

Daimler Sustainability Newsletter

The “Mercedes-Benz 2020” strategy program

Sustainable growth

With its Mercedes-Benz brand, Daimler aims to be the number one producer in the premium segment in terms of profitability, and by the end of this decade at the latest in sales as well. At this year’s IAA in Frankfurt, Daimler presented products for “emission-free driving,” one of the Group’s core initiatives.



Daimler demonstrated at this year’s IAA in Frankfurt that the Group is on the right course for the future with its product range of both conventionally and electrically powered vehicles.

STUTTGART/FRANKFURT – The strategy program “Mercedes-Benz 2020” presented at the 2011 IAA envisages an extension of the product range with the addition of ten new models over the next four years. In the compact segment alone there will be five new models with the star. At the same time Daimler will grow at the upper end of the model spectrum, for example with additional variants of the next S-Class, another SUV, as well as with models such as the CLS Shooting Brake. Sales will continue

to increase in all markets worldwide; China is a particular focal point in this regard. We will be strategically benefiting from the growth opportunities offered by all markets, but above all by the emerging economies. At the same time, we are aiming to establish the financial system on an even more balanced footing. And all this is matched by a continuing high level of profitability, which we envisage at ten percent on average as of 2013. The key to this development is cost discipline in all areas. In

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addition, we will continue to pursue our modular and architectural strategies, since they make for efficiency and allow more rapid action on the market.

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Editorial



Dear reader,

This year, we thrilled visitors to the IAA International Motor Show in Frankfurt with a spectacular array of products and innovations: The Concept B-Class E-CELL PLUS allows up to 100 kilometers of emission-free driving, and its operating range can be increased to 600 kilometers by means of a range extender. This vehicle will go into production in 2014. The third-generation smart electric drive will already be on sale early next year; in Germany,

operation of this car will be entirely CO₂-neutral thanks to the supply of “green” electricity. The F125! research vehicle offers a preview of what a large zero-emission premium model might look like in the year 2025, and the smart forvision shows the way into the future of urban mobility. Despite the great feeling we have about our successful presentation in Frankfurt, the automotive market remains extremely competitive. Our goal is to occupy top position in every segment by offering the best products. However, we also seek to be number one in terms of sales and profitability. We have the strongest automobile brand – and I’m convinced that we also have the best product range. Moreover, we’ve got the right technologies for the future when it comes to safety and assistance systems, conventional drives, and electromobility.

We’ve set ourselves ambitious growth targets as well: Over the coming four years, we plan to add ten more variants to the respective model series in our product range. As a result, we intend to achieve our interim sales target of 1.5 million Mercedes-Benz passenger cars as early as 2014, a year earlier than originally planned. This will be the key to the long-term success of our company.

This latest issue of our Sustainability Newsletter also provides you with information on further current sustainability initiatives.

Thomas Weber
Member of the Board of Management of Daimler AG for Corporate Research and Mercedes-Benz Cars Development.

We want to reach the interim goal of 1.5 million unit sales for Mercedes-Benz passenger cars as early as 2014 – a year earlier than previously planned. By 2015 we should hit 1.6 million. At the same time, the brand with the three-pointed star is already preparing for 2020. For Daimler AG’s Chairman, the Group’s aspiration to leadership is clear: “Whatever sales figures are relevant at the end of the decade, we intend to be the leaders then too,” said Dieter Zetsche. The core initiatives for this leadership role are clearly outlined: even greater penetration of the compact segment, continued growth in the core segments, and emission-free driving.

Daimler demonstrated at this year’s IAA in Frankfurt that products for an emission-free future are already in the starting blocks. The



Concept B-Class E-CELL PLUS.

Concept B-Class E-CELL PLUS is a logical step along the way to emission-free driving. The combination of electric drive and gasoline engine ensures excellent suitability for both everyday use and long journeys. The

energy accumulator takes the form of a lithium-ion battery from Deutsche Accumotive, which enables locally emission-free driving up to a range of 100 kilometers. Thanks to the additional three-cylinder gasoline engine, this vehicle has a total range of up to 600 kilometers. The Concept B-Class E-CELL PLUS with range extender will be introduced on the market in 2014.



