EXTRAORDINARY GENERAL MEETING

Agenda

- **Item 1**: Resolution on the approval of the Spin-Off and Hive-Down Agreement between Daimler AG and Daimler Truck Holding AG

- **Item 2**: Resolution on the amendment of the Company's name and on the amendment of Article 1 (§ 1) of the Articles of Incorporation (Name, Registered Office)

- **Item 3**: Resolution on elections to the Supervisory Board
PROJECT FOCUS
It is our conviction: **independent management and governance** will enable both businesses to win the transformation.

With independence comes ultimate **customer dedication** and even **more entrepreneurial responsibility**.

**Daimler Truck** will gain **full entrepreneurial freedom**, an **independent corporate-governance** structure with an **independent chairman**.

The best ingredients we can imagine to **foster value creation** for Daimler AG shareholders and to **unlock the full potential** of the two companies.
PROJECT FOCUS
We want to create two independent businesses with maximum focus
### PROJECT FOCUS

**Different businesses deserve the freedom to focus on their specific customers**

<table>
<thead>
<tr>
<th></th>
<th><strong>Passenger cars</strong></th>
<th><strong>Commercial vehicles</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>“First move the world”</strong></td>
<td><strong>First move the world”</strong></td>
<td>„For all who keep the world moving“</td>
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<tr>
<td><strong>Product:</strong></td>
<td>Luxury experience</td>
<td>Investment good</td>
</tr>
<tr>
<td><strong>Customers:</strong></td>
<td>Mainly private (B2C)</td>
<td>Mainly business (B2B)</td>
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<tr>
<td><strong>Target:</strong></td>
<td>Turn modern luxury into profitable growth</td>
<td>Turn global scale into profit</td>
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<tr>
<td><strong>Transformation:</strong></td>
<td>Focus on battery electric vehicles &amp; car software</td>
<td>Battery, fuel cell, software customer solutions</td>
</tr>
</tbody>
</table>
Separate listing of Daimler Truck

Distribution of majority of Daimler Truck to existing Daimler AG shareholders

2:1 allocation ratio - shareholders of Daimler AG will receive one registered share of the newly created Daimler Truck Holding AG for every two registered shares of Daimler AG

Daimler AG relinquishes control over Daimler Truck but intends to retain a minority shareholding

No additional investment needed from shareholders

* Daimler AG intends to transfer a 5.0% interest in Daimler Truck Holding AG as collateral assets to Daimler Pension Trust e.V., which will hold the shares in trust for Daimler AG and Mercedes-Benz AG, respectively.
## True independent governance of Daimler Truck

- Spin-off of Significant Majority Stake
  - Daimler with minority stake (at equity) and de-consolidating Daimler Truck
- Independent Governance
  - Daimler supervisory board representation in line with intended deconsolidation
  - Independent chairman
  - 8* independent shareholder representatives

## Attractive financial profiles for both companies

- Strong Capital Structures
- Both Daimler Truck and Mercedes-Benz with strong net liquidity position
- Ambitious Financial Targets
- Separation will enable realization of full profit potential

## Prime Standard listing for Daimler Truck

- DAX Company
- Daimler Truck Holding AG to be listed in Frankfurt
- Company expected to qualify for the DAX
- Listing Timing
- Listing targeted by year-end 2021

* Renata Jungo Brüngger & Harald Wilhelm are Members of the Board of Management of Daimler AG and Mercedes-Benz AG
PROJECT FOCUS
Listing of Daimler Truck Holding AG is planned to be complete by year-end 2021
PROJECT FOCUS
Our intention is to create value

Customers
We want to increase our competitiveness through an even sharper focus. Our customers will gain solutions tailored to their specific needs.

People
We want to take advantage of growth opportunities – with our people, and for our people. Our goal: safe, attractive jobs in the long term.

Shareholders
We want to establish two undisputed innovation leaders. Our shareholders will profit from the value crystallization.

Partners
We want to set the pace in both industries – with strong technological partnerships to jointly accelerate technological progress.

Society
Economic success is the prerequisite to achieve our societal responsibility and our environmental commitment.
Supervisory Boards
SUPERVISORY BOARDS

Diversity profile of Supervisory Board members of Daimler AG* and designated Supervisory Board members of Daimler Truck Holding AG

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<tr>
<th></th>
<th>Daimler AG</th>
<th>Daimler Truck Holding AG</th>
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<tbody>
<tr>
<td>Gender</td>
<td>30% women</td>
<td>30% women</td>
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<tr>
<td>Age</td>
<td>47-73</td>
<td>55-69</td>
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<tr>
<td>Internationality</td>
<td>50% non-German</td>
<td>80% non-German</td>
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<tr>
<td>Independence</td>
<td>100% independent</td>
<td>80%** independent</td>
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* after election of the two proposed candidates  ** Renata Jungo Brüngger & Harald Wilhelm are Members of the Board of Management of Daimler AG and Mercedes-Benz AG

Referring to the shareholder representatives of the supervisory boards
SUPERVISORY BOARD DAIMLER AG
New candidates with experience in corporate transformation, digitalization, interaction with global markets and ESG

Prof. Dr. Helene Svahn
Professor in Nanobiotechnology at the Royal Institute of Technology, Stockholm, Sweden

Experience
Transformational experience, International automotive market experience, International management experience, Technical experience, ESG & Social Compliance

Gender
Female

Age
47

Internationality
Swedish

Independence
YES

Other mandates*
1 (Axel Johnson International AB; not listed)

* Member of any other legally mandatory supervisory boards and comparable supervisory bodies
SUPERVISORY BOARD DAIMLER AG

