

DAIMLER



[Information on the Group 2010.](#)

A pioneering spirit and power of innovation for sustainable mobility. For almost 125 years we have been developing answers to the automotive challenges of the respective eras. As the inventors of the automobile, we are equally committed to protection of the climate and the environment and to the safety of our vehicles and accident prevention. Our customers – and all other road users – throughout the world can put their trust in this commitment.

We invented the car and the truck. And we are passionate about their future.

As the pioneers of automotive manufacture, we consider it both an incentive and an obligation to continue our tradition of groundbreaking technologies and high-quality products.

This is on the one hand the objective of our broad-based strategy for sustainable mobility. Our aim is to markedly reduce the fuel consumption and emissions of our vehicles already today and to eliminate them altogether in the long term. A further key concern is safety in road traffic. We have invariably been ahead of our time in developing new technologies and enhancing active and passive safety. Daimler will continue to make the mobility of the future increasingly safer with trendsetting innovations.

Our philosophy is clear: We give our best for our customers, who expect the best, and we live out a culture of excellence based on shared values. The history of our company is marked by innovations: These are the basis and stimulus for our claim to leadership in automotive production.

It is our goal to successfully meet the challenges of future mobility. We intend to thereby create lasting value for our shareholders, customers, and employees, as well as for society as a whole.

Power of Innovation & Outlook

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Dieter Zetsche: “Think green – act innovatively – drive safely.”

Almost 125 years after the invention of the automobile by Gottlieb Daimler and Carl Benz, we are setting out to reinvent it. We are opening up new opportunities for growth – for example with the marketing of batteries to third parties. And we are creating new alliances – for instance with electricity providers – to secure an alternative infrastructure for the alternative drive systems. An interview with Dr. Dieter Zetsche.

Let's look few years ahead. What will the car of the future be like? The automobile is on the threshold of a new era. Oil reserves are limited – and their use is contributing to climate change. At the same time, however, the demand for mobility is growing worldwide. This is why we are working intensively toward making our vehicles increasingly clean. In the long term, hydrogen and electricity will replace diesel and gasoline as the “key currencies” of mobility. This is one of our prime objectives: Last November, for example, we commenced small-series production of vehicles powered by the battery and the fuel cell; large-scale practical operation will follow in several German and European cities later this year.

Dr. Dieter Zetsche, Chairman of the Board of Management of Daimler AG and Head of Mercedes-Benz Cars.

So will we all soon be driving electric cars? Unfortunately, the widespread shift to electric vehicles will not come about quite so quickly. The technology is still very expensive. Furthermore, e-mobility requires a whole new infrastructure of charging points and hydrogen filling stations – this still remains to be established. But we're on the right track: In both of these areas, joint projects have been initiated involving automotive manufacturers, energy suppliers, hydrogen producers, and the public sector.

How much potential does the internal combustion engine still have? Quite a lot. In the medium term, efficient diesel and gasoline engines will remain the most significant parameter in reducing emissions. But we will be combining them with electrical components in an increasing number of vehicles. Daimler has adopted a three-track approach to cutting emissions and ultimately making the emission-free vehicle reality. Track one: the highly efficient internal combustion engine. Track two: hybrid drive. And track three: the electric car powered by the battery or the fuel cell.

“Green cars” seem more like “rational cars” that don't have much to do with driving pleasure. Are we now bidding farewell to the premium car? Just the opposite: It is no coincidence that the first hybrid from a European manufacturer is a Mercedes-Benz S-Class. We even designed our new super sports car – the SLS AMG – right from the outset with the option of purely electric drive. No automobile offers greater driving pleasure than the SLS. In fact, you could say that we are making fascinating cars greener, but are also making green cars more fascinating. So in future, the small and medium segments will also have “more premium” to offer. And Mercedes-Benz customers, at least, will not have to choose between “green” and “emotional”: We offer them both.

And how well is Daimler prepared for the shift in demand in countries such as China, India, and Russia in comparison with its competitors? We are well prepared for this transition. With an increase of 65 percent in 2009, Mercedes-Benz was the fastest-growing premium brand in China for the third time in succession. We are therefore boosting our production capacity and extending our distribution network in that country. Together with BYD, one of the leading developers of automotive lithium-ion technology, we intend to develop an electric vehicle specifically tailored to Chinese requirements. We want to create a new brand to launch this innovative electric city car on the market. In the truck sector,

we have intensified our cooperation with the Russian manufacturer Kamaz and increased our holding, thereby facilitating our access to the largest European market for heavy-duty trucks. So we are in a very good position not only in future technologies, but also in the future markets.

Does this mean you are moving ahead with confidence? Yes, because all the facts speak in our favor: During the crisis, Daimler set the course for future success – strategically, technologically, and of course in terms of our products. The new E-Class family, for instance, has been available in all four model variants since early 2010; this gives us an edge over our competitors. In the course of this year we will be coming up with even more innovations – such as the new CLS. The most economical and environment-friendly S-Class to date will likewise be launched on the market. New and attractive products will also be seen in the truck, van, and bus segments. And we're leading the way in electrical mobility.



The Mercedes-Benz F 800 Style (at right) shows that green technology can go hand in hand with fascinating premium vehicles.

In technological terms, we have long since been on the move – into the post-oil age. We are prepared for the future. We will ultimately be driving emission-free vehicles.





The Road to Emission-free Mobility.

Emission-free, quiet, safe, and comfortable – the fuel cell systems from Daimler. Electric vehicles with fuel cells generate their power directly on board; with their large operating range and short refueling times, they are ideally suited for long-distance travel. They run on hydrogen, which is used to generate electricity within the fuel cell for the electric motor. This technology has proved highly effective, since the fuel cell's efficiency factor is around twice that of the modern combustion engine. Another advantage is that it gives rise to no local emissions: The only exhaust component is water. And if the hydrogen is derived from renewable energy sources, the overall environmental balance is positive.

Daimler's commitment: Our road to the age of emission-free mobility.

We are shaping the future. Mobility is the engine of growth and prosperity for every modern society. Whether it be cars, buses, vans, or heavy-duty trucks: Daimler offers premium solutions for every mobility requirement.

As the inventor of the automobile, Daimler assumes responsibility for its future. Daimler's "Road to Emission-free Mobility" initiative stands for our commitment. Our goal is to greatly reduce the fuel consumption and emissions of our vehicles already today and to eliminate them altogether in the long term. To this end, we are developing a broad spectrum of state-of-the-art drive technologies that meet the specific requirements placed on the mobility of today and tomorrow in all sectors of road transport.

We are pursuing a consistent course: All relevant technologies – from the CDI and BlueTec diesels, through fuel injection (CGI) and hybridization, up to electric drive with the battery and the fuel cell – have undergone further development, and in some cases entered series production several years ago. Already today, we offer highly effective technologies for even greater efficiency, environmental compatibility, and safety. And on the basis of specific

research findings and experience gained in the course of successful large-scale projects, we have set the course for locally emission-free driving.

Our solution is an intelligent blend of drive concepts. No other premium automotive manufacturer is in such a favorable overall position as we are to offer comprehensive sustainable mobility.

