

DAIMLER

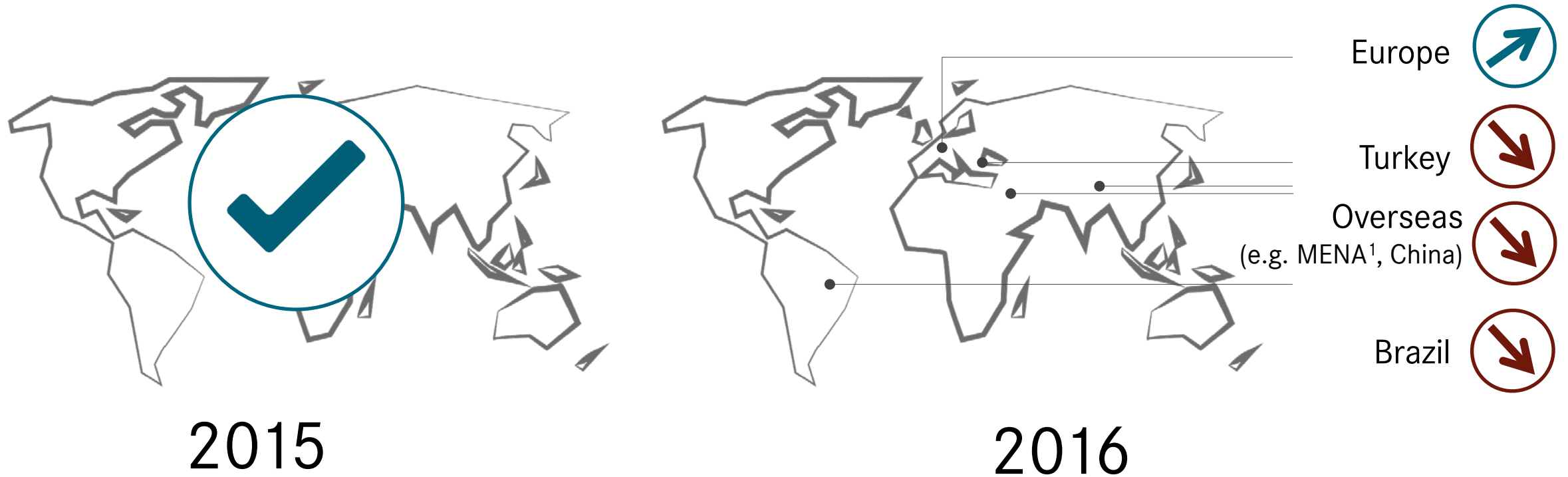
Stefan Buchner

Head of Mercedes-Benz Trucks

Capital Market Day, Stuttgart – June 08, 2016

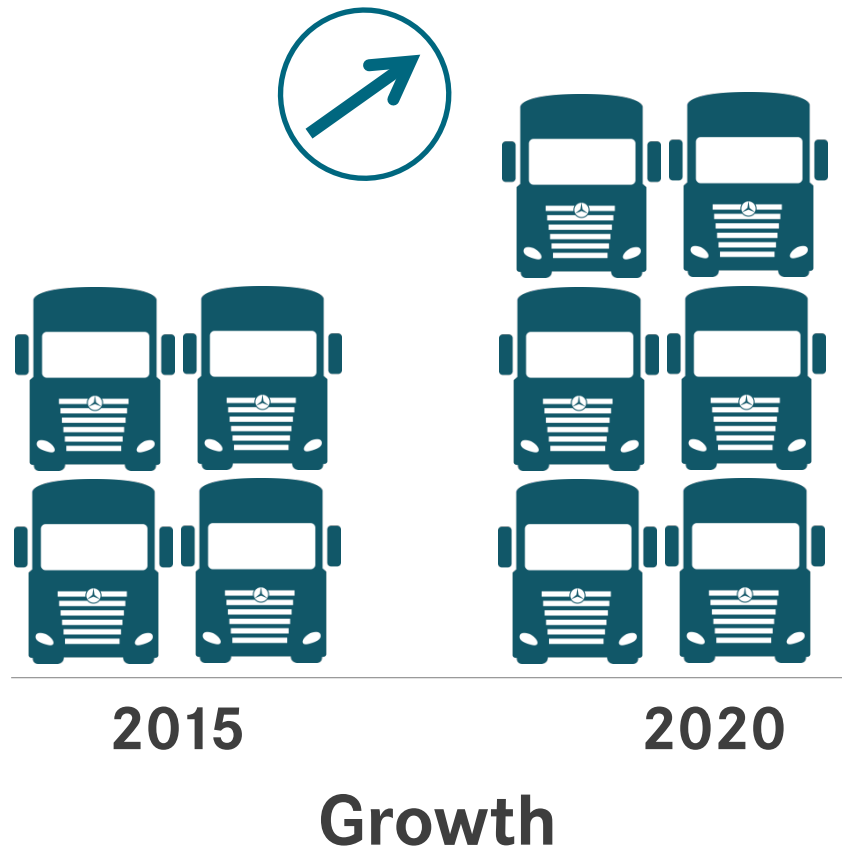


In 2015 we did well. Challenging markets situation in 2016.



