

**Speech by the Chairman of the Supervisory Board**

**Dr. Bernd Pischetsrieder**

**at the Extraordinary General Meeting of Daimler AG**

**Stuttgart, October 1, 2021**

**Check against delivery!**

- Dear Shareholders,  
dear Shareholder Representatives,  
Ladies and Gentlemen!
- After the retirement of Dr. Manfred Bischoff, the Supervisory Board elected me on March 31, 2021 as its new Chairman.
- I am grateful for the trust placed in me.
- The members of the Supervisory Board want to promote as well as demand the transformation of the company. As Chairman of the Body, I would like to set the appropriate impulses in these times of great change, but also to serve as a mediator and facilitator.
- The transformation will only be successful if the stakeholders and employees pursue a common goal: a successful and profitable future for this great company also in the long term.
- After my long-standing activity on the Supervisory Board, it is now my honor to be able to contribute even more strongly towards this vision in my new function.
- Ladies and Gentlemen, today, the Shareholders' Meeting will be deciding on a historic step for our company and for you as shareholders.
- The Board of Management is about to present and justify in detail the planned fundamental change in the group structure, our Project Focus.
- Ola Källenius and Martin Daum will present the advantages, which the Board of Management and the company are expecting from Project Focus. Harald Wilhelm will then elaborate on the Spin-off and Hive-down Agreement.
- At this point, I would like to make clear that after comprehensive and critical evaluation, the Supervisory Board unrestrictedly supports the Board of Management proposal for the implementation of Project Focus. The Supervisory Board was closely involved in the undertaking from the start.
- The entire Board and its Committees have dealt intensively and critically with the company's reorganization, and also made use of the support of external experts.

- One important milestone was the Supervisory Board resolution from February 3, 2021, with which the Board approved the evaluation of a Spin-Off of the Truck and Bus business in the course of the transfer of the majority interest of Daimler Truck to the Daimler shareholders, and the start of the preparations for an independent public listing of Daimler Truck. In this regard, special attention was also given to the establishment of an independent management function for Daimler Truck Holding AG.
- In the months that followed, the Supervisory Board was informed on Project Focus in great detail on a continuous basis. The members of the Supervisory Board have consistently accompanied the project constructively and in a spirit of critical scrutiny.
- The expertise and experience of individual Supervisory Board members who have already dealt successfully with similar projects proved to be particularly helpful.
- Ladies and Gentlemen, this again demonstrates the strength and effectiveness of our diverse and extraordinarily competent Supervisory Body.
- After careful deliberation of all advantages and disadvantages, in its meeting on July 30, 2021 the Supervisory Board finally gave the green light for the historic reorganization of the company.
- That is why the Supervisory Board now joins the Board of Management in proposing that this Shareholders' Meeting approve the separation of the commercial vehicles business.
- In the opinion of the Supervisory Board, the strategic rationale for justifying the planned reorganization is valid and sound. With it, we will improve the chances for actively designing the ongoing transformation in both industrial lines of business.
- Ladies and Gentlemen, the Spin-Off will enable the two independent companies to concentrate more strongly on their different customers and to become even more highly performing and sustainable as a result.
- For you, the shareholders, this offers the opportunity to profit from the expected long-term increase in the value of both companies.
- Ola Källenius and Martin Daum will give now further details on the great potential inherent in the reorganization and outline how the paths of Mercedes-Benz and Daimler Truck will look like going forward.