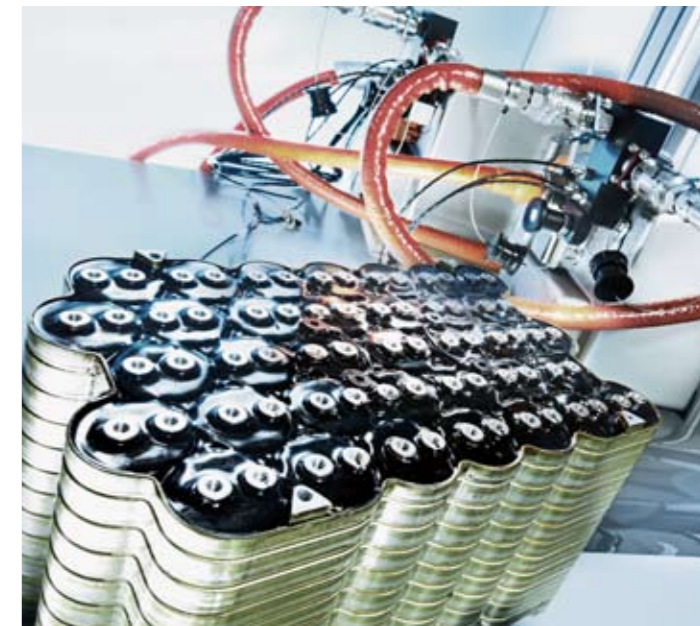
For a mobile future: Daimler initiates infrastructure and mobility initiatives. The testing of alternative fuels and development of an appropriate infrastructure are likewise gaining significance. Whether it be electrical charging points or hydrogen filling stations, intelligent traffic management or telematics – Daimler actively initiates and accompanies model trials and pilot projects for a mobile sustainable future. One example of this is the "e-mobility Berlin" project, which is laying the foundation for emission-free driving with battery-electric drive systems. Daimler will be carrying out similar "e-mobility" projects in 2010 in Rome, Milan, and Pisa. With car2go, we also launched an innovative mobility concept in 2008 that makes for a new, versatile,

Daimler is oriented toward highly diverse requirements for mobility. Our solution is an unprecedented variety of products, with which we are traveling along several tracks into the future.

environmentally compatible mode of city driving: Participants can simply get in and drive off anywhere, at any time. A fleet of vehicles is available to users in Ulm – every day, around the clock, with billing on a minute-by-minute basis; refueling, parking, and cleaning are included in this offer. The innovative car2go mobility concept was also launched on an international basis in late 2009 in Austin, Texas.

Toward a hydrogen infrastructure with the "H2-Mobility" initiative. In September 2009, leading industrial enterprises reached an agreement for the establishment of a close-knit hydrogen supply infrastructure in Germany. The joint objective of Daimler, EnBW, Linde, OMV, Shell, Total, Vattenfall, and the National Organization for Hydrogen and Fuel Cell Technology (NOW) is to press ahead with large-scale production of fuel cell electric vehicles. This memorandum is based on an initiative by Daimler and Linde for the establishment of a comprehensive hydrogen refueling network.

Daimler is the world's first automotive manufacturer to develop and, as of 2012, to produce and market its own batteries for automotive application.



The Road to Emission-free Mobility

Efficient vehicles with optimized internal combustion engines. In long-distance transport, gasoline and diesel engines will constitute the mainstay of mobility for some time to come. The first element of our sustainable mobility initiative comprises optimized, highly energy-efficient vehicles with internal combustion engines – for greatly reduced fuel consumption and emission levels. We are also committed to the development of clean and alternative fuels.

Boosting efficiency even further with hybridization. Additional potential is created by the "electrification" of the automobile. In the second element of our drive strategy, we are therefore working towards hybridization of the drivetrain in accordance with individual requirements. To this end, we have developed a modular hybrid system that offers various possibilities for extension in terms of performance and range of vehicle applications – and thus sets new technological and economic standards.

Locally emission-free driving with electric vehicles powered by the battery and the fuel cell. Emission-free driving with battery and fuel cell vehicles is the third element of our drive strategy. We have been paving the way for these developments with our pioneering activities above all in the field of fuel cell technology. A prerequisite for widespread electrification of the drivetrain is powerful, safe, and affordable battery technology. We will therefore be the first automotive manufacturer to develop, produce, and market its own state-of-the-art lithium-ion batteries.

Daimler's mobility initiatives go hand in hand with the development of an appropriate infrastructure. With the "H2-Mobility" initiative, Daimler is pressing ahead with the establishment of a comprehensive hydrogen filling station network.



Energy-efficient internal combustion engines. A hundred modern cars produce on average less emissions than one single automobile from the 1970s. Since that time, the diesel consumption of heavy-duty vehicles has also been reduced by more than one-third. These are just two examples that show how successful efficiency measures can be in the classic drive segment. But that's not all. The key to greater efficiency and environmental compatibility lies in electrification of the drivetrain. This offers immense scope for improvement, which is being realized for example in auxiliary units, the automatic start/stop system, and hybridization. To this end, Daimler has developed a modular hybrid system suitable for all hybrid drive variants: from the automatic start-stop function, through recuperation and booster functions, up to purely electric driving. A further option is the plug-in hybrid, in which the battery can be recharged at a conventional domestic power socket to increase the vehicle's "electric" range. The Mercedes-Benz S 400 HYBRID, for example, is the first European luxury-class hybrid model with lithium-ion battery. With the combination of

an advanced V6 engine and a compact hybrid module it has the lowest CO₂ emissions of just 186 grams per kilometer among gasoline-powered cars in its category.

The BlueEFFICIENCY package for all passenger car model series. Daimler has grouped together all measures for fuel economy in gasoline and diesel passenger cars in the BlueEFFICIENCY packages, which will be available in 85 Mercedes-Benz vehicle models by the end of 2010.

The Daimler Trucks initiative "Shaping Future Transportation." With its "Clean Drive Technologies," Daimler's commercial vehicle sector is shaping the future of mobility. Whether it be exhaust gas aftertreatment with BlueTec and SCR catalyst, driving with natural gas, or fleet tests with hybrid buses and trucks – Daimler is at the forefront of developments toward emission-free driving in goods and passenger transportation.

The internal combustion engine will remain the mainstay of mobility for some time to come. Its efficiency is crucial to hybridization made to measure.

Hybridization made to measure. With the Mercedes-Benz S 400 HYBRID, we are the first European manufacturer to offer a luxury-class hybrid passenger car from large-scale production. The technology-bearer Mercedes-Benz S 500 Vision Plug-in HYBRID is showing the way into the future: With a certified fuel consumption of only 3.2 liters of gasoline per 100 kilometers and a purely electric operating range of 30 kilometers, it offers green technology in a fascinating vehicle.

The modular hybrid system also opens up numerous possibilities for use in commercial vehicles. No other manufacturer offers more vehicles with hybrid drive. With around 2,700 Orion hybrid buses on the roads of North America, more than 550 Freightliner vehicles, and some 800 light-duty trucks and buses from Fuso, Daimler is the world market leader in this field. Approximately 30 Mercedes-Benz diesel hybrid buses will enter regular service in Europe in the course of 2010.

Trendsetting: The technology-bearer Mercedes-Benz S 500 Vision Plug-in HYBRID, which is ushering in the future of the plug-in modular hybrid system, is the first luxury-class model in the "three-liter car" category.



The Mercedes-Benz BlueEFFICIENCY fleet will have grown to 85 models by the end of 2010.



Along the road to emission-free driving, Daimler is also leading the way in the commercial vehicle sector with its "Shaping Future Transportation" initiative.



Electric vehicles with battery and fuel cell drive are making an important contribution to sustainable mobility. In the urban environment, they are already reality in small series.

Locally emission-free driving. The future has begun: Numerous electric and fuel cell test vehicles have already proved their worth in field trials. Their technical feasibility has been demonstrated – for example with 100 electric smarts in London. This concept is now ready for series production. We are the first automotive manufacturer to drive into the zero-emission era, already in 2010 in three production-ready models. The Mercedes-Benz A-Class E-CELL is an entirely new vehicle. As of October 2010, it will extend Mercedes-Benz Cars' range of purely electrically powered automobiles, which already includes the smart fortwo electric drive – the pioneer of battery-powered vehicles that already started to leave the production line in November 2009. Series production of the Mercedes-Benz B-Class F-CELL has also already begun.

Under the banner of electric mobility. Like the smart electric drive and the Mercedes-Benz B-Class F-CELL, the new Mercedes-Benz A-Class E-CELL is also powered by a highly efficient lithium-ion battery. While the smart attains a convincing operating range of 135 kilometers, the Mercedes-Benz A-Class represents the benchmark in its segment with 200 kilometers. The Mercedes-Benz B-Class F-CELL, which carries its fuel on board, can cover 400 kilometers on one filling, either in emission-free city driving or in long-distance overland travel. Its tanks can be completely refilled with gaseous hydrogen in only about three minutes via a filling nozzle that has now been standardized throughout the world. In the commercial vehicle sector, customer trials of the zero-emission Citaro FuelCELL Hybrid city bus will commence in 2010.

Three electric vehicles with battery or fuel cell lead the way to the future: the smart fortwo electric drive, the Mercedes-Benz A-Class E-CELL and the Mercedes-Benz B-Class F-CELL.



Our goal is to greatly reduce the fuel consumption and emissions of our vehicles already today and to eliminate them altogether in the long term in both private and public road transportation, through state-of-the-art drive technology.

