

# DAIMLER

## Daimler Trucks Capital Market Day 2018

Portland, USA – June 6, 2018



# DAIMLER

## Daimler Trucks & Buses Strategy



**Martin Daum**

Member of the Board of  
Management Daimler AG  
Head of Daimler Trucks &  
Buses

Welcome



Our Vision:  
Be the Undisputed Leader of the Truck & Bus World

**OUR  
STRENGTHS**

**INNOVATION DNA  
GLOBAL MINDSET  
LEVERAGING PLATFORMS**

# Solid strategic foundation for continuous confidence & success!



Our Mission: Make our customers more successful



# Our Mission: Make our customers more successful

## Best-in-class products in all regions



## Customer experience as differentiator



Service and Parts Network



Continuous Process Improvement



Customer-focused product development

## Services beyond the hardware



Extended Warranty & Service Products



Connectivity & Uptime



End-to-End Support & Consulting

Measurable Benefits



Ease of Doing Business



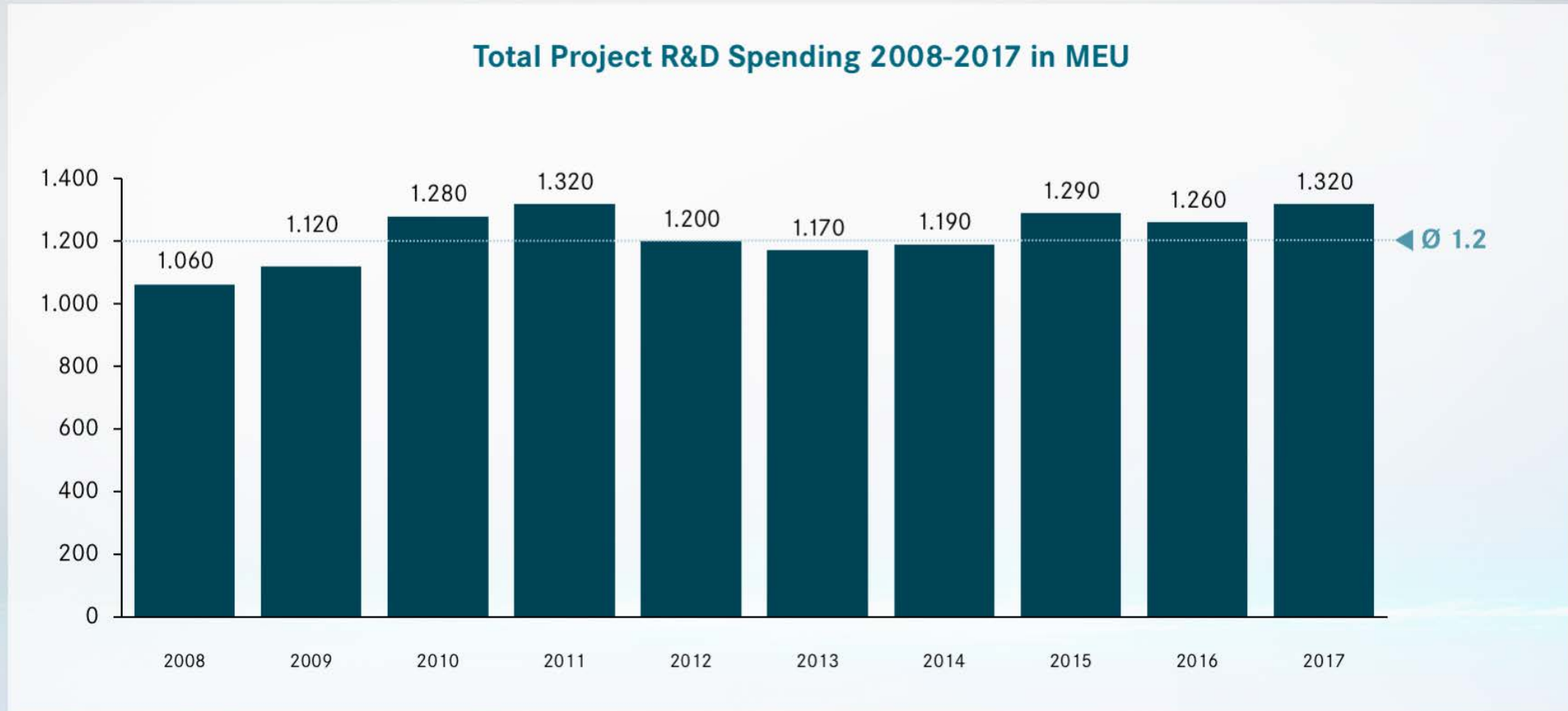
Trusted Partner

We have a History and a Future of Innovation





We continuously invest in our products and have kept our R&D spending high! **~ 12 billion over 10 years!**