The third-generation smart fortwo electric drive.

The third-generation smart fortwo electric drive will be available from the spring of 2012. A five-figure number of vehicles will roll off the production line in Hambach, France. Following the huge success of the second generation, electromobility will then become available in over 30 markets worldwide. Powered by a battery from Deutsche Accumotive for the first time, the 55 kW electric motor passes the 120 km/h mark. The 17.6 kWh battery enables the smart to travel about 140 kilometers in city traffic without producing any local emissions. In Germany the new electric smart will be completely CO₂-neutral thanks to the provision of additional “green” electricity. ■

+++ News +++ News +++ News +++

+++ Mercedes-Benz is the world’s most valuable premium automotive brand. In the latest Interbrand-ranking “Best Global Brands 2011,” the brand with the three-pointed star again took twelfth place – as it did last year – and is therefore the most valuable European brand. The study’s authors attribute this success to customer satisfaction with the brand, which is higher than that of all other automotive brands. The model initiative launched two years ago is enabling Mercedes-Benz to successfully respond to the market’s demand for groundbreaking, sustainable transport solutions. +++
Award for innovative fuel cell technology. Daimler has won the “f-cell Award Gold” for its first fuel cell vehicle built under conditions of series production: the B-Class F-CELL. This award donated by the state of Baden-Württemberg honors application-oriented innovations centered on the fuel cell, with the aim of acknowledging outstanding developments in one of the most interesting fields of technology. +++
First fuel cell buses in Hamburg. Hamburger Hochbahn AG has acquired four Mercedes-Benz Citaro FuelCELL Hybrid buses under the German “NaBuZ demo” scheme to promote sustainable bus systems for the future. Three more buses are to follow in 2012.

Electromobility of the future

The F 125! and smart forvision concept vehicles

Two concept vehicles from Mercedes-Benz and smart presented at the 2011 IAA are demonstrating what emission-free mobility could look like in the more distant future and the technological innovations this would involve.

STUTTGART/FRANKFURT – The F 125! research vehicle demonstrates how emission-free individual mobility could be realized in the future.



The Mercedes-Benz F 125! research vehicle

The research and development teams at Mercedes-Benz have incorporated both already well-proven concepts and technologies which are not yet available today but for which basic research has shown great future promise, and therefore a realistic chance of implementation in future series-production cars.

The decisive innovations:

□ A logical further development of the fuel cell drive system in combination with plug-in technology.

- The so-called structure-integrated hydrogen composite storage unit: The hydrogen tank is fully integrated into the vehicle’s body structure.
- Lighter and more powerful batteries, in this case based on lithium-sulfur technology.
- A bodysell in innovative, lightweight hybrid design, which makes for a significant weight reduction while considerably improving fuel economy.

On this basis, the Mercedes-Benz F 125! was developed as a four-seater sedan entirely suitable for everyday use, with a powerful emission-free electric drive unit that provides an operating range of as much as 1,000 kilometers.

The concept vehicle smart forvision jointly developed in cooperation with BASF combines a futuristic design with technologies relating to energy efficiency, lightweight design and temperature management. The



The smart forvision concept car.

occupant cell and the doors, for example, are made of carbon-fiber-reinforced epoxy resin, a high-performance composite material. The use of such materials makes for a weight saving of more than 50 percent compared with steel, or 30 percent compared with aluminum. An infrared-reflective film newly developed by BASF prevents the car interior from heating up, thus reducing the energy requirements of the air conditioning system. With all the technology integrated into this concept vehicle, it is possible to increase the range by as much as 20 percent – an additional bonus for electromobility of the future. ■

Markets

Daimler Buses extends its global presence

STUTT GART – Daimler Buses is planning annual sales of more than 40,000 buses and chassis. The main growth drivers will be Brazil, Mexico, and Turkey.

The bus markets developed in very different ways in the first half of 2011: Demand increased appreciably in Latin America, India, and Turkey, leading to substantial market growth. In the key growth market of Brazil, Daimler's bus division maintained sales at last year's high level, selling a total of around 8,900 units. This makes Daimler Buses the undisputed market leader in the country, with a market share of over 43 percent. Sales in Mexico even increased by around 27 percent to more than 1,430 units. Daimler Buses posted its highest South American growth in Argentina, where vehicle sales rose by 24 percent to approximately 2,000 units. In Turkey, Daimler Buses delivered almost twice as many travel coaches to customers as in the first half of last year, increasing sales to just under 700 units.