Likewise in 2010, the battery-powered Mercedes-Benz E-Vito will also be produced in an initial small series. Nevertheless, there are still a number of challenges remaining to be met before electric vehicles can become part of our everyday lives: for example a greater operating range and higher performance, along with the matters of system costs and the infrastructure.

The battery is the key to future systematic electrification of the drivetrain. To this end, Daimler is developing state-of-the-art lithium-ion batteries, and as of 2012 will thus be the world's first carmaker to develop, manufacture, and distribute its own batteries for automotive use. The Group has already filed more than 600 patents relating to battery-powered vehicles over the past 30 years – including more than 230 in the field of lithium-ion technology. This battery technology is also used in fuel cell vehicles. Daimler has been carrying out research in this field since 1994, during which time it has impressively demonstrated its pioneering role with 180 patents.

Fleet trials are showing the way: Ten Fuso Canter Eco Hybrid trucks are undergoing a three-year period of trial operation in London.



In the commercial vehicle sector, the zero-emission Citaro FuelCELL Hybrid city bus and the battery-powered Mercedes-Benz E-Vito are commencing trial operation with customers in 2010.





The Vision of Accident-free Driving.

Daimler has already been working toward optimizing automotive safety for many decades. To date, we have introduced numerous technologies and systems on the market that have been shown to enhance the safety of all vehicles from Daimler, whether passenger cars or commercial vehicles. Many of these systems have gradually been adopted by other manufacturers. Countless accidents have thus been able to be prevented, or their consequences mitigated. Daimler's safety systems are thus of benefit to all road users. But our endeavors do not stop there: Despite all our success in the past, we are continuing our research in order to come increasingly closer to realizing the "Vision of Accident-free Driving."

From the first crumple zone to the vehicle as a thinking partner. Daimler has invariably been the pioneer of developments in vehicle safety.

5.5 billion people throughout the world participate in traffic on a daily basis. We intend to make the future of mobility as safe as possible for these people. As the pioneers of safety, we are pursuing our Vision of Accident-free Driving.

Béla Barényi, the “father of passive safety,” initiated the Vision of Accident-free Driving at Daimler in the 1950s. One product of this activity was the “rigid occupant cell” with crumple zones, first introduced in 1959 in the S-Class. Further groundbreaking achievements were the anti-lock braking system from 1978, the airbag in 1981, and the first electronic stability control (ESP) system, which has been included in all Mercedes-Benz passenger cars as standard since 1999. The impressive result of these safety innovations: Accident statistics for 2008 registered only one-third of the number of fatalities for 1953 – even though there are now three times the number of vehicles on German roads.

Road safety is a holistic task. The objective of Daimler’s integrated safety philosophy is to protect and support all road users in every situation. In the development of active safety systems for risk prevention and of accident mitigation systems,

we adopt a “real-life safety” approach based on accidents actually occurring. We have been investigating accidents on German roads since 1969. These findings provide important impetus for the development of new safety technologies. Thanks to their use, the incidence of the most frequent types of accidents in Germany – collisions at intersections, rear-end accidents, and veering off the road – has fallen significantly. And if an accident should nevertheless occur, warning and safety systems help prevent follow-up accidents. Specially developed rescue guidelines support fire brigades and emergency services in the rapid salvaging of vehicle occupants.

Partner protection is another important component of our safety philosophy. For many years, the Daimler engineers have been developing technologies that provide additional protection for pedestrians and cyclists in an accident. Vehicle bodies without protrusions, energy-absorbing bumpers, and override protection for trucks are just a few examples.

Passive safety for vehicle occupants and other road users.

The ongoing development of the crumple zone continues to ensure safety in the vehicle interior; occupant protection is enhanced even further with adaptive airbags, seat belt tensioners, belt force limiters, and the sensor-controlled crash-active NECK-PRO head restraints.

The PRE-SAFE® preventive occupant protection system, which provides a unique synergy of active and passive safety, is now standard equipment in all Mercedes-Benz passenger cars. If the system registers a hazardous situation on the basis of sensor information, it triggers protective measures in a reflex action. The seat belts and airbags can thus deploy their full protective effect on impact. Unparalleled safety for bus drivers and front passengers in a head-on collision is ensured by Front Collision Guard (FCG), a standard feature in the Mercedes-Benz and Setra TopClass Travego 400 touring coaches.

Active safety that supports the driver in all situations. The interaction of state-of-the-art radar and braking technology prevents about 36 percent of all rear-end collisions on expressways. Daimler is setting store by radar to register a vehicle’s

surroundings, for instance because it remains reliable under practically all weather conditions and is not highly susceptible to interference. Examples of radar-based safety systems are DISTRONIC PLUS cruise control, Brake Assist PLUS, and the PRE-SAFE® brake in passenger cars, along with Blind Spot Assist, Active Brake Assist, and adaptive cruise control for trucks and buses.

Around one in six accidents in Germany are the result of a vehicle veering off the road. Help is at hand here in the form of Lane Keeping Assist in passenger cars, Lane Departure Warning for trucks, and the Lane Assistant (SPA) in buses. Highbeam Assist in cars makes for improved vision: A camera registers the traffic situation and by means of an intelligent image processing algorithm not only recognizes other illuminated vehicles, but also calculates their distance. Night View Assist PLUS is a further safety innovation for cars: Two separate headlamps illuminate the road with an invisible, non-dazzling infrared light. A camera transmits the scenario in front of the vehicle to an onboard display. Cyclists and obstacles are shown as grayscale images, and pedestrians are additionally highlighted by means of a specially developed recognition feature.

The Vision of Accident-free Driving – real-life safety



With the Vision of Accident-free Driving, Daimler has been analyzing real accidents for over 40 years. These findings provide impetus for the development of new safety technologies that are of benefit to all Daimler’s brands.



Our objective: Keeping the driver fit, relieving the burden, and providing all-round support.



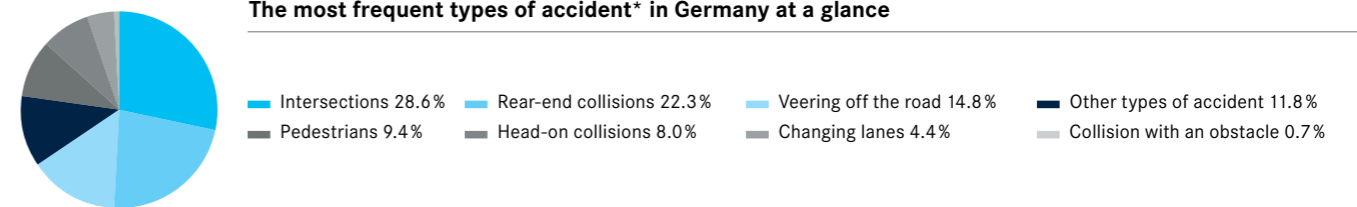
A significant aspect of the "Vision of Accident-free Driving" is maintaining driver fitness. In the Mind-Lab mobile research laboratory, scientists at Daimler are investigating cognitive subconscious driver behavior on the basis of neurophysiological measurements, in order to further improve assistance systems.

With radar- and camera-based assistance systems, Daimler is providing the car with "senses." These systems react in a networked manner and actively exchange data. The "intelligent" vehicles become thinking partners that can "see," "feel," and carry out independent actions.

The vehicle as an intelligent partner. With PRE-SAFE® and ATTENTION ASSIST, Daimler is the world's only automotive producer to offer assistance systems that execute "reflex," "intelligent" actions. These two systems are networked with other onboard systems, with which they exchange data. On the basis of the sensor information from Brake Assist, the Electronic Stability Program (ESP) and DISTRONIC PLUS, for example, PRE-SAFE® and ATTENTION ASSIST recognize the danger of an accident at an early stage and immediately trigger measures for occupant protection. A further innovation also to be found in the new Mercedes-Benz F 800 research vehicle is the traffic jam assistant, an upgraded version of DISTRONIC PLUS distance and speed control.