And we will continue the investment story in 2018 and 2019

**Total R&D investment**  
(2018-2019)



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**> 2.5 bn €**

**Investment in Connectivity, Automated, Electric**  
(2018-2019)



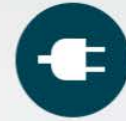
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**> 500 mn €**

# CA(S)E: Since the Capital Market Day in 2017...



Connectivity



Electric



Automated



Gain Headline



Gain Knowledge



Gain Business

TRUCKCONNECT  
MB Uptime  DETROIT CONNECT  
FLEET BOARD

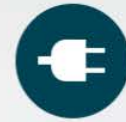
Images of electric buses and a blue electric truck.

Images of automated trucks, including a platoon of trucks labeled "Platooning" and three icons labeled "Active Safety".

... we have made a lot of progress and there is more to come



Connectivity



Electric



Automated



Gain Headline



Gain Knowledge



Gain Business

TRUCKCONNECT  
MB Uptime  DETROIT CONNECT  
FLEET BOARD

Images of various electric vehicles including a yellow school bus, a blue van, a blue truck, and a white bus.

Images of automated trucks, including a platoon of trucks labeled "Platooning" and three icons labeled "Active Safety".

# Different animals, same gene pool: global platforms make everyone better!

Economies of scale for lower cost and faster time to market

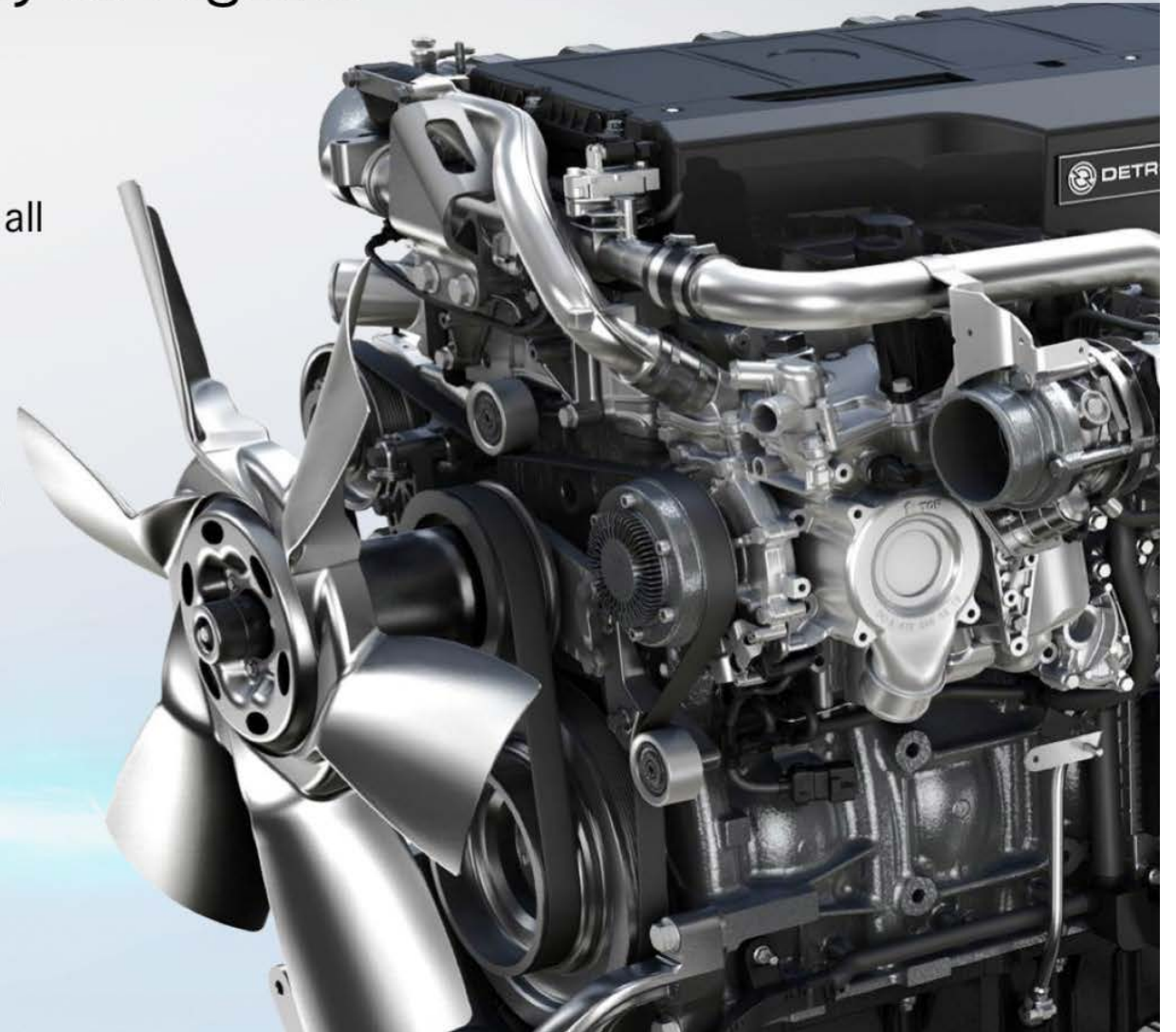
Designed to meet local customer requirements



