Our strategy @ Daimler Trucks

CUSTOMER FOCUS

Innovation Leadership

Global Market Presence

Global Platforms

efficient & electric
safe & automated
reliable & connected

COMPANY CULTURE
Now focus on these two pillars:
We develop leading technology in a very efficient way
Start with an update on Innovation Leadership – topic #1: fuel efficiency
Fuel efficiency addresses a big part of Total Cost of Ownership

Overview of Total Cost of Ownership (NAFTA view)
(exact figures vary by region and market segment)

- Fuel: ~21%
- Acquisition: ~32%
- Others: ~35%
- Driver: ~12%

Source: American Transport Research Institute, 2016
We won’t stop here and strive for making our trucks even more fuel efficient.
Innovation Leadership – topic #2: electric

CUSTOMER FOCUS

COMPANY CULTURE

Global Platforms

Global Market Presence

Innovation Leadership

efficient & electric
safe & automated
reliable & connected

electric
We are pioneering electric trucks and buses for many years

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/2010</td>
<td>FUSO eCanter fleet tests</td>
</tr>
<tr>
<td>07/2016</td>
<td>Mercedes-Benz eActros &amp; FUSO eCanter premiere</td>
</tr>
<tr>
<td>09/2017</td>
<td>FUSO eCanter market launch</td>
</tr>
<tr>
<td>10/2017</td>
<td>Thomas Built Buses Jouley premiere</td>
</tr>
<tr>
<td>02/2018</td>
<td>Mercedes-Benz electric Citaro premiere</td>
</tr>
<tr>
<td>03/2018</td>
<td></td>
</tr>
</tbody>
</table>

- **FUSO eCanter** prototype
- **Mercedes-Benz eActros** technology concept
- **FUSO eCanter** start of production
- **New brand E-FUSO** and heavy-duty e-truck Vision One
- **Mercedes-Benz eActros** innovation fleet model
Four vehicles ready to increase quality of life in urban areas
Innovation Leadership – topic #3: safe

CUSTOMER FOCUS

Global Platforms

Global Market Presence

Innovation Leadership

COMPANY CULTURE

safe

efficient & electric

safe & automated

reliable & connected
There are many „firsts“ on our record

- Anti-Lock Brake System (ABS) § mandatory since 1991
- Anti Slip Control (ASR)
- Brake Assist
- Roll Control Assist
- Proximity Control Assist
- Lane Keeping Assist
- Stability control Assist § mandatory since 1/2014
- Hill Holder
- Active Brake Assist
- Basic variant: Active Brake Assist § mandatory as of 11/2015
- ABA2
- ABA3
- ABA4
- AEBS/LDWS
- Attention Assist
- Proximity Control Assist with Stop & Go
- Sideguard Assist
With the roll-out of leading safety systems in all regions we take full advantage of our global platforms

Active Brake Assist 4

Sideguard Assist

soon
Evolution of assistance systems leads to topic #4: automated
We’re pioneering automated trucking for many years

- Mercedes-Benz Future Truck 2025
- Freightliner Inspiration Truck
- Test license for German autobahn
- Automated snow clearance
- Platooning trials in entire triad
How far have we come on the roadmap towards fully automated driving?

- **LEVEL 0**: Driver
- **LEVEL 1**: Function-specific automation
- **LEVEL 2**: Partial automation
- **LEVEL 3**: Conditional automation
- **LEVEL 4**: High automation
- **LEVEL 5**: Full automation

**FUTURE**
Automated Truck R&D Center opening in Portland

- Pioneering automated driving
- Global R&D network
  - US, Europe, Asia
- Global modular technology platform across brands
- Synergies with Daimler car technology
- Defining the future of transportation

Daimler AG

Daimler Trucks Capital Market Day 2018 | Portland, OR, USA
Innovation Leadership – topic #5: reliable

CUSTOMER FOCUS

Global Platforms
Global Market Presence

Innovation Leadership

reliable
efficient & electric
safe & automated
reliable & connected

COMPANY CULTURE
Reliability has always been a priority for us
Innovation Leadership – topic #6: connected

CUSTOMER FOCUS

Global Platforms

Global Market Presence

Innovation Leadership

connected
efficient & electric
safe & automated
reliable & connected

COMPANY CULTURE
Today Daimler trucks are online in every region ...
... with real benefits for our customers to optimize uptime ...
... and for ourselves to optimize our products ...
... while using our Truck Data Center as global connectivity hub
Brings me to second pillar: global platforms
Our R&D network: >5,000 employees connect to one global brain
Our global platform roll-out has come far
Global platforms are a great competitive advantage – they achieve several goals at the same time:

**Speed of Innovation**
- Global platforms enable fast rollout of innovations

**Economies of Scale**
- Global platforms can secure pass-car-like volumes.

**R&D Efficiency**
- Common base development in an efficient R&D network.
Bottom line: We develop leading technology in a very efficient way – today and tomorrow, in all regions and for all brands
Disclaimer

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “can,” “could,” “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 deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, acts of terrorism, political unrest, armed conflicts, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates; a shift in consumer preferences towards smaller, lower-margin vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases for 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 for companies in which we hold a significant equity interest; 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 government investigations or of investigations requested by governments and the conclusion of pending or threatened future legal proceedings; and other risks and uncertainties, some of which we describe under the heading “Risk and Opportunity Report” in the current Annual Report. If any of these risks and uncertainties materializes or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the 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 since they are based solely on the circumstances at the date of publication.