The responsibility remains with the driver. Already 15 years ago, Daimler coined the concept of "driver-fitness safety" as part of the Group's all-round safety philosophy. Driver-fitness safety

begins with the dimensional design of the vehicle interior, includes all aspects of comfort relating to suspension, air conditioning, seats, and noise, and extends to the development of intelligent assistance systems that can assume specific tasks in the moving vehicle. Physiological measurements of typical stress indicators and psychologically based driver interviews are also carried out both before and after test drives. In addition, on board a mobile research laboratory – the so-called Mind-Lab – measurements based on neurophysiological methods provide insights into cognitive, subconscious behavior; these findings cannot be influenced by the driver. Evaluation of all these measurements helps to constantly improve assistance systems. Despite all technological advances in accident prevention, however, it is ultimately the human driver who sits at the helm. Professional training courses for car and commercial vehicle drivers are therefore a further important element of accident prevention.



*Accidents with personal injury according to 2007 German accident statistics, Source: Federal Statistical Office

Thinking and acting holistically. Protecting and supporting road users in all situations is the objective of Daimler's integrated safety philosophy.

The perfect interplay of driver-fitness safety, operational safety, assistance systems, and driver training serves a specific aim: keeping the driver fit and alert, relieving the burden, and providing all-round support.

Looking to the future. Focused, timely, comprehensive information for all road users on traffic flow and hazardous situations is crucial to road safety and mobility of the future. This can be only achieved with a holistic approach. The challenge at hand for Daimler is therefore to link information from the vehicle's surroundings within an "intelligent" traffic infrastructure by means of innovative driver

assistance functions using modern communication systems. This will require intensive cooperation with other automotive manufacturers and with experts from the fields of telecommunications and traffic management.

Experimenting for greater safety. The Experimental Safety Vehicle (ESF) program dates back to the early 1970s. It was in these vehicles that Daimler developed almost all major active and passive safety systems. The current ESF 2009 likewise shows new, unconventional approaches to enhancing vehicle safety and provides detailed insights into current development projects.

Partner protection is at the forefront of Daimler's safety philosophy. Camera-based assistance systems, along with extensive measures in the field of passive safety, afford protection for the most vulnerable road users.



Three trucks of the Mercedes-Benz brand are demonstrating the latest developments in safety technology:

The Safety Truck, a Mercedes-Benz Actros, is fitted with the Active Brake Assist emergency braking system. When required, it autonomously initiates full braking. It also includes a stability control system for truck-trailer combinations and a reversing aid for maneuvering with a trailer.

In 2006, the premium touring coach Mercedes-Benz Travego was voted the world's safest touring coach by a panel of experts. This was also the result of innovative technologies such as the unique Front Collision Guard (FCG), a standard feature that protects the driver and co-driver in the event of a frontal impact.

The Adaptive ESP electronic stability program installed in the Mercedes-Benz Sprinter Safety Van makes the transport of goods and people even safer. The system not only improves cornering ability, but also helps prevent body roll and overturning.



Diversity is our competitive advantage.

Securing the future, health protection, and workplace safety are highly important to us at Daimler. At the same time, we promote diversity among our employees in a sustainable manner; it is only through active exchange and favorable cooperation that new ideas and innovative products arise which fully reflect the breadth and scope of our company. As an active part of society, we also have a sense of responsibility toward many further stakeholders. With full commitment, we intend to continue providing assistance and support – throughout the world.

We provide mobility for people all over the world. Not only with our innovative products, but also as an attractive employer.

A constant flow of new ideas and visions has made Daimler AG what it is today: a world-leading manufacturer of premium passenger cars and the largest producer of commercial vehicles. These ideas for future-proof products and intelligent solutions, which arise in the minds of our employees, are our compass for the best route to the future of the automobile.

Graduates and young professionals: First steps on the career ladder. The ideal start to a long-term career at Daimler is the Group-wide CAREer graduate training program. Graduates from technical or business courses of study and candidates with up to three years' professional experience are equally welcome. This 12- to 15-month program offers ideal preparation, in various functional areas and at locations in Germany and abroad, for positions of responsibility within the company. In addition to the practical part of the program, participants intensify their expertise in supplementary seminars and workshops. They are accompanied by an experienced Daimler executive, who supports them as a professional and personal mentor throughout their period of training.

Candidates with working experience: A career boost at Daimler. Whoever has the ambition to reinvent the automobile over and over again, together with more than 250,000 colleagues worldwide, is in the best of hands at Daimler – whether as a business economist, controller, in the production sector, or in any other department. In addition to professional qualifications, further important assets required of future Daimler employees are entrepreneurial actions, communication skills, and team spirit. The individually tailored “Learning on the Job” orientation program gives candidates an uncomplicated introduction to their workplace and enables them to rapidly incorporate and deepen their own knowledge.

Doctoral candidates: Research as the engine of progress. Those wishing to combine their academic activities with practical work have in Daimler a partner that opens up many opportunities. We invest several billion euros annually in research and give doctoral candidates the opportunity to extend their know-how by means of information and contacts, insights into our work, research materials, and personal mentors. The requirements are an academic degree with an excellent grade, a thesis supervisor who supports the candidate's academic work – and last but not least great commitment and passion for a field that represents a further important step toward sustainable mobility.

School and university students: From theory to practice. Interns, too, are in the midst of the action at Daimler right from the start. Whether in development, purchasing, or information technology – with an internship they experience the workings of a global enterprise at close quarters. In a school student internship or in initial practical experience during a course of study, interns are involved in important processes and assume responsible tasks. They can contribute their theoretical knowledge, while at the same time broadening their scope of practical experience – as student trainees or in holiday employment. As the very first

pioneer of the automobile, Daimler also gives ample opportunity for modern-day pioneers to develop: Term papers and diploma, bachelor's, or master's theses provide manifold benefits for both sides, not only in research and development.

For outstanding students undergoing technical and commercial courses, we also offer the Daimler Student Partnership, a multi-location promotion program. Personal care, individual support, and practical assignments in the students' home countries and abroad provide the ideal setting for a successful start to a career.

Daimler is an employer with a great deal to offer: In addition to vocational programs and opportunities for development, this also extends to programs for combining elements of professional and private life.

In production, as in every other sector, our employees are characterized by professional qualification, entrepreneurial actions, communication skills, and team spirit.



Daimler – an employer with a great deal to offer. Our employees are the foundation of our success.

Playing a role in shaping one's own development

- Challenging tasks, diverse opportunities for development
- Individual talent management
- International teams
- All-round training and qualification offers

Integrating professional and private life

- Versatility and individualized working hours
- Sport, recreation, health, and pension offers
- Corporate child care
- Vehicles on special terms

▼
A competitive payment system

Opportunities for development: Promotion and training made to measure. Preparedness to undergo lifelong learning is indispensable in our rapidly changing world. This includes repeatedly putting one's own performance to the test and subjecting oneself to constant development; and this is the idea behind LEAD (Leadership Evaluation And Development), Daimler's individualized employee promotion program. Target agreements and tailored development schemes support employees throughout the world in their further development. We also offer many opportunities for specialist and personal professionalization, e.g. language and IT courses, training courses for moderation skills or work techniques, and intercultural programs.

Work-life balance: Work and leisure in harmony. With flexible jobs and our "sternchen" daycare centers for children up to three years of age, which we are constantly expanding, we are fostering balance between working and family life. Numerous fitness and leisure-time activities underscore our claim to offer our employees the best work-life balance, along with our social benefits. Daimler assumes a leading position in this field, for example with the

Job or family? This question need not be asked at Daimler. Flexible working arrangements and daycare centers make for a perfect combination of career and family life.



Daimler Vorsorge Kapital company pension scheme. The package of services also includes a lucrative idea management program, in addition to special rates and attractive financing schemes for all our passenger car models.

Diversity: Our strength lies in variety. To remain in a position to provide top performance for sustainable mobility, we at Daimler set store by the diversity of our workforce. We benefit from a wide variety of experience, perspectives, and expertise – throughout the world and in an entrepreneurial context. These assets reflect the diverse nature of our customers, suppliers, investors, and the environment. Each and every individual contributes toward creating a respectful and appreciative working environment: We are joining forces to shape the future of Daimler. We intend to expand this culture of diversity and to learn from others. For this reason, the Global Diversity Office conducted an external best-practice sharing program in the first half of 2009 together with other companies, in order to compare diversity management activities and to constantly optimize our own programs.

We provide a working environment in which equal opportunity, fairness, honesty, and a cooperative environment are lived out on a daily basis by the people at Daimler.



Shaping the future of the automobile together.

