

Address by the Chairman of the Board of Management,

Ola Källenius,

at the Extraordinary General Meeting of Daimler AG

Stuttgart, October 1, 2021

Check against delivery!

- Dear shareholders, we just saw it: over 135 years.
An impressive history.
- But this history is not the result of a sense of tradition. On the contrary: Our success comes from a relentless spirit of innovation. A better future through better technology. That is our approach.
- The courage to break new ground is what distinguishes this company. From the very beginning. It is an integral part of our identity. That will always be the case.
- But the pace of change is accelerating.
And we're the ones pushing the pace:
- We are convinced:
 - The most desirable electric luxury sedan today is a Mercedes.
 - The aerodynamics world champion:
a Mercedes.
 - The first highly automated production car:
a Mercedes.
 - The truck with the most innovative assistance systems:
a Mercedes.
 - The first electric bus with a solid-state battery:
a Mercedes.
- We are driving the change. And we have so much more planned. That's why we're here together. We are taking the next step today.
- Daimler turns into two companies - strong and independent. Cars and vans on the one hand, trucks and buses on the other. In this context, we intend to list Daimler Truck on the stock exchange.
- We have examined and prepared this step thoroughly. We are convinced: It makes sense. It creates added value for all sides - especially for you, our shareholders.
- What do we expect from this in concrete terms?

- We can focus more strongly on the respective customer needs.
 - We can tackle the specific challenges of transformation in an even more focused way.
 - We are gaining speed, flexibility and innovative strength.
 - We strengthen entrepreneurial freedom.
 - We ensure clear responsibilities and decision-making structures.
 - We can exploit technology and growth opportunities in an even more targeted manner.
 - We safeguard existing jobs - and create new ones.
 - We can enter into partnerships in a more targeted way.
 - We offer a clear profile for investors.
 - And we increase the value of the company.
- It's all for the good of your business. It is also in the interest of our customers and our employees. They, too, will benefit from stronger companies.
 - It is right to carry out this realignment now: self-determined and from a position of strength. We are thus unleashing the full potential of both companies. We can establish two undisputed innovation leaders. They will set the pace in both industries.
 - Different customers, different business model, different framework conditions: Trucks and cars are two completely different businesses.
 - There are also significant technological differences. For passenger cars, the focus is on the battery. When it comes to trucks, fuel cells also play an important role.
 - For all these reasons, several paths lead us into the future.
That is what today is all about.
 - Martin Daum will now present to you what Daimler Truck's path looks like.

- Thank you very much, Martin. Daimler Truck is entering a new era.
As an independent company. With more speed, flexibility and entrepreneurial freedom.
- But a new chapter is also beginning for Mercedes-Benz.
With full focus, we can make even better use of the opportunities of change.
- The starting position is good. We have the strongest product portfolio ever.
And it is becoming increasingly electric.
- This year alone, we have presented four new electric models.
 - At the beginning of the year came the EQA.
The new entry into the world of Mercedes-EQ.
 - In April, we introduced our EQB. It offers space for up to seven passengers.
This is not the only reason why the EQB is an exception in the compact segment.
 - With our EQS, we have entered a new era. This car is a statement: for emission-free driving and automotive luxury.
- At the IAA, we upped the ante. For example, the new EQE. We have brought the car for you. The EQE combines the stylish design of a sedan with sporty dynamics.
- The EQE has a range of up to 660 kilometers - absolute top in the segment. 250 kilometers can be charged in less than 15 minutes. The interior space is also impressive.
- Many of the things that make the EQS revolutionary can also be found in the EQE. From the MBUX Hyperscreen to the latest assistance systems and automatic doors. The car will arrive at the dealers in the spring.
- At the IAA, we also showed: We are strengthening all our brands with new products.
- The AMG version of the EQS redefines performance.
- And the Concept EQG proves: Off-road capability and sustainability are not mutually exclusive. The new definition of our icon is supposed to go into series production in 2024.
- The demand for our products is excellent.

