Daimler Trucks & Buses e-Mobility

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<table>
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<tr>
<th>Common beliefs...</th>
<th>...and how we view it!</th>
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<tr>
<td>e-Mobility is purely driven by regulatory push ...</td>
<td>... while selected use cases provide customers with TCO benefits</td>
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<td>e-Trucks only fit for short-haul use cases ...</td>
<td>... while longhaul offers the economically more attractive use cases</td>
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<td>e-Mobility will only cannibalize our Diesel sales ...</td>
<td>... whereas if we go in decisively we can increase our market share</td>
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<td>e-Mobility is a powertrain challenge only ...</td>
<td>... while EV technology requires overall system or sub-system integration</td>
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<td>e-Vehicles are just another variant ...</td>
<td>... while it actually needs to be combined with a compelling ecosystem offering</td>
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The question is not if, but when e-mobility will become part of our core business...

... through Legislation

... through TCO

... through Incentives (e.g. toll)
e-Mobility offers huge opportunities and confronts us with a lot of VUCA

- **Customers**: Which customers will achieve a TCO advantage over diesel?
- **External environment**: Who will be our future suppliers? Who will be our future cooperation partners?
- **Technology**: What should be our future core competencies?
- **Business case**: How to achieve an attractive overall profitability?
- **Additional products & services**: What ecosystem offerings do we need?
As a leader in the truck and bus industry we have what it takes

To become the **undisputed global #1 in e-mobility**
by helping our **customers** achieve an economically **beneficial TCO**
and realize the transport sector's **CO₂ targets**
Our combined global strength is our competitive advantage...

- Extensive truck know-how
- Global presence
- Reputation as a reliable, trustworthy partner
- Sheer size and resources
...enabling the roll-out and scaling of our electric program world-wide
Our strategy is built on a customer-focused and global approach

Gaining knowledge **jointly** with our customers

Core competencies along e-value chain

Dedicated resources to built up **profitable e-mobility business**

Roll-out with focus on **best TCO use cases**

Offering end-to-end **solutions and support**

Leveraging **Global Platforms** for best product and best cost solution
E-Mobility Group (EMG) as a dedicated organization in a "best of both worlds" approach

EMG is capturing 'best of both worlds'
Disclaimer

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