Daimler is a strong partner for young pioneers who want to combine their academic work with practical experience: a partner who creates opportunities, provides contacts, research materials, and insights, and gives optimum support along the road to the future. We appreciate the various opinions, values, and lifestyles of our employees and offer diverse opportunities for deploying and further developing skills and talents – on a worldwide basis. The diversity of our workforce unites different experiences, competencies, and cultures. We thereby reflect the diversity of our customers, suppliers, and investors and those of our environment. This is why we are ahead in the race for the best solutions and are together shaping the future of the automobile with passion.

We assume social responsibility. In practical terms with help and advice, and by promoting numerous projects.

As a good corporate citizen, Daimler looks beyond the confines of the Group and takes an active interest in positive and sustainable developments in society. Promotion of basic and advanced training, support for global climate protection, and not least intensive dialogue with our customers and shareholders are at the focus of our actions.

Corporate success with sustainability. With the establishment of the Corporate Sustainability Board at Board of Management level, Daimler in 2008 further reinforced its sustainability management and successfully concentrated various processes: Despite the financial and economic crisis, we are continuing to invest in new products and green technologies in important growth markets. At the same time, we are increasing our efforts for efficient management, with the aim of securing long-term success that can be experienced by our shareholders and employees. Sustainability is crucial to production, to our automotive products and financial services, and to economic activity. For our suppliers, too, we have formulated universally valid "Sustainability Guidelines" that also

apply in turn to their subcontractors. Accordingly, the Daimler AG share has been listed for the fourth consecutive year in the Dow Jones Sustainability Index (DJSI), one of the world's most renowned sustainability indexes.

Social responsibility toward our employees. Our more than 250,000 employees worldwide shape Daimler's lasting success. Our social responsibility begins with these people. We adhere to our high standards of training and offer our employees the opportunity to further develop their intercultural and personal skills according to individual requirements and with a view to the future. Measures for reconciling work and family life, along with our company pension scheme which was thoroughly revised in 2009, are further elements of our investment in the future. We likewise expect of our employees responsible actions and adherence to legislation and ethical principles, to which we are committed on a voluntary basis – for example as part of the "Global Compact" voluntary industrial initiative of the United Nations.

For Daimler, sustainability is a fundamental principle. Long-term economic success is only possible when economic, ecological, and social objectives are in mutual accord.

Commitment to customers and society. Customer satisfaction is our top priority. From development, through service, to the environmentally compatible recycling of end-of-life vehicles, we take customers' requirements into account over the entire product lifecycle. As a globally active enterprise, we are also committed to the needs of society: for example by promoting education, science, the environment, culture, sports, and health, by supporting charitable projects, and by providing disaster relief. Daimler attaches great importance to national political dialogue and also contributes to international and especially transatlantic cooperation.

Playfully fit for traffic. For some ten years, we have been involved in the international MobileKids road safety initiative. In 2010 Daimler is presenting a further developed concept in order to increase awareness among school pupils, parents, and teachers for the hazards of road traffic. Our objective is to actively communicate knowledge on road safety and sustainability, teach correct behavior in road traffic, and encourage interaction between children, teachers, and parents.



Social responsibility begins with our employees. High standards of training give them the opportunity to develop their intercultural and personal skills.

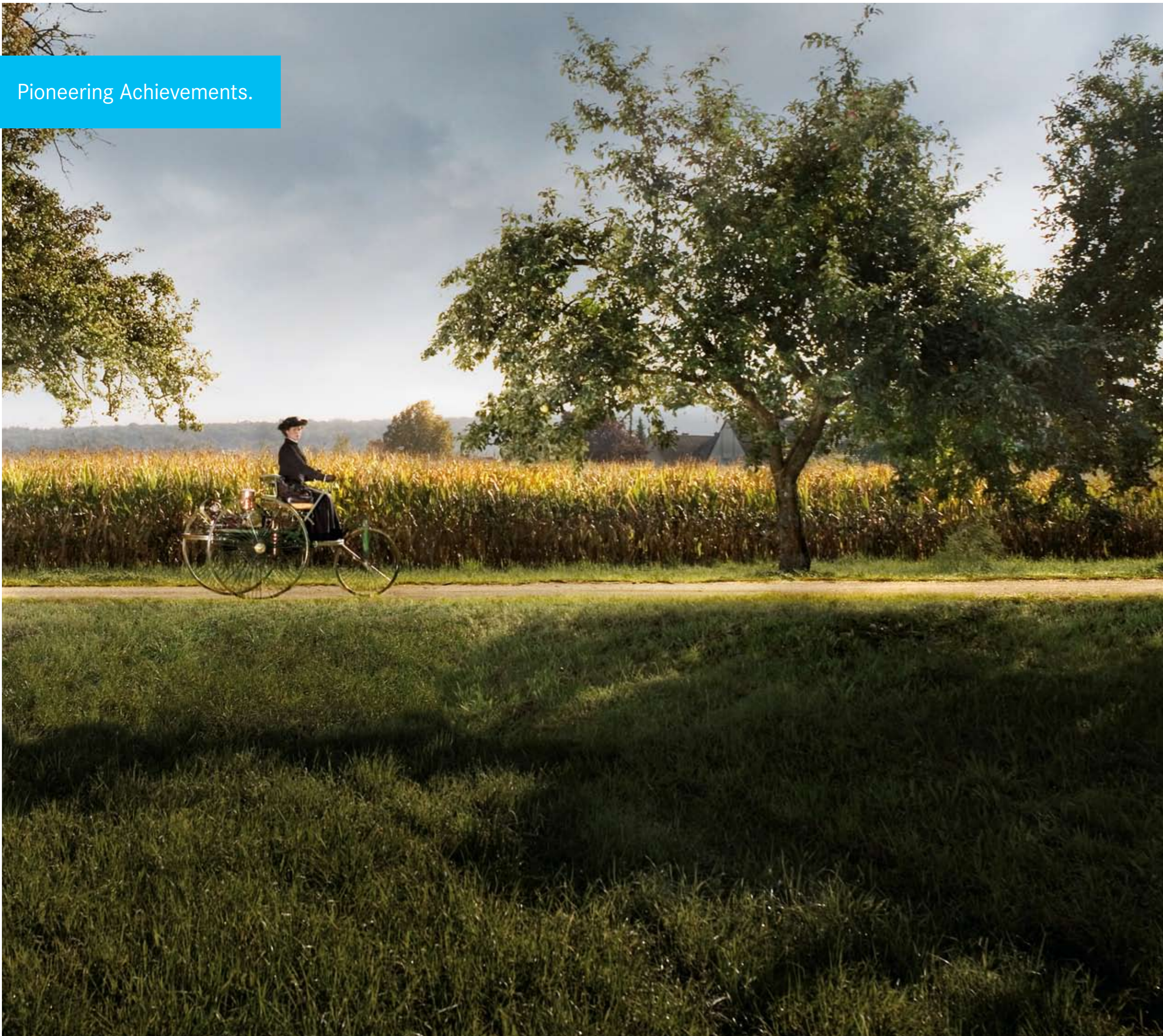


Our global presence is both an opportunity and an obligation.

We intend to play an active role in shaping our social environment and to contribute to dialogue and intercultural understanding.

In our promotion projects, we make a fundamental distinction between four types of assistance: donations, sponsoring, foundation support, and practical help – such as voluntary work on the part of our employees and the transfer of expertise and other practical assistance from our company. To differing extents, we actively implement these forms of assistance for projects in the fields that we have defined for our societal activities: the promotion of education, science, the environment, culture, sport and health, support for charitable projects, and disaster relief.

Pioneering Achievements.



“She was more daring than I, and once embarked on a highly taxing journey that proved crucial to the subsequent development of the motor car.”

Carl Benz referring to his wife Bertha, who in August 1888 became the first person in the world to undertake an overland drive in a gasoline car, from Mannheim to Pforzheim.

The Road to Emission-free Mobility.

Think green. Innovations for reducing consumption and increasing efficiency.

Our innovations make for reduced consumption and safe driving. We are making further advances with groundbreaking ideas for even greater active and passive safety. We are determined to remain at the forefront of the automotive industry in the future as well.

To reduce the consumption and emissions of our vehicles already today and to eliminate them entirely in the long term, we are setting store by:

- optimization of vehicles with state-of-the-art internal combustion engines;
- further increasing efficiency through hybridization made to measure;
- locally emission-free electromobility with battery and fuel cell vehicles;
- development of alternative fuels and mobility concepts.
- This also extends to innovative financing solutions and services.

