

DAIMLER

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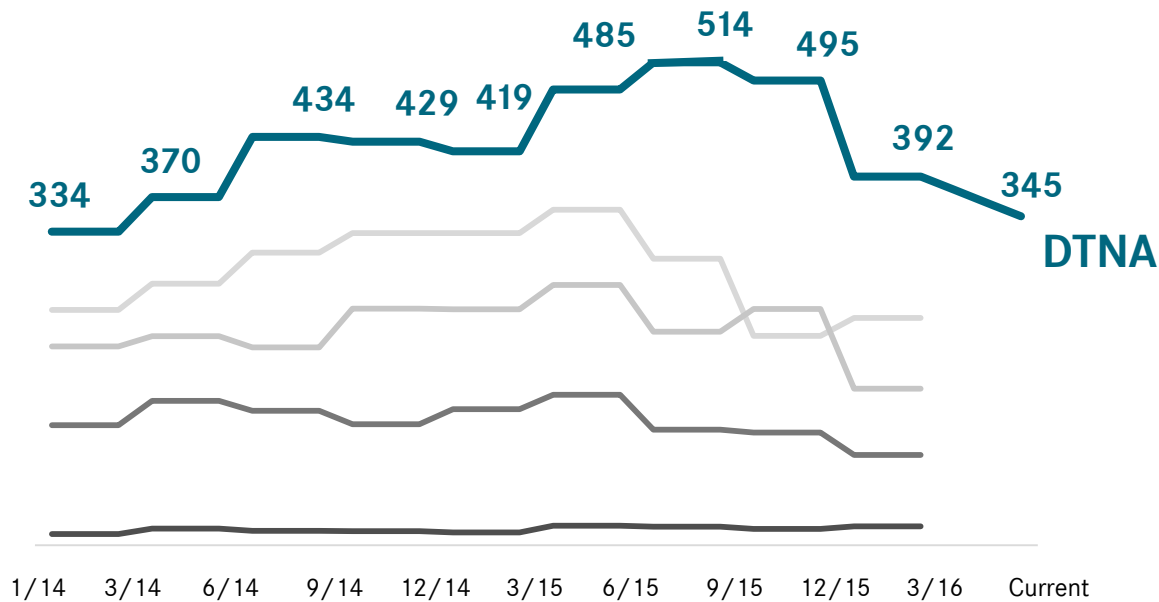
DTNA manages through the cycle, monitoring and reacting to volatility

Retail Sales
in k units

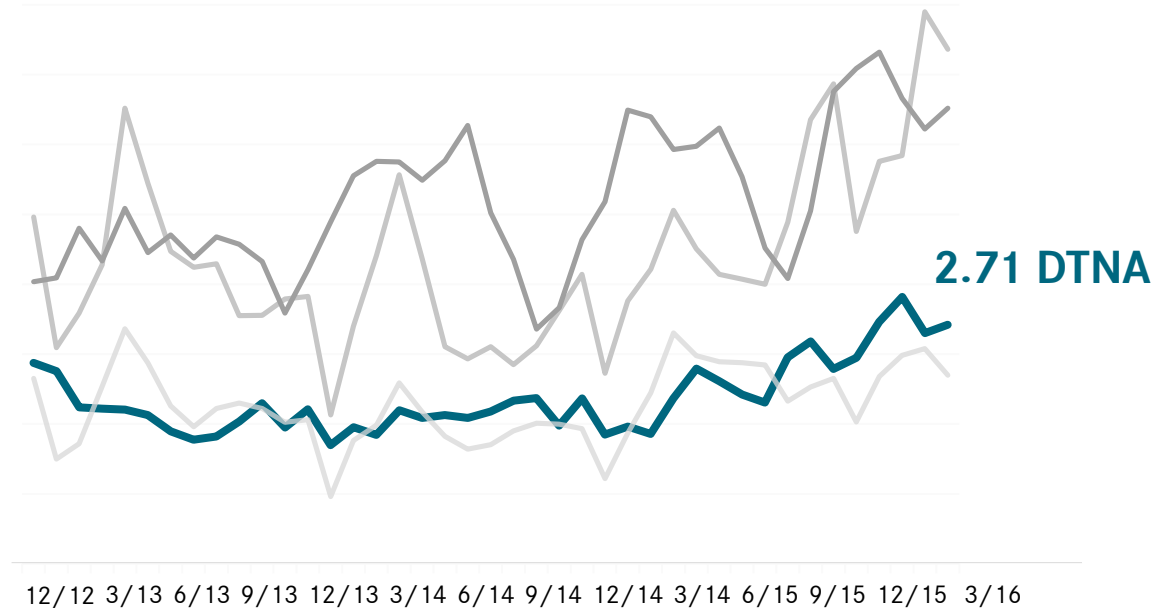


Industry build rates have decreased, DTNA inventory levels are within normal range

