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This disclaimer also applies to the Daimler Truck Strategy Day video presentations and to any question and answer session in connection with the Daimler Truck Strategy Day.
AGENDA

- **INTRODUCTION**  TRANSFORMING DAIMLER
- **DAIMLER TRUCK**  UNLOCKING THE POTENTIAL
- **FINANCIALS**  DELIVERING ON OUR AMBITIONS
- **NORTH AMERICA**  FROM STRONG TO STRONGER
- **MERCEDES-BENZ**  REBUILDING PROFITABILITY
- **TRUCKS ASIA**  OPPORTUNITY AND GROWTH
- **TECHNOLOGY**  LEADING THE WAY TO ZERO EMISSIONS
- **Q&A**
INTRODUCTION
TRANSFORMING DAIMLER
Ola Källenius
SEPARATION OF DAIMLER INTO TWO PURE-PLAY COMPANIES
Driving value creation, greater focus and financial discipline

Schematic representation
ON TRACK WITH TRANSACTIONAL AND OPERATIONAL SEPARATION
Significant progress made towards expected timeline

| TRUE INDEPENDENT GOVERNANCE OF DAIMLER TRUCK | ATTRACTIVE FINANCIAL PROFILES FOR BOTH COMPANIES | PRIME LISTING FOR DAIMLER TRUCK |
| SPIN-OFF OF SIGNIFICANT MAJORITY STAKE | STRONG CAPITAL STRUCTURES | FRANKFURT LISTING TARGETED END 2021 |
| INDEPENDENT GOVERNANCE | AMBITIOUS FINANCIAL TARGETS | DAX QUALIFICATION EXPECTED |
DAIMLER TRUCK
UNLOCKING THE
POTENTIAL
Martin Daum
**TIME TO UNLOCK THE POTENTIAL**  
Targeting higher financial performance as an independent company

**OUR STRENGTHS**
- True global No.1
- Unmatched scale
- Powerful brands
- Technology leader
- North American powerhouse

**OUR CHALLENGES**
- Leveraging scale
- Regional inconsistency
- Profitability in Europe
- Performance in Asia
- Losses in Brazil

**OUR OPPORTUNITY**
- New regional structure
- Target regional profit benchmarks
- ‘Pull’ synergies
- Deploy ZEV tech globally
- Grow profitability via mix, technology and services

**REVENUE SHARE 2019**

<table>
<thead>
<tr>
<th>Region</th>
<th>Revenue Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS</td>
<td>~10%</td>
</tr>
<tr>
<td>ASIA</td>
<td>~14%</td>
</tr>
<tr>
<td>MB TRUCK</td>
<td>~34%</td>
</tr>
<tr>
<td>NORTH AMERICA</td>
<td>~42%</td>
</tr>
</tbody>
</table>

*before eliminations

**EVERY REGION MUST DELIVER**
OUR MISSION AS AN INDEPENDENT COMPANY IS CLEAR

RESET PROFITABILITY

LEAD THE WAY TO ZERO EMISSIONS

IN PURSUIT OF PROFIT AND TECHNOLOGY LEADERSHIP
RESET PROFITABILITY

Willing to take the hard decisions to create value for shareholders

OUR STRATEGIC FINANCIAL GOALS

- Target Regional Profit Benchmarks
- Focus on Highest Return Segments
- Lower Breakeven to Manage Cyclicality
- Systematic Lowering of Fixed and Variable Cost
- Grow Services and Recurring Revenues
- No Excuses: Every Region Must Deliver
LEAD THE WAY TO ZERO EMISSIONS
We are going ‘all in’ on zero-emission trucks to achieve technology leadership

OUR STRATEGIC TECHNOLOGY GOALS

- TECHNOLOGY PATH SET TO GET TO ZERO EMISSIONS
- BUSINESS ROADMAP FOR ZEV IN PLACE
- AMBITIOUS COST TARGETS FOR ZEV & TCO PARITY
- IN-HOUSE TECH DEVELOPMENT AND RESOURCES PUSH
- DEDICATED BEV TRUCK - MULTIPLE USE CASES
- FCEV FOR RAPID FUELING AND LONG HAUL
INFRASTRUCTURE REQUIRES A DUAL ZERO-EMISSION STRATEGY

Battery electric and fuel-cell electric – both technologies needed

REVERSED SCALING EFFECTS

LEVERAGING EXISTING ENERGY CAPACITIES
PLANNED HUB CHARGING
BEV: Easier to scale initially