1969 – 1978	1979 – 1984	1985 – 1996	1997 – 2002	2003 – 2004	2005	2006 – 2008	2009	2010	after 2010
<p>1969: First electric test bus with hybrid drive technology: Mercedes-Benz OE 302</p> <p>1972: First electric test van with battery-exchange technology: Mercedes-Benz 306 LE</p> <p>1975: First hydrogen test vehicle: Mercedes-Benz L 307 with hybrid and internal combustion engine</p>	<p>1979: First hybrid bus with combined diesel/battery operation: Mercedes-Benz OE 305</p> <p>1979: Launch of a five-year pilot test: 13 electric hybrid buses in regular service</p> <p>1982: First electric test car based on the Mercedes-Benz mid-series station wagon</p>	<p>1985: Closed-loop emission control with three-way catalytic converter</p> <p>1992: 20 Mercedes-Benz vehicles in a large-scale project for field testing of electric vehicles</p> <p>1994: First fuel cell vehicle: NECAR (New Electric Car), based on the Mercedes-Benz MB 100 van</p>	<p>1997: First bus with fuel cell drive: NEBUS, based on the Mercedes-Benz O 405</p> <p>1997: Benchmark in efficiency: CDI technology (common rail direct injection) in the Mercedes-Benz C 220 CDI</p> <p>1998: Endurance test launch: Electric test vehicle for everyday use, based on the Mercedes-Benz A-Class</p> <p>1998: Orion transit buses with hybrid drive in everyday trial operation in New York</p> <p>1999: In NECAR 4, the tank and fuel cell unit are located in the sandwich floor of the Mercedes-Benz A-Class for the first time</p>	<p>2003: Fuel cell city buses based on the Mercedes-Benz Citaro in regular operation: 36 vehicles on three continents</p> <p>2003: Diesel engine with hybrid module in the Mercedes-Benz F 500 Mind research car</p> <p>2004: First BlueTec truck with technology for the world's cleanest diesel</p> <p>2004: Freightliner van with hybrid drive in everyday use in the USA</p> <p>2004: 60 Mercedes-Benz A-Class F-CELL cars in operation worldwide</p>	<p>Delivery of the first Mercedes-Benz Actros trucks and tractor units with BlueTec</p> <p>First Mercedes-Benz Citaro city buses with BlueTec technology</p> <p>World record drive over 160,000 kilometers demonstrates the performance and efficiency of CDI technology</p>	<p>2006: Mercedes-Benz CLS 350 CGI with economical piezo gasoline direct injection and spray-guided combustion</p> <p>2006: First van in Europe with hybrid technology: Mercedes-Benz Hybrid Sprinter 316 CDI</p> <p>2006: Fuso Canter Eco Hybrid enters series production</p> <p>2007: Orion VII hybrid buses enter line operation in New York</p> <p>2008: Freightliner M2e-Hybrid proves its worth in everyday operation</p>	<p>First automobile with hybrid drive and lithium-ion battery: Mercedes-Benz S 400 HYBRID</p> <p>Small series production: Mercedes-Benz B-Class F-CELL and smart fortwo electric drive</p> <p>BlueEFFICIENCY package introduced in the Sprinter van</p> <p>The logistics company DHL tests the Mercedes-Benz Atego BlueTec Hybrid</p> <p>Serial diesel hybrid bus for everyday use: Mercedes-Benz Citaro BlueTec Hybrid</p> <p>e-mobility Berlin, the world's largest field trial with electric cars, launches with vehicles from Daimler</p>	<p>Fuel cell in practical operation: Mercedes-Benz Citaro FuelCELL Hybrid and 200 Mercedes-Benz B-Class F-CELL</p> <p>Electromobility: Further e-mobility projects in eight countries</p> <p>Environment-friendly: Delivery of the first Mercedes-Benz Atego BlueTec Hybrid trucks</p> <p>New BlueTec engines in NAFTA trucks meet the world's strictest emissions standard</p> <p>E-van: Small-series launch of the E-CELL Vito</p> <p>76 economical, clean BlueEFFICIENCY models introduced by the end of 2010</p>	<p>At least one new hybrid model per year, including diesel-engined vehicles</p> <p>Superior in performance and environmental protection: E 300 BlueTEC Hybrid</p> <p>Electric Mercedes-Benz and smart vehicles: With lithium-ion batteries from own production</p> <p>S 500 Plug-in Hybrid on the roads: Environmental protection in the premium class</p> <p>Small series of the Mercedes-Benz Sprinter with hybrid drive</p>

The Vision of Accident-free Driving.

Safe driving. Protection for people and vehicles in road traffic.

Daimler will continue to ensure safety for the mobility of the future, with pioneering milestones.

Our comprehensive strategy focuses on the following aspects:

- permanently relieving the burden on the driver;
- actively mastering difficult situations with the vehicle;
- giving optimal protection to road users.

1959 – 1980	1981 – 1994	1995 – 1997	1998	1999 – 2001	2002 – 2005	2006 – 2008	2009	2010	after 2010
<p>1959: The world's first safety body for passenger cars, with dimensionally stable occupant cell and crumple zone</p> <p>1964: First bus with wear-free brake (retarder)</p> <p>1978: World premiere of the anti-lock braking system (ABS) for passenger cars</p> <p>1980: First airbag and seat belt tensioner available in production cars</p> <p>The ABS system developed by Daimler prevents the wheels from locking during braking. The vehicle remains steerable even in a sharp braking maneuver</p>	<p>1981: Daimler launches its first ABS for commercial vehicles on the market</p> <p>1984: ABS as standard in all Setra buses</p> <p>1987: First acceleration skid control (ASR) for commercial vehicles</p>	<p>1995: First electronic stability program (ESP®)</p> <p>1996: Series introduction of Brake Assist (BAS), a world first in cars</p> <p>In critical situations, the ESP® driver assistance system strategically brakes individual wheels automatically to prevent the vehicle from skidding. The driver can thus maintain control of the vehicle</p>	<p>First tridion safety cell in the smart</p> <p>Adaptive airbag in the S-Class</p> <p>Windowbag in the E-Class</p>	<p>1999: All Mercedes-Benz passenger cars equipped with ESP® as standard</p> <p>2000: First Lane Keeping Assist for trucks</p> <p>2001: Telligent stability control for trucks and buses</p>	<p>2002: First preventive occupant protection system for passenger cars: PRE-SAFE®</p> <p>2003: ESP® as standard in all touring coaches</p> <p>2005: Brake Assist PLUS provides visual and acoustic warning of an imminent front-end collision</p> <p>2005: NECK-PRO crash-active head restraints in the E-Class for the first time</p> <p>2005: Adaptive brake lights as standard in the S-Class</p>	<p>2006: PRE-SAFE® brake for passenger cars: Autonomous partial braking</p> <p>2006: Active Brake Assist (ABA) for Mercedes-Benz trucks</p> <p>2006: Forward-looking headlamp technology: Intelligent Light System</p> <p>2007: Front Collision Guard (FCG) for buses: Protection in front-end collisions</p> <p>2008: Active Brake Assist (ABA) first presented in the Mercedes-Benz Travego</p>	<p>New in Mercedes-Benz cars: ATTENTION ASSIST drowsiness detection, PRE-SAFE® brake system for autonomous emergency braking in hazardous situations, and Night View Assist PLUS with pedestrian detection</p> <p>Leading the way in pedestrian safety: The Adaptive Hood increases the deformation space in an accident</p> <p>In the Mercedes-Benz E-Class and S-Class: Video-based Speed Limit Assist</p> <p>Experimental Safety Vehicle ESF 2009 presented</p> <p>Active Brake Assist (ABA) as standard in touring coaches with adaptive cruise control</p>	<p>F 800 research vehicle with innovative safety technology, e.g. the traffic jam assistant</p> <p>New Setra TopClass with front Collision Guard (FCG) for North America</p>	<p>Already a reality in the Mercedes-Benz Experimental Safety Vehicle ESF 2009, and on the road tomorrow as further milestones in vehicle safety from Daimler: PRE-SAFE® Structure, Braking Bag, PRE-SAFE® Pulse, interactive vehicle communication, and spot-light feature</p>

Daimler at a glance. Daimler AG is one of the world's leading automotive companies. With its divisions Mercedes-Benz Cars, Daimler Trucks, Mercedes-Benz Vans, Daimler Buses, and Daimler Financial Services, the Daimler Group is one of the largest producers of premium cars and the world's biggest manufacturer of commercial vehicles with a global reach. Daimler Financial Services provides a full range of finance offers with financing, leasing, insurance, and fleet management.