[MENA = Middle East & Northern Africa]

Future outlook – the way forward!





Growth



Main growth lever is to expand and globally roll-out our successful New Actros flagship...

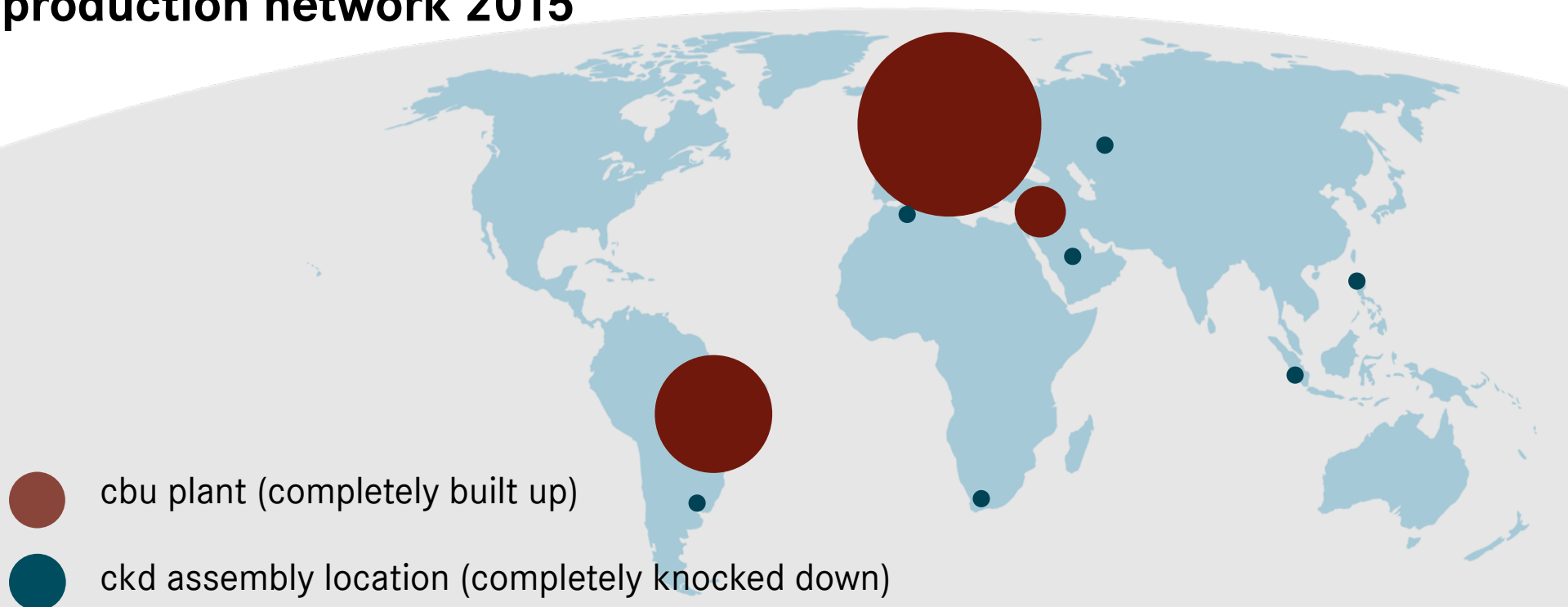


	EURO 3, 4/5, 6			
2019				
2018				
2016				
	+			
	EURO 6			
Today				

To realize future growth, we will re-align our production network until 2020



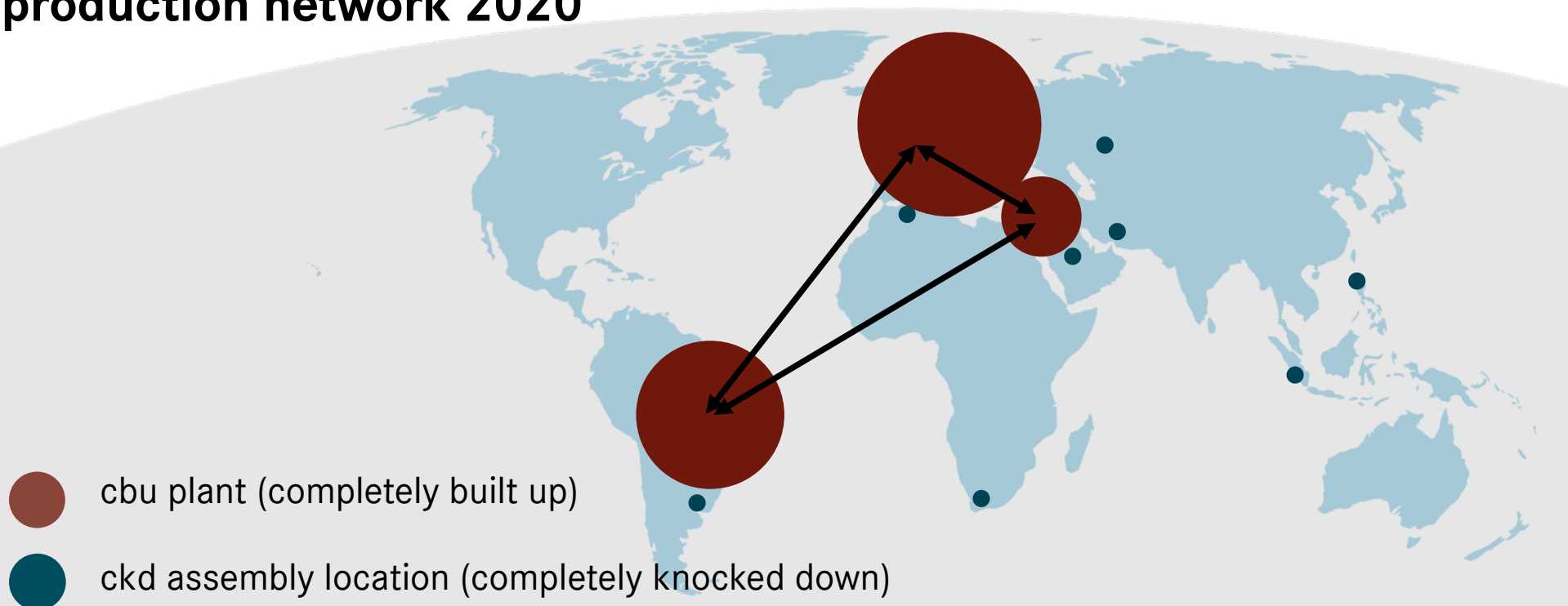
Mercedes-Benz Trucks production network 2015



Optimization of production network until 2020 started based on streamlined product portfolio.



Mercedes-Benz Trucks production network 2020



We have an aggressive product roadmap clearly focusing on HD Trucks & Total Transport Efficiency.



NEW ACTROS - 2016

Facelift - ACTROS Brazil - 2016

We are frontrunner in product innovations paving the road to autonomous driving.