REFUELING EFFICIENCY AND H2 PRODUCTION
FLEXIBLE ON-DEMAND
FCEV: Works at scale with infrastructure
DEDICATED LEADERSHIP TO UNLOCK THE POTENTIAL

The Future Daimler Truck Management Team

KARIN RÅDSTRÖM
Head of Europe & Latin America

HARTMUT SCHICK
Head of Asia

JOHN O’LEARY
Head of North America

STEPHAN UNGER
Head of Financial Services

ANDREAS GORBACH
CTO

JÜRGEN HARTWIG
Head of Human Resources

JOCHEN GOETZ
CFO

MARTIN DAUM
CEO
FINANCIALS
DELIVERING ON OUR
AMBICTIONS

Jochen Goetz
DAIMLER TRUCK: THE STARTING POINT
Financial performance needs improvement

THE CHALLENGE: COST COMPETITIVENESS

▸ Global EBIT margin not competitive
▸ Profit leader in North America but problems in Europe, Brazil & Asia
▸ Greater volatility due to high fixed costs
▸ Essential to raise returns and generate shareholder value

OUR AMBITION: TARGET THE BENCHMARK

Benchmark

<table>
<thead>
<tr>
<th>Year</th>
<th>Daimler Truck RoS</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>~7%</td>
<td>~10-11%</td>
</tr>
<tr>
<td>2019</td>
<td>6%</td>
<td>~11-12%</td>
</tr>
<tr>
<td>2020</td>
<td>~2%</td>
<td>~7-8%</td>
</tr>
<tr>
<td>2021</td>
<td>6-7%</td>
<td>~10-11%</td>
</tr>
</tbody>
</table>
PROGRESS IN 2020 – BUT NOT ENOUGH
Learn from 2020; make savings permanent; push further

FIXED COST REDUCTION

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTUALS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-15%</td>
</tr>
</tbody>
</table>

-15% BY 2025

STRUCTURAL ACTIONS

- Personnel cost reduction target for Mercedes-Benz of €300M by 2022
- Process streamlining and complexity reduction
- Sustainable implementation of COVID-19 learnings
- Reduced external spending
SMARTER CAPITAL ALLOCATION ESSENTIAL
Greater focus on our most profitable segments and regions

LOWER CAPEX AND R&D
-15% BY 2025

ACTUALS

IMPROVE FOOTPRINT

▸ Focus on heavy duty in main regions
▸ Manage portfolio actively to focus and reduce complexity
▸ Reduce spending on ICE powertrain
▸ Standardize global EV architectures
▸ Implement absolute € budgets year by year for Capex and R&D (not % of sales targets)

Note: DT R&D capitalization policy results in very low net P&L uplift
GROW SERVICES AND RAISE PROFITABILITY
Leverage technology to grow recurring revenues and reduce cyclicality

<table>
<thead>
<tr>
<th>SERVICES TODAY</th>
<th>SERVICES 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>~30%</td>
<td>~50%</td>
</tr>
<tr>
<td>~30% of Daimler Truck revenues</td>
<td>~50% of Daimler Truck revenues</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Financial</th>
<th>Digital</th>
<th>Electric</th>
<th>Autonomous</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spare parts</td>
<td>Financing &amp; Leasing</td>
<td>HMI</td>
<td>Battery management</td>
<td>L4 chassis</td>
</tr>
<tr>
<td>Reman</td>
<td>Insurance</td>
<td>xOTA</td>
<td>Consulting</td>
<td>Virtual driver</td>
</tr>
<tr>
<td>Dynamic service contracts</td>
<td>Rental</td>
<td>MB uptime</td>
<td>Charge management</td>
<td>Infrastructure</td>
</tr>
<tr>
<td>On-site maintenance</td>
<td>Dynamic lease</td>
<td>Track &amp; trace</td>
<td>Infrastructure</td>
<td>Battery 2(^{nd}) life</td>
</tr>
<tr>
<td>24h guarantee</td>
<td>Dynamic insurance</td>
<td>Fleet Management</td>
<td>Hub operation</td>
<td>Hub operation</td>
</tr>
</tbody>
</table>
NO EXCUSES: EVERY REGION AND UNIT MUST DELIVER
Systematic focus on financial performance across the five reporting segments