Overview of the divisions.

1. Mercedes-Benz Cars

The products supplied by Mercedes-Benz Cars range from the high-quality small cars of the smart brand to the premium automobiles of the Mercedes-Benz brand and to the Maybach luxury sedans.

2. Daimler Trucks

Daimler Trucks has five strong brands under its umbrella – the brands Mercedes-Benz, Freightliner, Western Star, and Fuso, along with the American school bus brand Thomas Built Buses.

3. Mercedes-Benz Vans

The product range of Mercedes-Benz Vans comprises van series of the Mercedes-Benz brand: Vito and Viano, Sprinter (under the Freightliner and Mercedes-Benz brands in the NAFTA region since January 2010) and Vario.

4. Daimler Buses

Daimler Buses is the world's leading manufacturer of buses above eight tons, with the brands Mercedes-Benz, Setra, and Orion. As a leader in technology with full-line expertise, the Mercedes-Benz Buses and Coaches brand provides a complete range of products.

5. Daimler Financial Services

Daimler Financial Services AG is a subsidiary of Daimler AG. It provides customized financing solutions that promote sales of vehicles from the Daimler Group worldwide.

Daimler AG. We are shaping the future of mobility with groundbreaking technologies, products, and services.

The objective of Daimler AG is to successfully meet the mobility demands of the future. We endeavor to create lasting value for our shareholders, customers, and employees, and for society as a whole.

With our divisions Mercedes-Benz Cars, Daimler Trucks, Mercedes-Benz Vans, Daimler Buses, and Daimler Financial Services, we at Daimler are the world's leading supplier of premium passenger cars and the largest manufacturer of commercial vehicles. With Daimler Financial Services, we also provide our customers with a full range of financing solutions centered on the automobile. Daimler AG distributes its products in almost every country of the world and has production facilities on five continents. The Daimler share is listed on the stock exchanges in Frankfurt, New York, and Stuttgart.

The company's registered office and corporate headquarters are in Stuttgart. In addition to Mercedes-Benz – the world's most valuable premium automobile brand – Daimler's brand portfolio currently includes the smart, Maybach, Freightliner, Fuso, Western Star, Detroit Diesel, Setra, Orion, and Thomas Built Buses brands. As a company with a claim to excellence, we strive for sustainable growth and profitability at the level of the best in the industry.

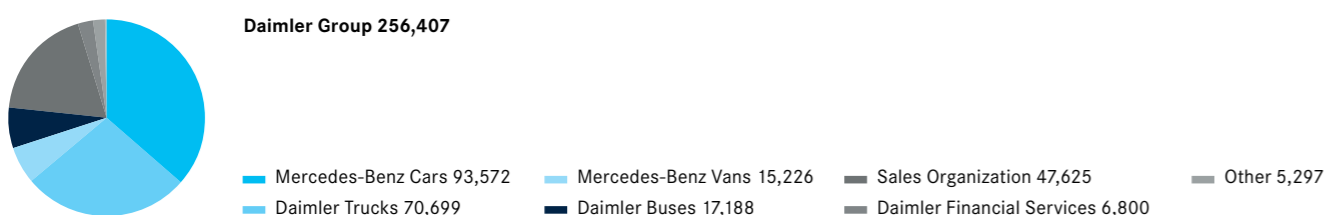
We will constantly reinvent the car – with enthusiasm and passion. We intend to secure mobility for future generations by means of innovative and sustainable vehicle concepts. With a unique product blend and a wide variety of drive concepts, we provide solutions for the automotive needs of today and tomorrow.

With strong brands and innovative products, we at Daimler AG are focused on what we do best: producing inspiring premium automobiles, first-class trucks, vans, and buses with maximum benefit for our customers, and providing tailored services all around these products.

Daimler AG	2009	Consolidated revenue	2009
	in millions of €	by division	in millions of €
Revenue	78,924	Mercedes-Benz Cars	41,318
Investment in property, plant, and equipment	2,423	Daimler Trucks	18,360
Research and development expenditure	4,181	Mercedes-Benz Vans	6,215
Employees (December 31)	256,407	Daimler Buses	4,238
Cash provided by operating activities	10,961	Daimler Financial Services	11,996
EBIT	(1,513)	Reconciliation ¹	(3,203)
Net profit (loss)	(2,644)	by region	in millions of €
Earnings (loss) per share (in €)	(2.63)	Western Europe	36,458
Total dividend	0	thereof Germany	18,788
Dividend per share (in €)	0.00	NAFTA	19,380
		thereof USA	16,569
Employees by region		Asia	12,435
Germany	162,565	thereof China	4,349
USA	17,697	Other markets	10,651
Other countries	76,145	Total	78,924
Total	256,407		

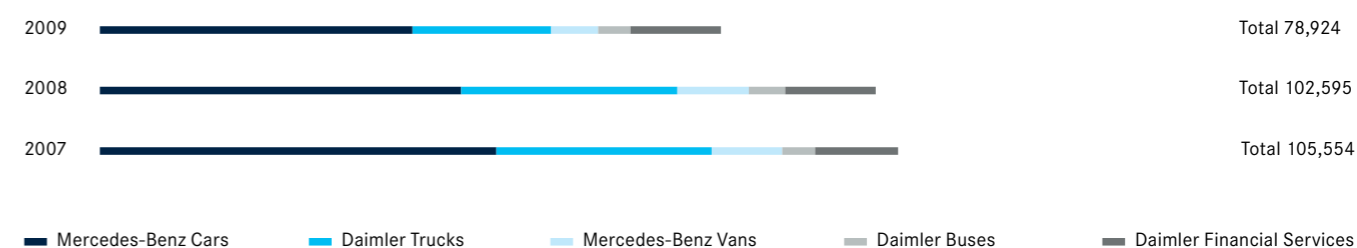
¹ The other business activities, in particular the shares in Chrysler, EADS, and Tognum calculated according to the equity method, are included under "Reconciliation".

Employees by division 2009 (December 31)



Source: Annual Report Daimler AG, 2009

Consolidated revenue by division in comparison (in millions of €)



Source: Annual Report Daimler AG, 2009

Mercedes-Benz Cars.



Mercedes-Benz S 400 HYBRID, the most economical series luxury sedan with gasoline engine.



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Technologically groundbreaking – emotionally fascinating.

1 The Mercedes-Benz E-Class Cabriolet offers driving pleasure that is addictive. 2 The smart fortwo electric drive demonstrates that ecological driving can be fun. 3 Top figures in performance and efficiency: The Mercedes-Benz B-Class F-CELL. 4 A dream car with its feet on the ground is the Mercedes-Benz AMG SLS. 5 The Maybach Zeppelin: One of a kind, from the luxury class.



Mercedes-Benz



MAYBACH



Mercedes-Benz Cars. From small models through premium cars to luxury limousines.

At Mercedes-Benz, we know that the best remedy against difficult times is to be found in innovative ideas and the ability to constantly develop cars that are technologically groundbreaking and emotionally fascinating. The division's 17 production sites throughout the world share a common goal: the development of economical and environmentally friendly automobiles with no compromise in safety, comfort, or superior driving pleasure.

Mercedes-Benz: The star among the premium brands.

For almost 125 years, the three-pointed star has stood for the very best in automobile manufacture and like no other brand symbolizes perfection, fascination, and responsibility. The name Mercedes-Benz stands for the brand's claim to leadership and the unconditional will to shape the future of the automobile. Its actions are guided by Gottlieb Daimler's motto "The best or nothing."

The vehicles under the three-pointed star are noted for their safety, comfort, quality, reliability, fascinating design, and sustainable mobility. With initiatives in the areas of sports, lifestyle, and fashion, the Mercedes-Benz brand is also directly perceived in further spheres of life by customers and other interested parties.

smart: Trendsetting mobility with cult character. After its successful conquest of the U.S. market, Europe's youngest car brand has also been proving highly successful in Brazil and China since 2009. This environmentally oriented and unconventional automotive brand, which stands for a blend of innovative technology and urban mobility, is represented in more than 40 markets throughout the world.