US/CAN Class 8 Build trends
(avg. daily rates)



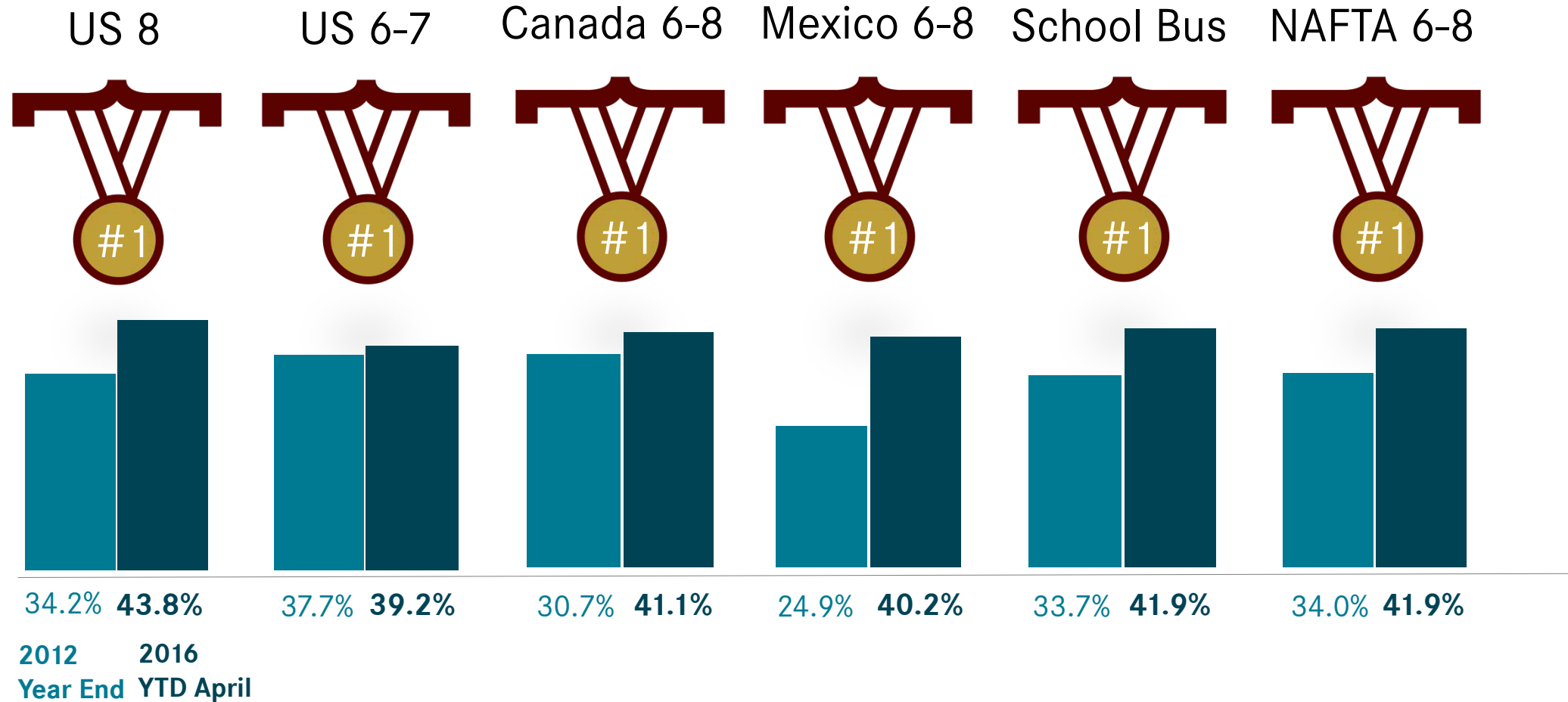
US/CAN CI. 6-8
Inventory-to-Sales Ratio*