<table>
<thead>
<tr>
<th>Region</th>
<th>Target</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trucks North America</td>
<td>~42%</td>
<td>204k*</td>
</tr>
<tr>
<td>Mercedes-Benz Trucks</td>
<td>~34%</td>
<td>138k*</td>
</tr>
<tr>
<td>Trucks Asia</td>
<td>~14%</td>
<td>150k*</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>~10%</td>
<td>33k*</td>
</tr>
<tr>
<td>Financial Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Maintain Double-Digit**
- **Dramatically Improve**
- **Maximize Potential**
- **Profit Pool Focus**
- **High ROE Business**

*2019 figures, revenue share (industrial, before eliminations), excluding China JV volumes*
## OUR 2025 FINANCIAL AMBITIONS FOR DAIMLER TRUCK
Unlock potential; manage cyclicality; fully reward shareholders

<table>
<thead>
<tr>
<th>MARKET ENVIRONMENT</th>
<th>FIXED COST</th>
<th>CAPEX / R&amp;D</th>
<th>PROFITABILITY</th>
<th>CASH CONVERSION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-15% VS. 2019</td>
<td>-15% VS. 2019</td>
<td>6 - 7%</td>
<td>0.8 - 1.0X</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8 - 9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&gt;10%</td>
<td></td>
</tr>
</tbody>
</table>

Full financial targets and guidance to be provided ahead of listing

Industrial only, excludes Daimler Financial Services
TRUCKS NORTH AMERICA
FROM STRONG TO STRONGER

John O’Leary
UNPARALLELED STRENGTH: THE NORTH AMERICAN SUCCESS STORY
Winning with a sophisticated and demanding customer base

KEY SUCCESS FACTORS THAT WILL CONTINUE TO MAKE US STRONG IN THE FUTURE

- Industry-leading, continuously updated technology
- Best-in-class production footprint
- World-class dealer network
- Uncompromised customer focus

On-Highway
- Large/Mega Fleets: #1 / 58%
- Small Fleets: #1 / 33%
- Vocational: #2 / 28%
BEHIND THE RESULTS, HARD WORK
Targeted, rigorously executed measures for sustained high performance

INDUSTRY-LEADING MARGINS...
DOUBLE-DIGIT PROFITABILITY

...DRIVEN BY INTENSE FOCUS ON PERFORMANCE

▸ Continued focus on TECHNOLOGY LEADERSHIP
▸ Non-negotiable CUSTOMER FOCUS
▸ Highest focus on rigorous COST MANAGEMENT
▸ CASH-FOCUSED business model
▸ Best-in-class OPERATIONS AND FLEXIBLE production
▸ Insatiable DRIVE FOR IMPROVEMENT
HOW WE WILL CONTINUE TO WIN
New opportunities, new profit pools and relentless execution

VOCATIONAL STRATEGY
BOOSTING FUTURE GROWTH
- New dedicated platform 49X
- Overall market: 130k
- Our current share: 28%
- Dedicated organization to fight for #1

AFTERMARKET
FULL RANGE OF SERVICES
- 24hrs customer turnaround
- Strong Aftermarket network
- Increased focus on new service offerings and digital portfolio

TECHNOLOGY PUSH
EXPAND LEADERSHIP POSITION
- Accelerate ZEV strategy
- Drive industry towards zero emission trucking
- Industry-leading safety technology
MERCEDES-BENZ
REBUILDING PROFITABILITY
Karin Rådström
EUROPEAN PERFORMANCE UNACCEPTABLE
Mercedes-Benz was once the benchmark

2012 | 2019
---|---
23 | 20

MARKET SHARE [%]

2019 last representative year

THE CHALLENGES: LACK OF CUSTOMER FOCUS AND COST COMPETITIVENESS

Results of a benchmark study 2020
NEW CUSTOMER-FOCUSED STRATEGY
We need to raise our game to win back customer trust

PRODUCT
- Involve customers in R&D process
- Focus on TCO improvements

SALES
- Integrated offering of our portfolio
- Improve support for frontline
- Extend training and digitalization

SERVICES
- Strengthen service network
- Optimize spare parts availability
ACCELERATED PERFORMANCE INITIATIVES
Systematic plan to drive a European profit turnaround

TURNAROUND OBJECTIVE: DRAMATIC EBIT IMPROVEMENT

PERFORMANCE MANAGEMENT
- Multiple previous initiatives now in one program
- Program management: >6,000 cost items targeted
- Direct steering by Head of Mercedes-Benz Trucks

PERFORMANCE TARGETS
- Fixed cost reduction targeting regional benchmark
- €300M personnel cost program on track
- New manufacturing performance plan initiated
BRAZIL: INTENSE RECOVERY PROGRAM
Comprehensive restructuring and product cost actions underway

