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Daimler Trucks Capital Market Day 2018
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Daimler Trucks & Buses e-Mobility



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e-Mobility Core Beliefs

Common beliefs...

...and how we view it!



e-Mobility is purely driven by regulatory push ...

... while selected use cases provide customers with TCO benefits



e-Trucks only fit for short-haul use cases ...

...while longhaul offers the economically more attractive use cases



e-Mobility will only cannibalize our Diesel sales ...

... whereas if we go in decisively we can increase our market share



e-Mobility is a powertrain challenge only ...

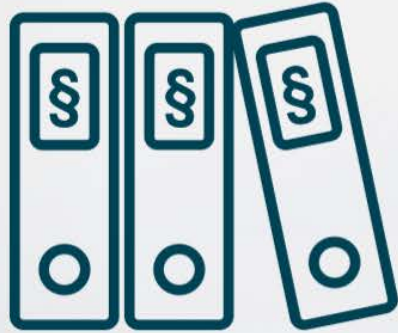
... while EV technology requires overall system or sub-system integration



e-Vehicles are just another variant ...

... while it actually needs to be combined with a compelling ecosystem offering

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)

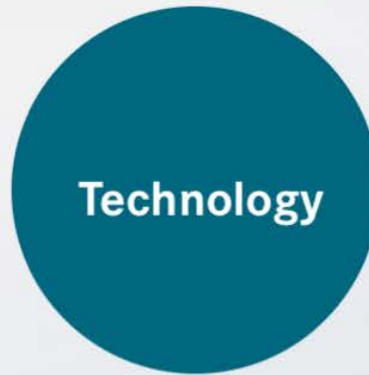
e-Mobility offers huge opportunities and confronts us with a lot of VUCA



Which customers will achieve a TCO advantage over diesel?



Who will be our future suppliers? Who will be our future cooperation partners?



What should be our future core competencies?



How to achieve an attractive overall profitability?



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...



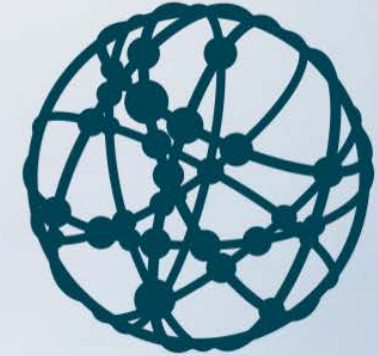
Extensive truck
know-how



Global presence

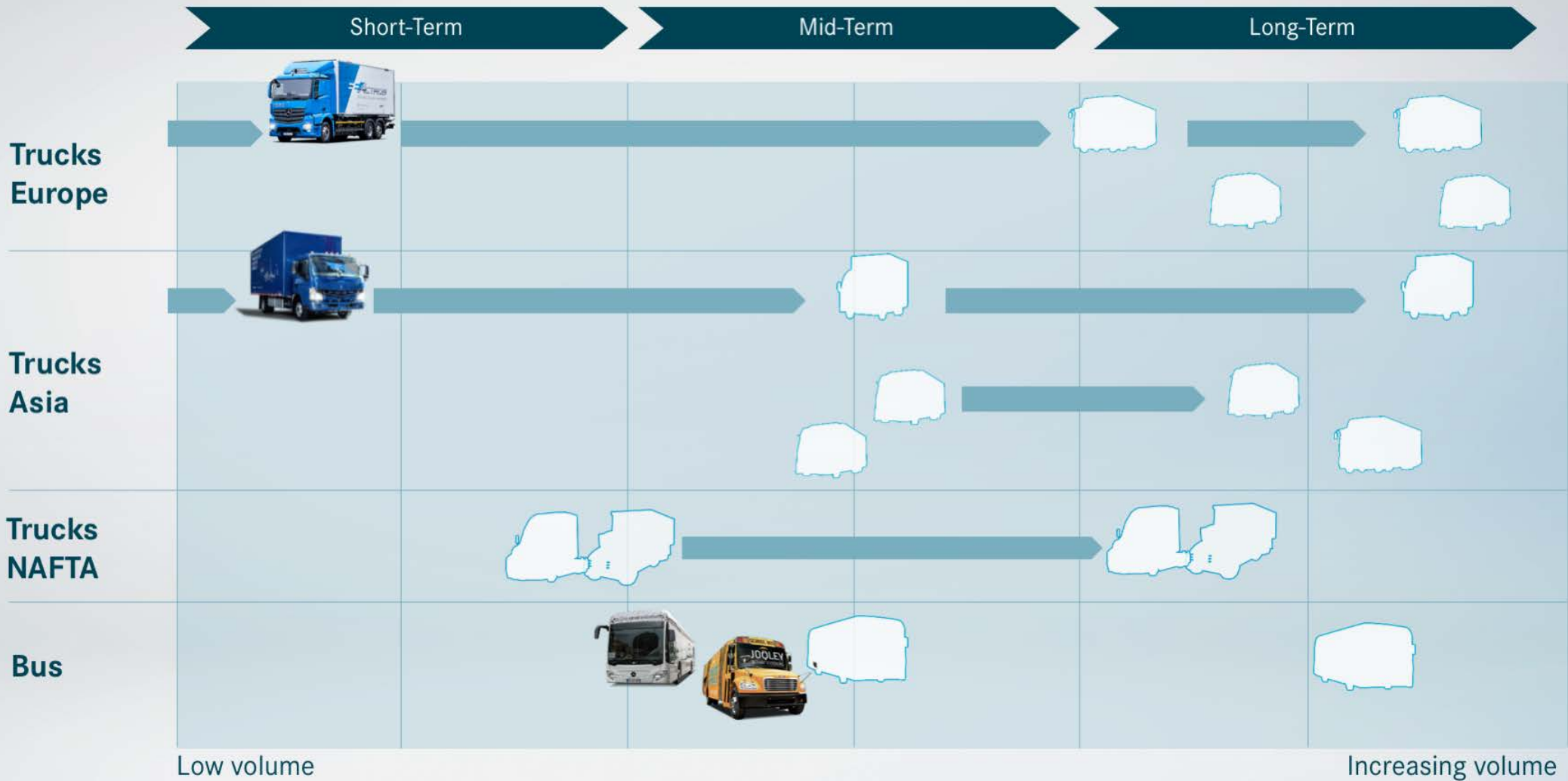


Reputation as a
reliable, trustworthy
partner



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



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.