Economy

Daimler invests over US\$2 billion in Tuscaloosa

On the occasion of the production of the first new Mercedes-Benz M-Class customer vehicle in Tuscaloosa, Daimler AG announced significant investments in its North American passenger car plant.

STUTT GART – A total of more than US\$2 billion is being invested in the production of the new M-Class, the successor generations of the GL-Class, and the C-Class, and in the expansion of production capacities. The Tuscaloosa plant (Mercedes-Benz U.S. International – MBUSI) was established in 1995 and commenced operations in 1997. The Mercedes-Benz M-Class was the first product and has been built ever since, later joined by the SUVs of the GL- and R-Class.

Markets

car2go now also available in Lyon

LYON – Following the successful launch of the car2go mobility service in Hamburg, car2go GmbH, a wholly-owned subsidiary of Daimler AG, and Europcar, the leader in car rental services in Europe, have announced that their cooperation will be extended to include a further major city. car2go will now for the first time be offering a fully flexible car hire system in France; the company is thus continuing its international market introduction program initiated

Economy

Daimler Trucks on track



Daimler Trucks remains optimistic in the face of increasing macroeconomic risks. The company is expecting growth in sales over the coming years.

STUTT GART – Although the European truck market is still below pre-crisis level, Daimler Trucks is already expecting market growth this year. Production is already at full capacity up to the first quarter of 2012. The outlook is also positive for the U.S. truck market. The Obama administration's US\$450 billion stimulus package and the planned infrastructure projects are having a positive impact on the truck market of the NAFTA region.

Demand is continuing to grow in the new markets, and Daimler Trucks is boosting its production capacities especially in the emerging markets: In India, Daimler India Commercial Vehicles will be opening its new Chennai production plant for the newly established BharatBenz brand in April 2012; and Daimler Trucks is currently extending its cooperation with Kamaz in Russia. In

Moscow the first jointly produced vehicle has just been presented – a Kamaz truck with Daimler components tailored to Russia, Europe's largest truck market. From 2010 to 2013, the global truck market is expected to increase from 2.5 million to three million units. Daimler Trucks will account for a disproportionate amount of this growth: The company's goal is to increase truck sales over this period from 355,000 units (2010) to more than 500,000 units. A total of 700,000 trucks a year are then expected to be sold worldwide by the end of the decade. ■

Markets

Joint venture between Daimler Trucks and Foton approved

STUTT GART/BEIJING – The Chinese authorities have given their final approval for the establishment of the joint venture Beijing Foton Daimler Automotive Co., Ltd. This cooperation will give Daimler Trucks



Foton truck with Mercedes-Benz diesel engine.

access to a 50-percent stake in Foton Motor's medium- and heavy-duty truck business. The final approval for the joint venture between Daimler Trucks and Foton Motor marks another important step in the implementation of Daimler Trucks' Global Excellence strategy and will allow the company to sustainably participate in the growth of the Chinese truck market. In 2010, the Chinese market for trucks over six tons GVW had a volume of 1.2 million units. Forecasts indicate that about 1.5 million trucks over six tons GVW will be sold annually in China from now until 2020. Daimler will contribute its technological expertise to the joint venture, especially in the areas of diesel engines and exhaust gas systems.

Corporate leaders of the future

World Students Dialogue @ Daimler



STUTT GART – The “World Students Dialogue” in Stuttgart was staged with the intention of creating a new platform for exchange and discussion between the generations of globally responsible leaders of today and tomorrow. The Globally Responsible Leadership Initiative (GRLI) was founded by the UN Global Compact and the European Foundation for Management Development (EFMD) in 2004 with the aim of promoting the next generation of globally responsible managers. The 68 members of GRLI, comprising companies, business schools, and educational institutions, meet on a regular basis. The issues covered include the future of leadership qualification in the 21st century, and how the problems and challenges of sustainability and global responsibility can be appropriately addressed in this context. Issues of particular interest are how the managers of the future see the world of tomorrow, what expectations they have, and what demands they place on employers. This is what motivated the GRLI and the young talent promotion program CAREer to invite 125 students from around the world to the recent event in