- However, we cannot serve all customers in a timely manner right now. The reason for this is the bottlenecks in semiconductors. This affects the entire industry.
- We are working with our partners to normalize the situation.
- But the semiconductor shortage will still be felt next year.
- We do everything we can to keep the waiting time for our customers as short as possible. And the financial consequences for the company.
- We have already become much more resilient financially. We are continuing on this path.
- Because cost discipline is even more important in the transformation. Mercedes-Benz is expected to achieve double-digit margins also in an electric world. We want to continue to grow profitably.
- Then we can focus on our most important task: to build the most desirable cars in the world.
- This car is a good example. The *Concept Mercedes-Maybach EQS* is a preview of the first electric production model from Mercedes-Maybach.
- The design is futuristic. The interior promises luxurious travel at the highest level. Our *Concept Mercedes-Maybach EQS* is also further evidence of our realigned strategy.
- Mercedes-Benz has a clear course: We are a car manufacturer. And we are proud of it.
- Our place is at the upper end of the market. Mercedes-Benz is a luxury brand.
- We use this position and our technological strength to increase the value of the company.
- Our strategy is based on six pillars. We are making good progress with all of them.
- One of the most important building blocks for our future is leadership in e-mobility.
- We have already clearly positioned ourselves in 2019: Mercedes-Benz is becoming CO₂-neutral. By 2039 at the latest. More than a decade earlier than required by the Paris Climate Agreement.
- Now it is time to accelerate significantly once again: with even faster electrification of our products.

- The main markets are heading in this direction. The turnaround is getting closer, especially in the luxury segment. That's why we set the course for an even faster transformation in July.
- So far, electric cars and plug-in hybrids should account for 25 percent of our sales in 2025. Our new target is up to 50 percent. That is extremely demanding.
- By the end of the decade, we will be ready to transition fully. Where the market allows, we will go 100 percent electric.
- With this strategic step, we have made concrete decisions in all areas. They show that we are serious. We have a comprehensive plan.
- As early as next year, we will offer electric options in all our segments.
- In 2025, there will be an electric alternative for every model. We are launching three all-electric architectures. From then on, all new architectures will be electric.
- We are ramping up the production of battery cells. We are building eight cell factories worldwide. In Europe, we are joining forces with the company ACC. Together we are building a European champion.
- We are also preparing our passenger car production for the manufacturing of electric cars. We will also produce sustainable cars in a sustainable manner. By 2022, we will convert all Mercedes-Benz AG plants to CO₂-neutral production.
- However, the transformation of our company is not just about new products and production lines. It starts much earlier – with ourselves.
- The transformation of Mercedes-Benz will only succeed if we also transform ourselves as a team.
- In 2020 alone, we trained around 20,000 colleagues in Germany on electromobility. I know that our engineers are passionate about technical progress.
- We are developing new competencies. For example, in the development of our future operating system MB.OS. We are adding up to 3,000 new people to our team. 1,000 of these jobs will be created in Germany. Because software is also a central part of our strategy.
- Of course, the transformation also involves difficult decisions. We need structures that are future-proof.

- I am deeply convinced of this: Decarbonization and digitization are leading to the good and secure jobs of tomorrow.
- I think it's becoming clear that we are taking an offensive approach to the transformation. We are changing - in all areas. At all levels. With the greatest motivation.
- When I started at Daimler in the early 1990s, automated driving, zero-emission and fully connected vehicles were just visions. Today, all this is reality.
- And we will see much bigger changes still to come. We see many new opportunities in this. We want to take advantage of them.
- This is the attitude I hope the future German federal government will adopt. This applies to any possible coalition. We need effective climate protection and a strong economy. A signal of departure.
- For the future of Daimler it is clear: Trucks and cars address different requirements. They have different technological solutions. And they serve different target groups - on the customer and on the investor side.
- The goal unites us: sustainable vehicles and an increase in the value of the company. The ways to get there take different routes. That's why it's right to give both companies more autonomy today.
- Let's approach the future the way our company's history began. With the courage to break new ground. That's what we do best.
- For people around the world this star is so much more than the logo of a successful company. This star reaches not only the minds. It reaches the hearts. It creates trust. Our most valuable asset.
- People see in our star the most innovative technology and the greatest safety. The best cars and commercial vehicles in the world. A goal worth working for. The relentless pursuit of progress and renewal.
- The star is a promise. And it is our aspiration to deliver on this promise time and again and better and better.

- This star will shine twice in the future -
and brighter than ever before.
- Thank you very much!

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