Active safety & Assist systems



Mirror Cam



Connectivity Features



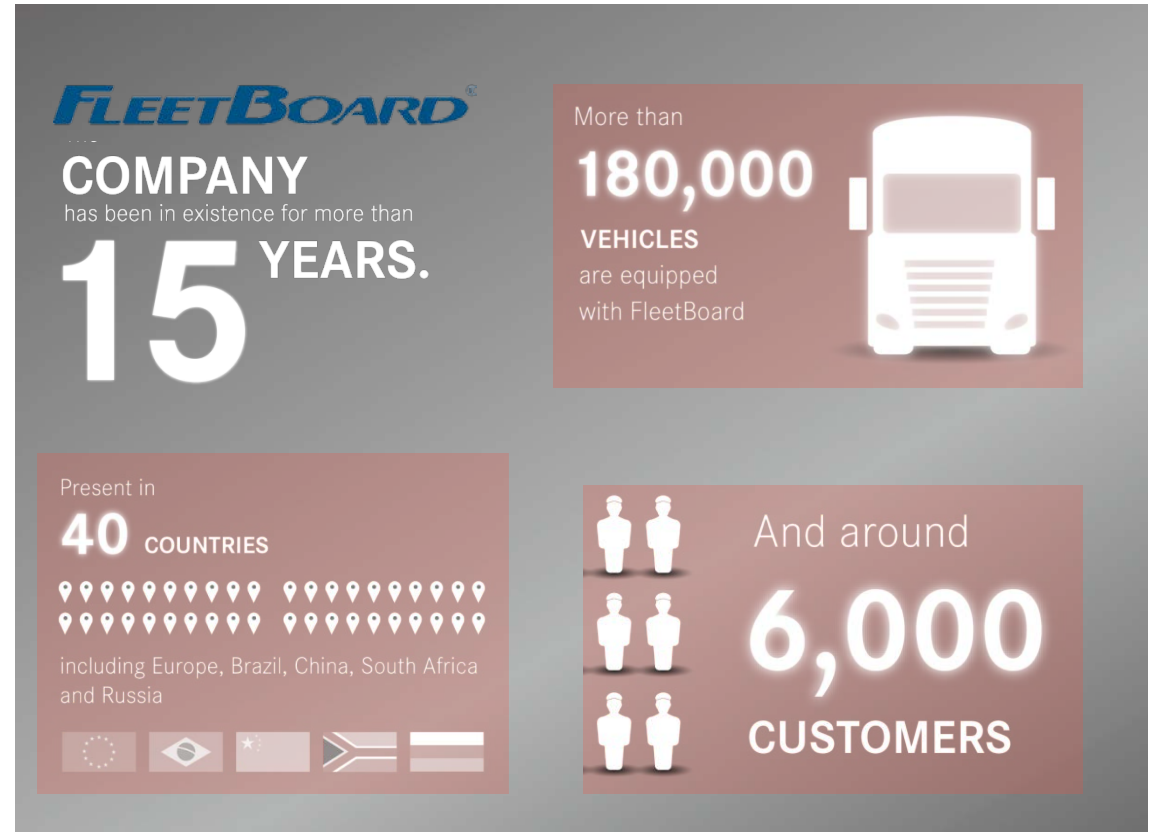
Innovative & Multitouch cockpit



New department “Digital Solutions and Services” to bundle activities around digital applications. Fleetboard as part of it.



Digital Solutions and Services



Fleetboard



Efficiency



We invest in our core plants with the objective to push efficiency and set industrial benchmarks.



EMEA: Würth



Latin America: Sao Bernardo



- Competence center for our worldwide production network
- Flexibility increase
- Outstanding product quality



- Lean & flexible production
- Efficiency improvement/ reduction of vertical integration
- Bundling of assembly for all trucks

We expand our best cost plants within each region and integrate them into our production network.



EMEA: Aksaray



Latin America: Juiz de Fora



- Capacity increase
- Extension of Aksaray as production hub for export markets!



- Competence center for cabin production (adaptation for Atego & Axor)
- Implementation of a new flexible body shop and paint shop with capacity increase

We significantly reduce the complexity by variants of our global product portfolio.