Stuttgart. The participants engaged in active dialogue in workshops and discussion groups, in which topics such as “globally responsible leadership” and “integrity” were treated in detail. At the opening of the event Dieter Zetsche, Chairman of Daimler’s Board of Management, explained the significance of integrity in everyday professional life. In dealings with one’s own employees and with business partners, Zetsche emphasized that it is important “to treat each and every person with respect and to be straight and honest at all times.” All participants benefited from the event. The GRLI members listened to the views of a representative cross-section of university graduates from around the world with a keen interest in sustainability, in order to gain an impression of their perspectives. The students were given insights into the importance of sustainability and integrity at globally active enterprises and had the opportunity to establish contact with these companies. Daimler, a Group with ethical standards and entrenched corporate values, was able to position itself with the students as an attractive employer. ■

► www.daimler.com/studentsworlddialogue/en

Sustainability Dialogue

Daimler Sustainability Dialogue in Washington

The discussions with stakeholder groups were staged in the USA for the first time.

WASHINGTON – The first-ever US Daimler Sustainability Dialogue took place on October 7 in Washington, DC and garnered an audience of over 75 representatives from notable NGOs, government agencies, and other stakeholder groups.

Martin Jäger, Head of External Affairs and Public Policy, welcomed participants by outlining the concept of the Daimler Sustainability Dialogue, which sets out to provoke meaningful discussion and gather creative, constructive feedback from key stakeholder groups on various activities and strategies of the Daimler Group. The discussions focused on environmental innovation in the automotive industry, ethical supply chain management, effective relations with municipalities and neighbors of the Group’s production facilities, measurement of Corporate Social Responsibility practices, and business commitment to human rights issues.

Daimler Trucks North America President and CEO Martin Daum delivered the key-

note address, focusing on a number of essential “ingredients” for achieving sustainability at Daimler. He discussed not only products in the medium- and heavy-duty vehicle sectors but also a number of environmentally-friendly passenger cars, such as the Mercedes-Benz F-CELL and the smart electric drive. Daum also discussed Daimler programs such as car2go and public-private partnership initiatives which bring low- or zero-emission mass transit options to market in major cities, and the ways Daimler business units cut down on the use of resources in the manufacturing process.

Daimler executives present, from several North American business units and HQ, similar to the dialogues held already in Germany and China, gathered useful feedback from a variety of stakeholders. The US Sustainability Dialogue will become an annual event at which Daimler can report back to relevant parties on advances made as a direct result of the Dialogue each year. ■

Interview

Three questions for Karl Deppen



Karl Deppen, Head of Executive Management Development, on the significance of the “World Students Dialogue.”

What are the chief requirements of globally responsible leadership?

Responsible leaders must above all be analytic thinkers who are confident in making and implementing decisions. This calls for a clear inner compass and a deep understanding of the complexity and the dynamic nature of our business operations and their ambient conditions. Furthermore, leaders need the ability to deal with uncertainty and resistance, while leveraging the collective intelligence of a team to create followership amongst all stakeholders. This requires the ability to integrate divergent positions into a robust decision-making process. In addition to integrity and compliance issues, the focus in future will to an increasing extent be on balancing the long- and short-term aspects of sustainability.

How important is dialogue with the next generation of leaders?

To win over top talent, we must understand what prospects the next generation will offer in terms of lifestyle, employment, society, and the environment. Of particular interest are up-and-coming leaders with a concern for sustainability. The process of transition within society requires us to concentrate even more on matters of employee development and retention.

What have you managed to convey to the students, and what have you learned from them?

We were able to bring across to the students on the one hand that we take the implementation of integrity and sustainability very seriously; and on the other hand, in the workshops they were able to give intensive treatment to the challenges and dilemmas of globally responsible leadership in practice. It has become readily apparent that the classical incentive mechanisms cannot be applied to the next generation on a one-to-one basis.

Ecology

Environmental Leadership Award

Daimler recently presented the eighth in-house Environmental Leadership Awards (ELAs) for pioneering projects that promote environmental protection and sustainability at the company.