THE CHALLENGE
- Market volume decline from peak
- Severe currency depreciation
- High dependency on imported parts

OUR PLAN
- Reduce FX exposure: localize and exports
- Stringent fixed cost reduction
- White collar headcount down 10%

PROGRESS
- New localized Actros with higher margins
- Strong traction as force in extra-heavy
- Cost reduction accelerating
MERCEDES-BENZ TRUCKS: REBUILDING PROFITABILITY

▸ NEW PERSPECTIVES
▸ REVISED STRATEGY
▸ TARGET BENCHMARK IN EUROPE
▸ FIX BRAZIL
▸ INTENSIFIED COST MANAGEMENT
▸ INTENSE CUSTOMER FOCUS
TRUCKS ASIA
OPPORTUNITY AND GROWTH
Hartmut Schick
DAIMLER TRUCK IN ASIA: OPPORTUNITY AND GROWTH
Strong technology, low cost production, clear growth potential

<table>
<thead>
<tr>
<th>Country</th>
<th>Units</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>42k</td>
<td>Margin Stability</td>
</tr>
<tr>
<td>Indonesia</td>
<td>39k</td>
<td>High ROIC Growth</td>
</tr>
<tr>
<td>China</td>
<td>82k (JV)</td>
<td>High Potential</td>
</tr>
<tr>
<td>India</td>
<td>14k</td>
<td>Local Technology Leader</td>
</tr>
</tbody>
</table>

Figures refer to 2019
FUSO: MAXIMIZING THE POTENTIAL
Stable core business; high ROIC Asian operations; electric leader

JAPAN
MAXIMIZE THE POTENTIAL
- Stable margins
- Very strong service revenues
- Reduced structural cost
- HD Fuel efficiency leader

INDONESIA & OTHER
HIGH ROIC OPERATIONS
- Indonesian market leader
- Near 50% SoM
- Efficient JV structure
- Strong growth potential

ELECTRIC LEADER
PIONEERING EV TECHNOLOGY
- 1st mover advantage
- Advanced battery/drivetrain
- 3rd Gen eCanter 2022
- Leverage technology globally
LEVERAGING ASIAN FOOTPRINT TO GROW IN ‘NEXT30’ COUNTRIES
Pursuing profitable growth in new markets

- India: export and low cost, high value service hub
- China: leverage industry-leading supplier network
- Leverage full Daimler Truck portfolio for best local customer-fit
- Focus resources on high potential markets
- Double digit growth planned for next decade
SET UP FOR SUCCESS IN CHINA
The time has come for 1

st

fully localized world-class Mercedes-Benz technology in China

▸ SoP Q4 2022 with very high localization
▸ World-class quality and fuel efficiency
▸ Massive cost reduction
▸ More competitive pricing

GROWTH OPPORTUNITY
INCREASED SIZE OF OUR TARGET SEGMENT

ADVANCED TRUCK SEGMENT

2020 2030

▸ Tighter emission standards
▸ Higher safety standards
▸ Focus on fuel economy
▸ Focus on quality

THE PATH AHEAD
NEW GAME-CHANGER FOR GROWTH

~2%

~20%
TECHNOLOGY
LEADING THE WAY TO ZERO EMISSIONS

Andreas Gorbach
TECHNOLOGY WILL DRIVE OUR CUSTOMERS’ FUTURE SUCCESS
Maximizing return on truck investment

KEY TECHNOLOGIES

PROPULSION SYSTEM
OPERATING SYSTEM/AUTONOMOUS

VEHICLE & SERVICES

VEHICLE
SERVICES/DIGITIZATION
CONVICTIONS DRIVING OUR PROPULSION SYSTEM STRATEGY

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
ICE RAMPDOWN: ACTIVELY MANAGING THE END OF AN ERA
Partnering, scaling and ramp down of investment

<table>
<thead>
<tr>
<th>OUR STRATEGIC LEVERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PARTNERING STAGE 1:</strong> initiated for <strong>MEDIUM DUTY</strong> engines with Cummins</td>
</tr>
<tr>
<td><strong>PARTNERING STAGE 2:</strong> actively seeking partners to share <strong>HEAVY DUTY</strong> development costs of EURVII et al.</td>
</tr>
</tbody>
</table>

| TRANSITION TO ZEV WITHIN NEXT 10-15 YEARS |
| DIFFERENCES BY USE CASE, DISTANCE AND VEHICLE CLASS |
| REGULATIONS DIFFERING BY REGION |
| INFRASTRUCTURE AT EARLY STAGE |