Enabler of new technologies across all brands

# Heavy Duty Engine Platform – A truly global platform shared by all regions

- First global engine platform fully rolled-out in all triade markets
- Fuel Economy and Performance Champion
- Most robust design and stable engine system
- Undisputed market leadership (US market)
- Next HDEP generation in the pipeline

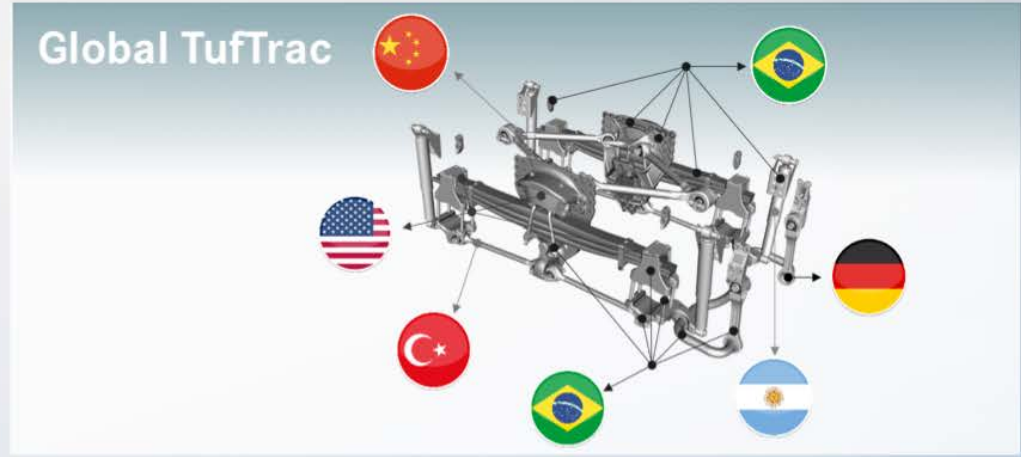


# We are leveraging our global synergies in distinct engineering fields

Active Safety



Global TufTrac



Truck Data Center



Global Production



# We continue to grow and strengthen our position in our core markets

**#1 NAFTA**



FREIGHTLINER  
Thomas  
BUILT BUSES  
WESTERN STAR

**#1 EU 30**



**#3 JAPAN**



**#2 BRAZIL**



**#4 INDIA**





# NAFTA



**39.8%**

Record market share 2017



**46,000**

Orders for new Cascadia



**52%**

Increase in incoming orders



BRAZIL



**Accelo**

Market launch in 2017



**Actros**

+50% sales in 2017



**27.6%**

Market share 2017



JAPAN



# FUSO Super Great

Launched in 2017



Input from 1,000 customers during development phase



**19.6%**

Market share 2017



# INDIA



**9.1%**

Market share 2017



**60,000 trucks**

Made in India for India



**5 years**

BharatBenz



# EUROPE



**-3%**

Actros fuel consumption



**Arocs**

Expanded & updated portfolio

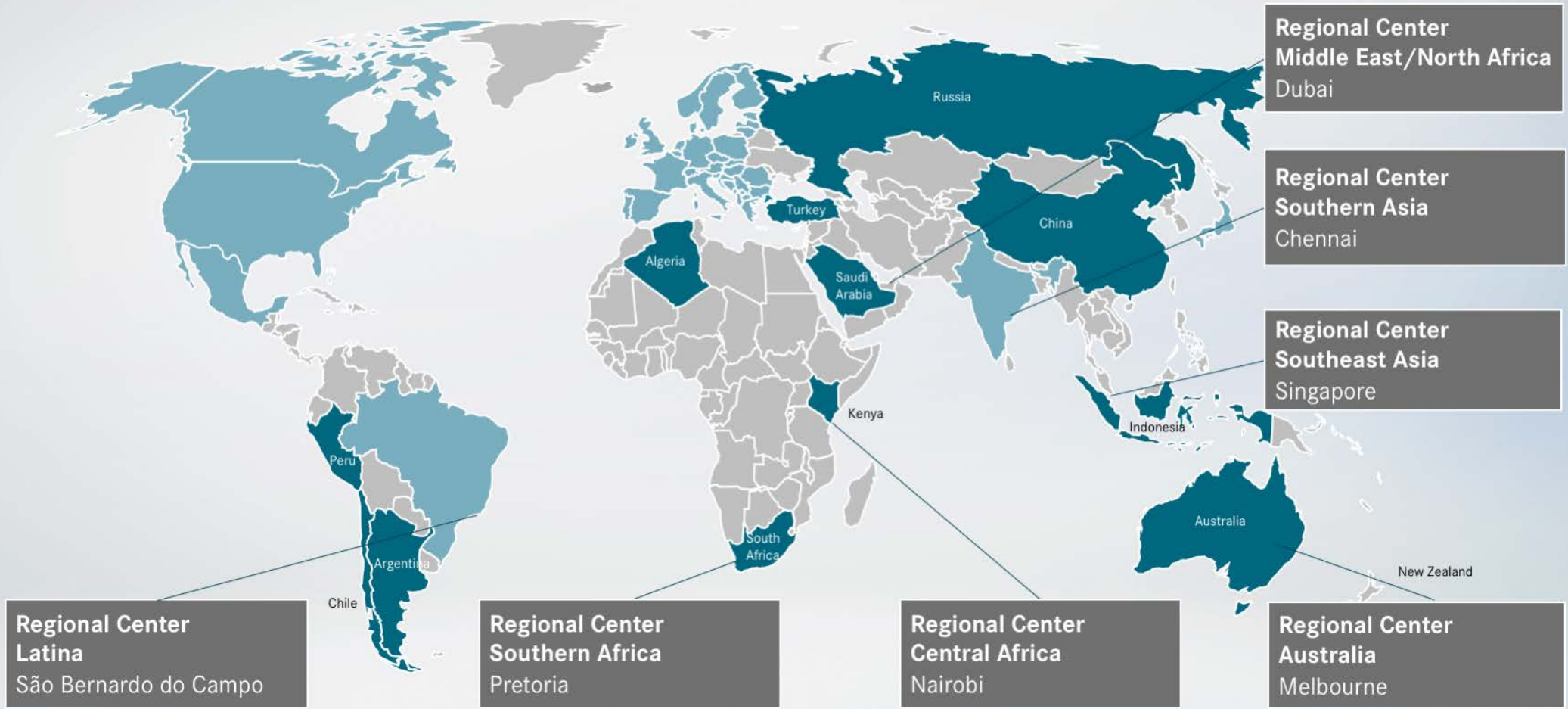


**21.0%**

Market share 2017



# We have a strong global presence beyond our core markets



# CHINA: We are well prepared to tap into the biggest market

**Biggest market** of commercial vehicles and promising **growth perspective**.



## Product Launches 2017



EST-A



EST



ETX



GTL

**Strong, committed partnership with Foton**



Market **shifting** towards **premium segment** and **new technologies**.



Our Joint venture BFDA delivers **strong sales**. Over **100k** trucks **sold** in 2017.



Our success is rooted in a strong and evolving culture







**Efficient**

**Successful**



**& Agile**

**through same spirit!**

Our Ambition: Be the undisputed leader in the truck industry  
achieving 8% Return on Sales sustainably over the cycle

8%

+

Over the Cycle

+

Including all Investments in  
Future Technologies

# Our top priorities to achieve our profitability targets



Offer best in class products

→ drive cost & quality leadership in Europe



Pioneer new technologies

→ focus on gaining business jointly with our customer



Leverage global synergies

→ continue roll-out of platforms and global network



Be dominant player in all core markets

→ shift Brazil and India into profitability



Entrepreneurial spirit

→ drive continuous improvement and excellence

# 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.