STUTT GART – The awards presented by the Board of Management honor projects in the categories Production-related Environmental Protection, Product-related Environmental Protection, and Extraordinary Efforts for the Environment. The numerous innovative projects submitted in the three categories are representative of Daimler’s holistic approach to sustainability and environmental protection. The award-winning projects contribute substantially to improving the environmental performance of the company’s



The winners from the eighth round of Environmental Leadership Awards.

production processes and products and making them as environmentally compatible as possible. Daimler also honors projects that involve extraordinary efforts on behalf of the environment and that help to improve environmental conditions at a local and regional level. The awards aim to promote employee motivation and interest in environmental protection.

Of the 70 projects submitted worldwide and the ten that were nominated, the following three were chosen to win the awards:

“Production-related Environmental Protection” category: Detroit Diesel Remanufacturing East – Thermal Spray System

An important part of remanufacturing operations is the ability to repair components. In order to repair many of these parts a special process is required that dimensionally restores them to their original specifications. Older, manually operated thermal spray systems have now been replaced with an automated robotic thermal spray cell that is capable of producing high-quality coatings at lower costs. This has allowed thousands of kilograms of metal castings to be used in our remanufacturing programs rather than being scrapped; the result is an energy saving of 75 percent as compared with traditional recycling methods.

“Product-related Environmental Protection” category: 7G-TRONIC PLUS

The main goal of the 7G-TRONIC PLUS project was to reduce fuel consumption. Friction losses were reduced to a minimum by means of a new transmission oil, low-friction bearings and clutch discs, and an optimized operating pressure strategy. In combination with the start-stop feature, the new transmission consumes around 11 percent less fuel in the New European Driving Cycle than previous transmissions. Since a large share of the four-wheel and rear-wheel drive vehicles from Mercedes-Benz are equipped with automatic transmissions, the new system will make the most significant single contribution to sustainable environmental protection within the BlueEFFICIENCY program.

“Extraordinary Efforts for the Environment” category: Nature Conservation in Sindelfingen

For its environment-friendly site development, the Sindelfingen plant is implementing its nature conservation concept using the sustainable land management method recently introduced in the automotive industry. The key elements are an “environmental account” and a survey of the plant’s premises. This account documents measures for upgrading land and protecting species. These measures can be used for the company’s benefit if Daimler should later plan to construct new buildings. Operational benefits include greater leeway in planning, along with cost savings. The involvement of the public boosts the reputation of the plant, while increasing the workforce’s awareness of nature conservation.

Innovation

Daimler research team nominated for the “German Future Award”

Daimler’s 6D-Vision technology has been nominated for the 2011 “German Future Award.” This system provides the basis for new driver assistance systems.

STUTT GART – The German Future Award, the Federal President’s prize for technology and innovation, is the country’s most prestigious award for technical innovations. With their 6D-vision technology, which can make a vital contribution to accident prevention, the researchers won through against other candidates and are now nominated for the final selection. 6D-Vision opens up new possibilities for future assistance systems that will make our roads safer for all users. Key to preventing accidents is a timely and full understanding of the complex issues going on around a vehicle. For the first time in a car, 6D-Vision is

able to convey the three-dimensional perception of a person and the identification of hazards on a small, powerful piece of hardware that is viable for series production. 6D-Vision uses a stereo camera to compute the three-dimensional geometry of the situation in front of the vehicle in real time, using algorithms developed by Daimler. Animated objects, e.g. children running onto the road, are perceived within 200 milliseconds. The computer works twice as fast as the driver and initiates safety measures after just seven meters. It is Daimler’s aim to make this technology available in the future to other manufacturers as well. ■

Ecology

ÖkoGlobe 2011

KARLSRUHE/STUTT GART – The annual ÖkoGlobe awards are presented for the most eco-friendly products and for innovations in the automotive industry, in a total of nine categories.