**TRANSITIONING:**
significantly reduce ICE spending;
vast majority of R&D spending to be ZEV-focused by 2025
THE TRANSITION TO ZEV
High potential variability in timing – but we are ready for any outcome

DT KEY 2030 ASSUMPTIONS
- Governmental support incl. carbon pricing & infrastructure
- Zero emission PT cost driven down further
- H2 cost €4/kg, with infrastructure buildout
- Electricity cost: €0.15/kwh

TCO OUTCOMES
- Parity for BEV possible after 2025
- Parity for FCEV possible after 2027
- Significant variations likely by region
ZEV TECHNOLOGY: BOTH BEV AND HYDROGEN WILL BE NEEDED

Three key factors drive our dual strategy:

**COST PER RANGE:**

- **BEV** (cell volume)
- **FCEV** (tank size)

**RANGE**

- 300km
- 700km

**ENERGY DENSITY/CHARGING:**

- **FCEV** BEATS **BEV**
- **IN CHARGING, RANGE**
- **AND PAYLOAD AT HIGH RANGE**

**GLOBAL ENERGY ECOSYSTEM:**

- **WILL BE ESTABLISHED ANYWAY**

- **BOTH E-GRID AND H2 ARE REQUIRED**
  - IN A CO₂-NEUTRAL SOCIETY - INDEPENDENT OF TRUCKING
WE WILL MOVE RAPIDLY TO WIN THE PROPULSION RACE
Committed to offering the strongest ZEV portfolio across all key segments and regions
BEV TECHNOLOGY – READY TO GO
New BEV trucks about to hit the market; next-gen technology will leap further

<table>
<thead>
<tr>
<th></th>
<th>CURRENT BEV</th>
<th>NEXT-GEN BEV</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RANGE</strong></td>
<td>500 km</td>
<td>800 km</td>
</tr>
<tr>
<td><strong>EFFICIENCY</strong></td>
<td>~1,3 kwh/km</td>
<td>~1,0 kwh/km</td>
</tr>
<tr>
<td><strong>VARIABLE COST</strong></td>
<td>~425kW</td>
<td>~700kW</td>
</tr>
<tr>
<td><strong>CHARGING</strong></td>
<td>425kW</td>
<td>~2MW</td>
</tr>
</tbody>
</table>

Targeted performance gains
ACCELERATING BEV TECHNOLOGY

Key announcements today

DAIMLER TRUCK E-DRIVE DEVELOPMENT

R&D IN-HOUSE EXPERTISE

Bringing eDrive technology know-how and development in-house

DAIMLER TRUCK BATTERY SYSTEM

NEW CATL – DT ENHANCED CELL PARTNERSHIP

Developing the world’s most sophisticated dedicated Truck cells

DAIMLER TRUCK RAPID CHARGING

DT CHARGING TECHNOLOGY WITH PARTNERS

Industry-leading charging technology infrastructure

DAIMLER TRUCK NEXT-GEN E-TRUCK

NEXT GEN ULTIMATE BEV TRUCK

Next eTruck generation to pursue ultimate performance ~800km BEV range
ANNOUNCING AN EXPANDED BATTERY PARTNERSHIP WITH CATL
Joint development of sophisticated truck-focused batteries and supply agreed beyond 2030

- CATL to supply batteries for Mercedes-Benz eActros LongHaul truck starting 2024
- Supply secured beyond 2030
- Truck dedicated: Superior ultra-long cycle life with fast-charging ability
- Joint design and development of next generation cell technology for the trucking industry
- Exploring future battery production concepts for Europe and North America
BUILDING HIGH-POWER CHARGING IN NORTH AMERICA AND EUROPE
Our plan: supporting customers and kick-starting charging infrastructure

NORTH AMERICA WITH POWER ELECTRONICS
EUROPE WITH SIEMENS AND ENGIE/EVBOX

- 350kW coverage across our key markets
- Daimler developed, intelligent charging management
- Onsite consulting, installation and support

DEVELOPING MEGAWATT CHARGING AND EXPLORING PUBLIC INFRASTRUCTURE SOLUTIONS
HYDROGEN AT THE CENTER OF OUR ZEV STRATEGY
GenH2 Truck with strong range and cost ambitions

