles will play a central role for zero-emission mobility in the future. Thanks to the high commitment of all three partners we can put fuel cell e-mobility on a broader basis. This means with this cooperation we will make this technology available for many customers around the globe”, said Prof. Thomas Weber, Member of the Board of Management of Daimler AG, Group Research & Mercedes-Benz Cars Development.

“Working together will significantly help speed this technology to market at a more affordable cost to our customers,” said Raj Nair, group vice president, Global Product Development, Ford Motor Company. “We will all benefit from this relationship as the resulting solution will be better than any one company working alone.”

Engineering work on both the fuel cell stack and the fuel cell system will be done jointly by the three companies at several locations around the world. The partners are also studying the joint development of other FCEV components to generate even further synergies.

The unique collaboration across three continents and three companies will help define global specifications and component standards, an important prerequisite for achieving higher economies of scale.

## **How a fuel cell electric vehicle works**

Like today's battery-electric vehicles, FCEVs are more efficient than conventional cars and diversify energy sources beyond petroleum.

The electricity for an FCEV is produced on board the vehicle in the fuel cell stack where it is generated following an electro-chemical reaction between hydrogen - stored in a purpose-designed, high-pressure tank in the car - and oxygen from the air. The only by-products are water vapor and heat.

This document contains forward-looking statements that reflect our current views about future events. The words "anticipate," "assume," "believe," "estimate," "expect," "intend," "may," "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 worsening of the sovereign-debt crisis in the euro zone; a deterioration of our funding possibilities on the credit and financial markets; events of force majeure including natural disasters, acts of terrorism, political unrest, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates; a shift in consumer preference towards smaller, lower margin vehicles; or a possible lack of acceptance of our products or services which limits our ability to achieve prices as well as to adequately utilize our production capacities; price increases in fuel or raw materials; disruption of production due to shortages of materials, labor 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 of companies in which we hold a significant equity interest, most notably EADS; 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 and the conclusion of pending or threatened future legal proceedings; and other risks and uncertainties, some of which we describe under the heading "Risk Report" in Daimler's most recent Annual Report. If any of these risks and uncertainties materialize, or if the assumptions underlying any of our forward-looking statements prove incorrect, then our 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. Any forward-looking statement speaks only as of the date on which it is made.

Further Investor Relations information on Daimler is available on the Internet via <http://www.daimler.com/investors> and on handhels via <http://www.daimler.mobi/ir>.

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