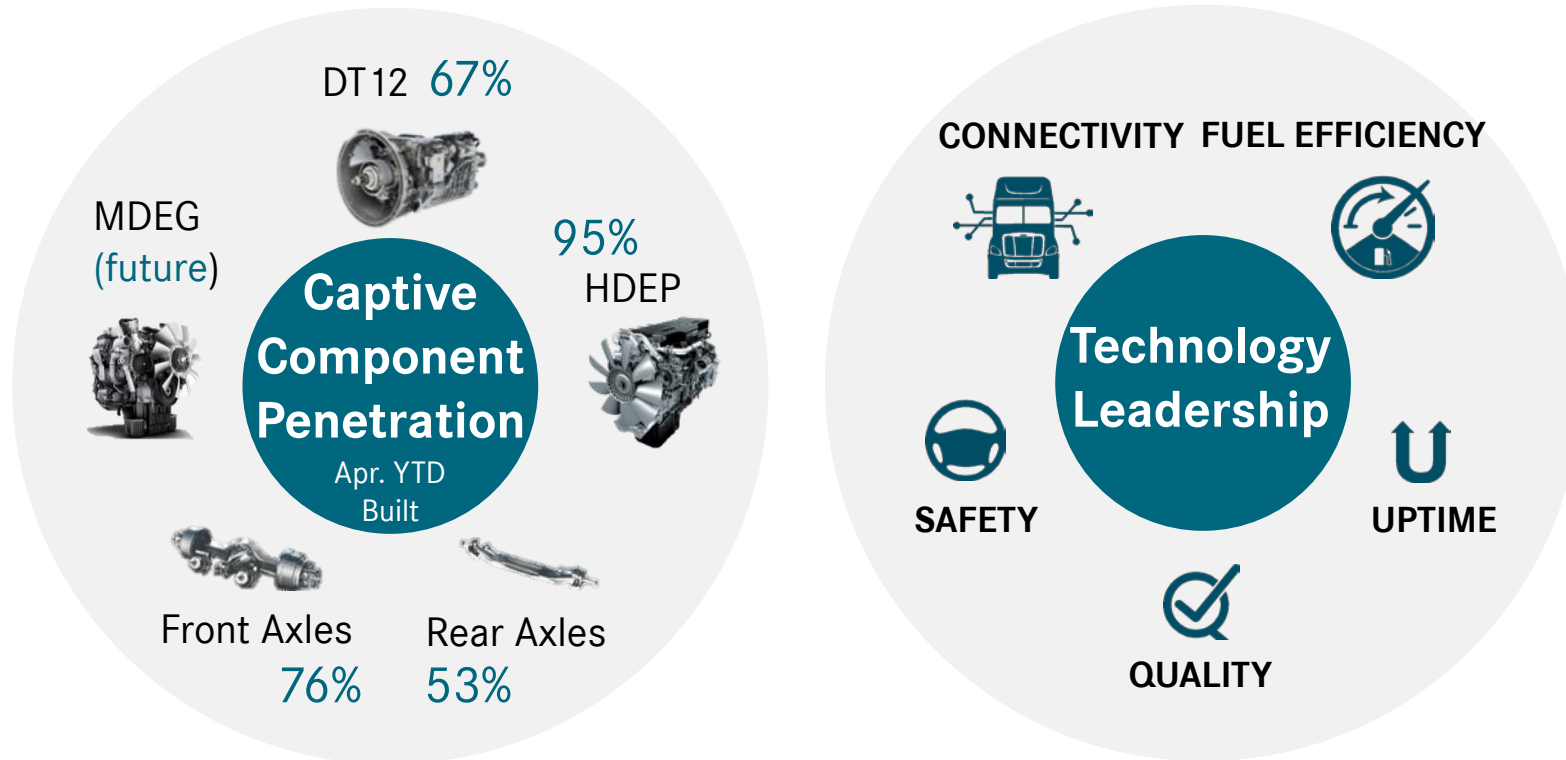
* Ratios shown in chart based on 3-month trailing retail sales

Inv. to sales Ratio	2012 YE	2013 YE	2014 YE	2015 YE	2016 MTD (Apr)
DTNA	2.4	1.9	2.1	2.56	2.71

DTNA is the undisputed market leader, but we are not yet satisfied



Levers to safeguard profitability in a smaller market



⚡ However, the Used Truck Market and general competitive pressure will provide challenges.

Just as we have done for the last 6 years, Operational Excellence programs drive down cost and improve efficiency

Core Initiatives:

- Operational Excellence
- Continuous Cost Improvement
- Digital Excellence

Customer:

- 40/10
- Service Evolution
- Quality First

Culture:

- Lean in Indirect Functions
- Leadership & Culture
- Mexico



Trucks NAFTA - Strategic Outlook



- Trucks are, and will be, the **backbone of the North American economic system**, and we have to provide the right solution.
- The Transportation Industry will continually **strive for efficiency**.
- There will be **further concentration of customers** in the marketplace, and they are becoming more and more **sophisticated**.
- We must continue **investment in technology** and **leverage our global scale** to maintain and grow undisputed market leadership.
- Information technology will be the next frontier and we have to **lead the connected truck**.
- **Dealer network and service excellence** will become increasingly important in the quest to differentiate.

To sum it up: sales & efficiency measures in place to handle short-term volatility and reach long-term targets.



Sales measures for top line growth



Fuel Efficiency Leadership



Component Penetration



Selling Technological Solutions



Efficiency measures for bottom line profitability



Operational Excellence Program



Production Network Flexibility



Timely Capacity Adjustments

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 worsening of the sovereign-debt crisis in the euro zone; an increase in political tension in Eastern Europe; 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 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.