New candidates with experience in corporate transformation, digitalization, interaction with global markets and ESG

Olaf Koch
Partner und Managing Director Zintinus GmbH, Berlin, Germany

Experience
Long year CEO experience, Transformational experience, broad M&A expertise, International automotive market experience, Financial expertise, IT experience (software, networks), ESG & Social Compliance

Gender
Male

Age
51

Internationality
German

Independence
YES

Other mandates*
0

* Member of any other legally mandatory supervisory boards and comparable supervisory bodies
## SUPERVISORY BOARD DAIMLER AG

Staggered terms of shareholder representatives with a four-year term for members elected as of the Annual General Meeting 2021

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- Year of election
- Year of termination
- EGM (Extraordinary General Meeting) election

Joe Kaeser resigns earlier from his mandate by the end of the EGM on Oct 1, 2021.

Marie Wieck resigns earlier from her mandate by the end of the EGM on Oct 1, 2021.
Strategy
Our way forward
SUSTAINABILITY
An integral part of our divisional business strategies

AMBITION 2039
• Fully committed to Paris Climate Agreement; Ambition 2039 is our roadmap to get there.
• Involvement in inter-company initiatives aiming for CO2 neutrality ten years earlier than Paris.
• Politics has to ensure that these goals can be achieved – infrastructure, green electricity, charging stations and distribution networks.

- Mercedes-Benz AG Strategy
  We aim to achieve CO2 neutrality for our new car and van fleet by 2039.

- Daimler Truck AG Strategy
  Goal of offering only new vehicles that are CO2-neutral in driving operation (tank-to-wheel) in Europe, Japan, and North America by 2039.

- Daimler Mobility AG Strategy
  Globally CO2-neutral locations and administration by 2022.

We are striving for a CO2-neutral production in all our plants and business divisions by 2039.
SUSTAINABILITY
Sustainable value for all stakeholder groups

6 ACTION FIELDS
3 ENABLER

- Human Rights
- Climate Protection & Air Quality
- Resource Conservation
- Data Responsibility
- Traffic Safety
- Livable Cities

+ Integrity + People + Partnerships
Our strategy is guided by international frameworks, our corporate values and integrity.

We embedded the **Sustainable Development Goals** in our strategy concentrating on the areas where we can create the most value added.

We use comprehensive **reporting frameworks** to provide transparent and comparable information on our strategy and activities.

**SUSTAINABILITY**

Clear objectives, comprehensive disclosure and guided by international frameworks
**MERCEDES-BENZ CARS**

The pre-eminent luxury car business

| Leading automotive luxury brand | Global “pure play” OEM with unique brand recognition  
“Ambition 2039” amplifying clear commitment to Sustainability as strategic priority  
Attractive captive financial services business supporting sales |
| Win in a transforming environment | Leading player in electric drive, car software (MBUX, MBOS)  
Automated driving: Dedicated partnership with NVIDIA  
Leaner and faster to pursue dedicated car strategy  
More agile to embrace change and partners |
| Focus on profitable growth | Focus on luxury experience and key regions  
Focus on efficiency measures to improve industrial footprint and fixed costs  
Strong balance sheet, robust liquidity |
**MERCEDES-BENZ CARS**

**We will build the world’s most desirable cars**

<table>
<thead>
<tr>
<th>Think</th>
<th>Focus</th>
<th>Expand</th>
<th>Embrace</th>
<th>Lead</th>
<th>Lower</th>
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<tr>
<td>and act like a luxury brand</td>
<td>on profitable growth</td>
<td>customer base by growing sub-brands</td>
<td>customers and grow recurrent revenues</td>
<td>in electric drive and car software</td>
<td>cost base and improve industrial footprint</td>
</tr>
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</table>

Driven by a highly qualified and motivated team

Sustainability, integrity, and diversity as our foundation
Our ambition:

carbon-neutrality by 2039

It’s our ambition to drive the plug-in hybrid & BEV share up to 50% in 2025. By the end of the decade, we will be ready to go all-electric.
Global market presence with **market-leading brands** in triad markets

**Ready to seize opportunities** in emerging markets

Leverage **existing global platforms** to turn scale into profit

**DAIMLER TRUCK**

**Unlocking the full potential**

<table>
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<th>Global #1 CV player</th>
</tr>
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<table>
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<tr>
<th>Lead in industry transformation</th>
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</table>

Powertrain: **technological lead** (TCO) and **strong partnerships** (Fuel Cell)

Automated driving: **Dual track strategy** with Torc Robotics & Waymo

**Optimize product and service portfolio**, streamline industrial footprint

<table>
<thead>
<tr>
<th>Realize profit potential</th>
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**Europe**: Execution of the **initiated restructuring**

**DTNA**: Expansion of the **leading market position and profitability**

Benefit from **scale and strong partners to amortize tech investment**
WE WILL RAMP DOWN CURRENT ICE POWERTRAIN
Manage the ICE ramp-down while staying technology competitive

WE ARE COMMITTED TO BOTH BEV & HYDROGEN SOLUTIONS
BEV and FCEV are complementary and both will be needed

WE WILL MOVE RAPIDLY TO WIN THE PROPULSION TECHNOLOGY RACE
We have the right levers to accelerate ZEV

DAIMLER TRUCK
Convictions driving our propulsion system strategy
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, pandemics, 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, customs and foreign trade provisions; 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 governmental investigations or of investigations requested by governments and the outcome of pending or threatened future legal proceedings; and other risks and uncertainties, some of which are described under the heading “Risk and Opportunity Report” in the current Annual Report or in the Interim 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.