

Workforce

Due to the anticipated business development, production volumes will continue rising in 2014. At the same time, we will significantly increase our efficiency and thus also productivity as a result of the programs we are carrying out in all divisions. Against this backdrop, we assume that we will be able to achieve our ambitious growth targets with a largely stable workforce. In the context of expanding our production network, new jobs will tend to be created primarily in North America and Asia. Workforce growth is likely to take place also at our joint ventures in China and Russia, whose employees are not included in the figures for the Daimler Group.

Overall statement on future development

On the basis of the measures we initiated in 2013, we can look to 2014 and the following years with confidence. We made considerable progress with our growth and efficiency strategy in the year under review. In all of our automotive divisions, we are successfully facing the competition with new and extremely attractive products. At Mercedes-Benz Cars, we will gain new customers and further strengthen our worldwide market position with our new and very attractive models in the compact class. The new C-Class will ensure additional unit sales in 2014, and with the new S-Class, we are once again defining the benchmark in the segment of luxurious automobiles. Daimler Trucks is extremely well positioned with its existing product portfolio, the all-new range of Mercedes-Benz trucks (Actros, Arocs, Antos, Atego, Unimog and Econic), the new Freightliner Cascadia Evolution and the FUSO models from Chennai in India, and our products in the areas of buses and vans are worldwide leaders amongst the competition. Furthermore, as a result of extensive investment in our sales organization and production facilities, we have created the right conditions to effectively utilize the growth opportunities offered in Asia, Latin America and Eastern Europe in all our divisions. The continuation of a very high budget for research and development expenditure ensures that we will convince our customers also in the coming years with tailored products, new technologies and groundbreaking solutions for sustainable mobility.

To make sure that our targeted growth and the associated investment activity take place on a sound financial basis, we are implementing wide-ranging programs to enhance efficiency in all our divisions, whose effects were already apparent in 2013 and which will have a positive impact on earnings above all in the following years. In addition, we will focus our organization even more on customers and markets with the "Customer Dedication" initiative. This will make us faster and more flexible in the management of our business and in addressing customers' desires, and will create the right conditions for us to grow profitably in our core business and in new markets.

Forward-looking statements:

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 Eurozone; an exacerbation of the budgetary situation in the United States; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, acts of terrorism, political unrest, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates; a shift in consumer preference towards smaller, lower-margin vehicles; or 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 in 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 of 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 this 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 publication date.