First place in the category “New mobility concepts” went to the innovative Bus Rapid Transit (BRT) system. In this concept, buses operate on separate, dedicated lanes, allowing a large number of passengers to be transported quickly and efficiently. Daimler has its own team of BRT experts on the move throughout the world. The Mercedes-Benz Atego BlueTec Hybrid was also one of the prizewinners at ÖkoGlobe 2011. Europe’s first production series hybrid truck took third place in the category “Production vehicle with sustainability factor.” ■

Employees

„Securing the Future“ secures jobs

Daimler's Board of Management and General Works Council have reached a company-wide agreement by the name of "Securing the Future at Daimler." This arrangement essentially extends the "Securing the Future 2012" scheme, which has been in force since 2004, until December 31, 2016.

STUTT GART – With "Securing the Future at Daimler," the Group is building on a proven system which has been shown to be viable and socially responsible even in times of crisis. With the new agreement, the company can continue to secure the necessary flexibility within its workforce – a crucial factor for responding appropriately to customer and market demand at all times.

At the same time, the Group's employees are being provided with security and a perspective for the future once more. Daimler is thus putting sustainable employment policy into practice.

The overall package of "Securing the Future at Daimler" also extends to conditions of employment for temporary workers in production, which allow compensation for fluctuations in market demand and thus also in production capacities. To this end, the current arrangement will be adhered to, so that up to eight percent of part-time or temporary employees can be assigned directly to production in future as well. In

special circumstances (e.g. prior to product launches) this eight-percent quota may be exceeded locally for a limited period, as long as the works council of the plant in question gives its prior consent. In this case, the temporary employees receive shift allowances as awarded in the metal-working and electrical industries for a period of twelve months.

The current retention rate for apprentices will also remain unchanged: Daimler AG takes on all trainees following qualification – 90 percent in permanent employment and 10 percent in an employment arrangement initially for a period of one year, with an option of subsequent permanent employment. In the past, almost 100 percent of trainees were taken on as a result of this arrangement. In view of the forthcoming "double years" of school leavers and the discontinuation of compulsory military service, the number of apprenticeship places at the various corporate locations will be increased, independently of the "Securing the Future at Daimler" program. ■

Employees

Daimler honors 50 years of the German-Turkish Labor Recruitment Treaty

It was around half a century ago that Daimler recruited the first generation of Turkish guest workers under the provisions of the new treaty to support the workforce in Germany.

STUTT GART – Nowadays, Daimler's everyday operations would be unthinkable with-



Guests at the gala event celebrating 50 years of the German-Turkish Labor Recruitment Treaty.

out its colleagues of Turkish origin. Together with the employee network Daimler Türk-Treff, the Group recently acknowledged the German-Turkish Labor Recruitment Treaty and its successful history. The number of Daimler employees from Turkey has steadily

increased ever since the 1960s. While only about 200 employees with a Turkish passport worked for the company in 1963, the figure had already grown to about 10,000 within the next ten years.

Today, approximately 12,000 Turkish employees worldwide work for the Daimler Group. Daimler Türk-Treff is also committed to the integration of foreign employees into the company.

This employee network, founded almost twenty years ago, now includes employees from almost every nation.

Daimler Türk-Treff is also active outside the confines of the Group; for example, it gives advice and guidance to young people from immigrant families in their choice of training courses and professions. ■

Society

Social responsibility of corporate enterprises

BERLIN – Together with around 30 more German companies, Daimler participated in the first "CSR Business Roundtable" of the German Federal Ministry for Labor and Social Affairs in Berlin. Participants discussed companies' expectations on the government's fields of joint activities, such as the plant label "CSR made in Germany," and the overload of standards in the domain of CSR. The future role of the roundtable might include serving as business' sounding board for the government on all CSR issues in the context of the national CSR strategy. Contrary to the anticipated mandatory approach on EU level, the ministry reconfirmed the German government's commitment to a voluntary CSR approach.

Society

Daimler ProCent promotion fund

STUTT GART – As of December 2012, Daimler employees will be given the opportunity to donate the cent amounts from their net remuneration. The company will match each of these sums with a donation of its own. The new promotion fund, initiated by the General Works Council, is supported by corporate management and the Central Executive Committee as a further element of Daimler's commitment to society. One half of the amount collected will be donated to regional projects in the environment of the Group's locations, and the other half to nationwide and international projects. All beneficiaries must be officially recognized as charities and either focus on aid for young people and the disabled or contribute to environmental protection and nature conservation.

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