<table>
<thead>
<tr>
<th>Feature</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>RANGE</td>
<td>~1200 km</td>
</tr>
<tr>
<td>PAYLOAD</td>
<td>24 t</td>
</tr>
<tr>
<td>REFUELING TIME</td>
<td>15 min</td>
</tr>
<tr>
<td>FC COST</td>
<td>today - 90%</td>
</tr>
<tr>
<td></td>
<td>2030</td>
</tr>
</tbody>
</table>
ACCELERATING FCEV TECHNOLOGY
Our key partnerships to deliver the future of hydrogen-powered transport

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<tr>
<td><strong>CELLCENTRIC</strong></td>
<td><strong>Linde Group</strong></td>
<td><strong>H2Accelerate</strong></td>
<td><strong>Shell</strong></td>
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<td>“Develop, produce and commercialize FC systems for HD trucks in JV with Volvo Group. Gigafactory planned to start in 2026”</td>
<td>“Jointly develop technology for liquid hydrogen refueling. First prototype station planned to go live in 2023”</td>
<td>“Expedite mass market adoption of fuel cell trucks in Europe along with Volvo Group, IVECO, OMV, and Shell”</td>
<td>“Accelerate hydrogen-based transportation in Europe and develop an open standard for refueling”</td>
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ANNOUNCING A EUROPEAN HYDROGEN CORRIDOR WITH SHELL
Kick-starting infrastructure with Rotterdam-Hamburg-Cologne

DAIMLER AND SHELL KICK-START H2 REVOLUTION

▸ Technical and development collaboration
▸ ~1,200km freight corridor in place by 2025
▸ Shell to build H2 stations along corridor
▸ Daimler Truck to supply H2 trucks
▸ ~150 H2 stations and ~5,000 H2 trucks by 2030
▸ Leveraging H2Accelerate and open for partners
TECHNOLOGY WILL DRIVE OUR CUSTOMERS’ FUTURE SUCCESS
Maximizing return on truck investment
OPERATING SYSTEM AT THE CORE OF THE VEHICLE
Software architecture as platform for our next generation trucks and service offerings

WHAT WE DO
- In-house development of core elements
- Fewer compute units and reduced layers
- Delinked software cycles

BENEFITS FOR CUSTOMERS
- Uptime: less and more efficient workshop visits driven by OTA
- Tailored digital service offering for our customers
- Seamless E2E integration

BENEFITS FOR US
- Drive service revenues and customer loyalty
- Leverage big data for improved customer understanding
- Faster development cycles

TRUCK OPERATING SYSTEM
- Advanced Assistance Systems
- Human-Machine Interface
- Powertrain
- Interior/Body Control
- Connectivity

MAJOR RELEASES: 2023 – 2025 – 2027
# Redundant Cascadia and Autonomous Driving Technology

Clear target: industry leading autonomous technology with our dual-track strategy

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<thead>
<tr>
<th>WHAT WE DO</th>
<th>BENEFITS FOR CLIENTS</th>
<th>BENEFITS FOR US</th>
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<tr>
<td>▶ Global partnership between industry leaders in trucking and in autonomous driving technology</td>
<td>▶ Waymo’s industry-leading autonomous driving technology available on a unique version of Freightliner Cascadia</td>
<td>▶ Strengthening of market position generating volume</td>
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<td>▶ Pioneer in heavy-duty autonomous technology focusing on trucks as independent subsidiary of Daimler Truck AG</td>
<td>▶ Torc’s virtual driver is optimized for the use case of hub to hub trucking and closely developed and tested with customers</td>
<td>▶ Laying the foundation for a new profit pool offering services beyond traditional scope of vehicle sales</td>
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**Two Pillar Strategy: Accelerate Technology and Provide Options to Customers**
OUR MISSION AS AN INDEPENDENT COMPANY IS CLEAR

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<tr>
<th>RESET PROFITABILITY</th>
<th>LEAD THE WAY TO ZERO EMISSIONS</th>
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<tr>
<td>▶ Intense focus on fixing Europe</td>
<td>▶ Seek cost and performance leadership</td>
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<tr>
<td>▶ Target profit benchmarks in each region</td>
<td>▶ Dual-track BEV and FCEV strategy</td>
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<tr>
<td>▶ No excuses: every region must deliver</td>
<td>▶ Refocusing of R&amp;D activities</td>
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<td>▶ Grow services rapidly</td>
<td>▶ Kick-start infrastructure</td>
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<td>▶ Commitment to strong shareholder returns</td>
<td>▶ Sundown ICE with partners</td>
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IN PURSUIT OF PROFIT AND TECHNOLOGY LEADERSHIP