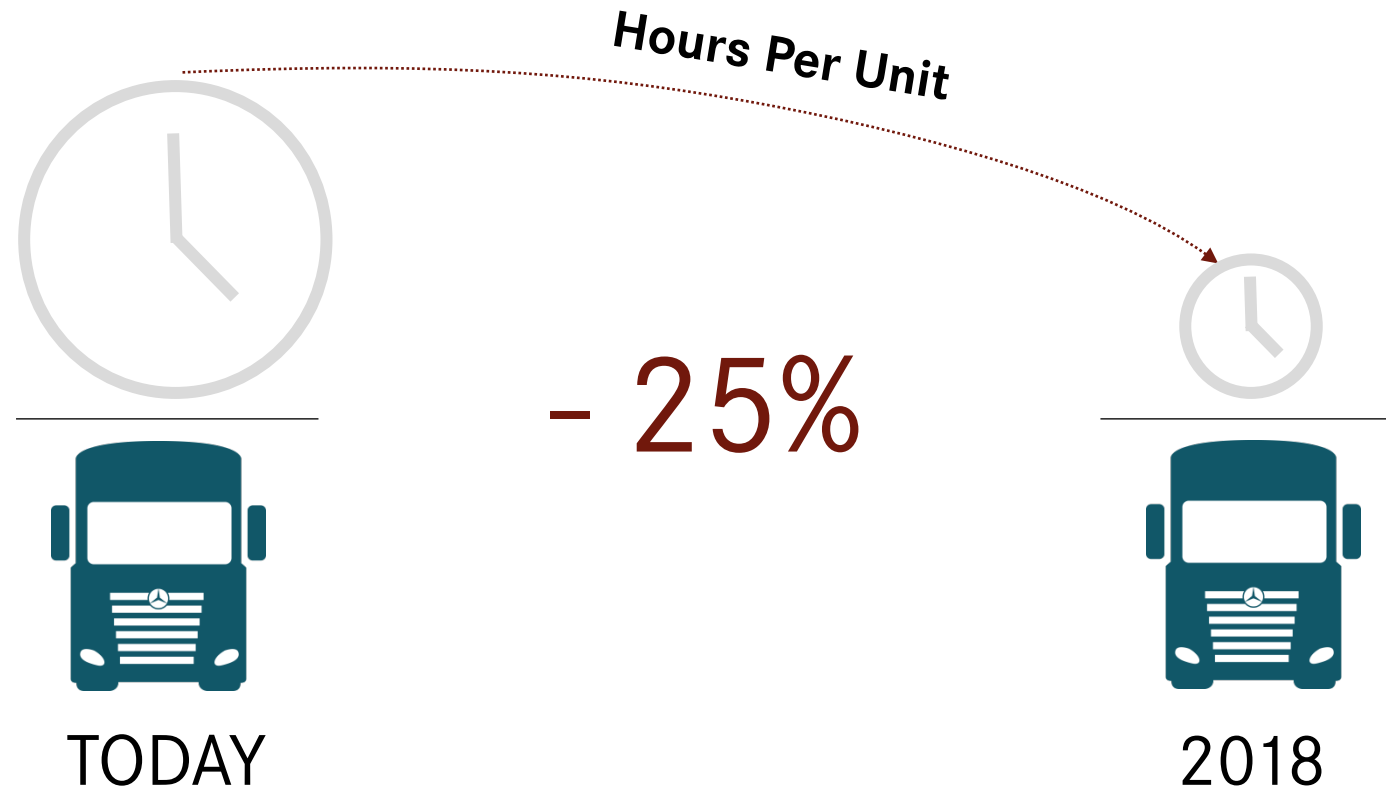
TODAY

- 35%

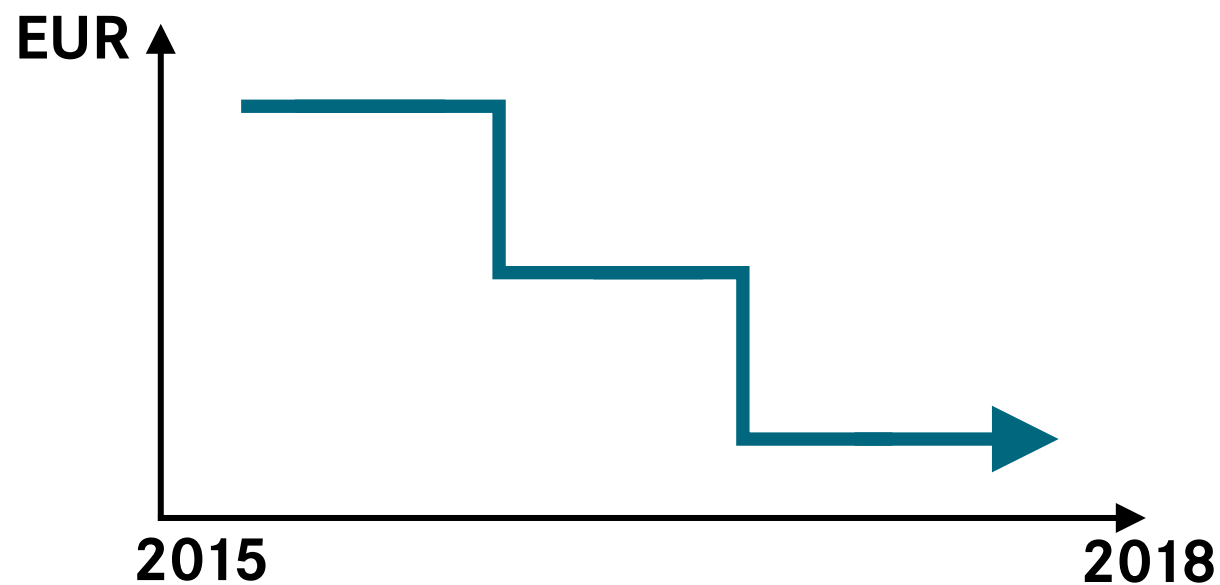


2018

Operational efficiency will be continuously improved



We tackle material cost aggressively and perform better than target



Yearly material cost efficiency per truck

Despite markets shrinkage significant und sustainable improvement of productivity per employee



2013

~ + 10%



TODAY

Despite markets shrinkage significant und sustainable improvement of productivity per employee



TODAY

- 2.000 employees
in Brazil (in 2016)



**Further
improvements**
along the
value chain
(core/non-core)



2018

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

- ✓ Expand and globally roll-out New Actros flagship
- ✓ Entry emerging markets
- ✓ Introduce new technologies



Efficiency measures for bottom line profitability

- ✓ Streamlining product portfolio
- ✓ Rollout global production network
- ✓ Improvement of productivity per employee
- ✓ Reduce material cost
- ✓ Realize workforce 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.