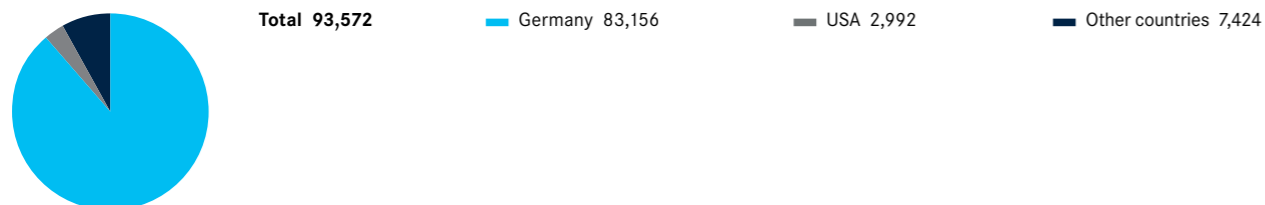
Maybach: Luxury and comfort at the highest level. Invariably unique and a masterpiece of aestheticism, perfection, and elegance: The Maybach luxury brand offers discerning customers more than two million individualization options. Made by hand at Maybach Manufaktur, the latest offer from 2009 – the Maybach Zeppelin – is successor to the legendary model of the same name that was hailed the world over in the 1930s as the non plus ultra of automotive production.

Mercedes-Benz Cars	2009	Sales ¹	2009
	in millions of € / return on sales in%	by model	in units
EBIT	(500)	Mercedes-Benz ²	974,700
Revenue	41,318	thereof: A-Class, B-Class	215,500
Return on sales	(1.2)	C-Class, CLK-Class, SLK-Class	322,800
Investment in property, plant, and equipment	1,618	E-Class, CLS-Class	212,100
Research and development expenditure	2,696	S-Class, CL-Class, SL-Class, SLR, Maybach	57,100
Unit sales	1,093,905	M-Class, R-Class, G Class, GL-Class, GLK-Class	167,200
Employees (December 31)	93,572	smart	113,900
		Total	1,093,900
		by region	in units
		Western Europe	623,500
		thereof Germany	297,800
		NAFTA	235,500
		thereof USA	203,000
		Asia / Pacific	155,900
		thereof China	67,500
		thereof Japan	26,700
		Total	1,093,900

¹ Consolidated sales (including leased vehicles and Mitsubishi vehicles built / sold in South Africa)

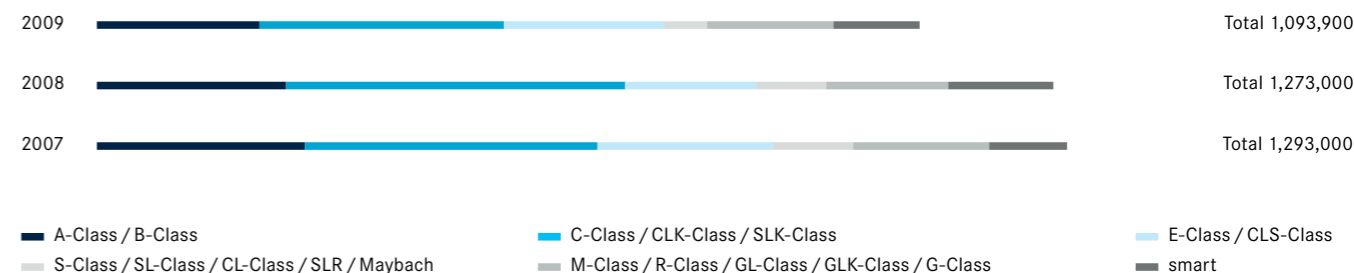
² Total based on unrounded figures

Employees Mercedes-Benz Cars 2009 (December 31)



Source: Annual Report Daimler AG, 2009

Mercedes-Benz Cars sales (in units)



Source: Annual Report Daimler AG, 2009

Daimler Trucks.



Record-holder: The Mercedes-Benz Actros BlueTec 5 is convincing with its low CO₂ output and minimal fuel consumption.



Economical, reliable, sustainable.

1 The Freightliner Cascadia sets new standards on the American market. 2 Highly economical thanks to BlueTec technology: The Mercedes-Benz Atego BlueTec 5. 3 The Fuso Super Great is the cleanest vehicle in its category in Asia. 4 Western Star is a premium brand for market niches such as special applications and construction site transport. 5 The Fuso Canter Eco Hybrid is the first series-produced hybrid truck. 6 The Thomas Built Buses brand provides the most innovative school buses in North America.



Mercedes-Benz



Daimler Trucks. Five strong brands under the one roof.

We made Daimler Trucks crisis-proof at an early stage – with efficiency, flexibility, and active market cycle management. As the global market leaders, we are guided by the motto “Trucks for the World!” even in difficult times.

Mercedes Benz: Dependable quality. “Trucks you can trust” is our promise of value for Mercedes-Benz commercial vehicles from the Trucks Europe/Latin America unit. They stand for top-class product and service quality, economy, reliability, and sustainability. Whether for long-distance, construction site, or distribution transport: The Mercedes-Benz brand offers individualized solutions in the medium and heavy-duty truck segments.

Freightliner: A wide range of applications to suit individual needs. Freightliner Trucks, the largest division of Daimler Trucks North America, produces trucks in Classes 5 to 8 to cover a broad spectrum of applications in the commercial vehicle segment. Under the motto “Run Smart” the company sets store by innovation, technology, and proximity to the customer.

Western Star: The specialists’ choice. The Western Star brand serves niche applications such as specialized and construction site transport, and long-distance haulage. The heavy-duty trucks are premium vehicles, operated largely by autonomous entrepreneurs and in small fleets. In keeping with the motto “Serious Trucks for Serious Truckers,” they are convincing with their distinctive appearance and their suitability for use in difficult terrain.

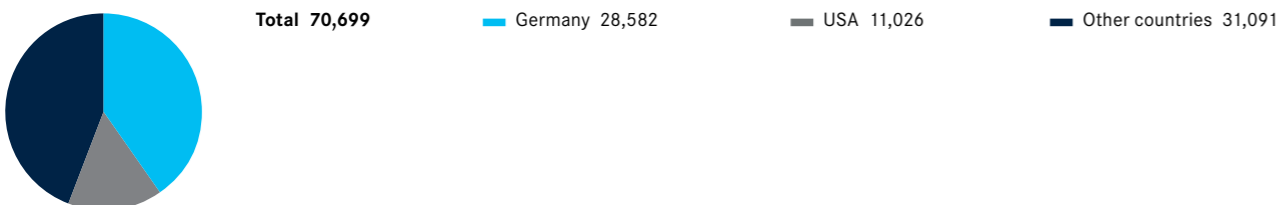
Thomas Built Buses: School buses for North America. The roads of North America would be unthinkable without the yellow school buses from Thomas Built Buses. North America’s leading school bus manufacturer can look back on a long tradition: The Thomas Built Buses brand has stood for innovative design, safety, and the highest level of quality ever since 1916.

Fuso: Customer-oriented solutions made to measure. The vehicles from the Fuso brand convince operators throughout the world. This brand, renowned for its high quality and cost-effectiveness, is oriented to individual customer requirements and offers comprehensive parts and workshop service. Fuso thus plays an important role at Daimler Trucks as a competence center for light trucks and state-of-the-art hybrid technology.

Daimler Trucks	2009	Sales	2009
	in millions of € / return on sales in%	by brand	in units
EBIT	(1,001)	Daimler Trucks North America LLC (Freightliner, Western Star, Thomas Built Buses)	63,558
Revenue	18,360	Mercedes-Benz	96,227
Return on sales	(5.5)	Mitsubishi Fuso Truck and Bus Corporation	99,543
Investment in property, plant, and equipment	597	Total	259,328
Research and development expenditure	1,116		
Unit sales	259,328	by region	in units
Employees (December 31)	70,699	Western Europe	44,000
		thereof Germany	25,000
		United Kingdom	4,000
		France	5,000
		Italy	2,000
		NAFTA	62,000
		thereof USA	52,000
		Latin America (excluding Mexico)	37,000
		thereof Brazil	30,000
		Asia	87,000
		thereof Japan	23,000
		Total	259,000

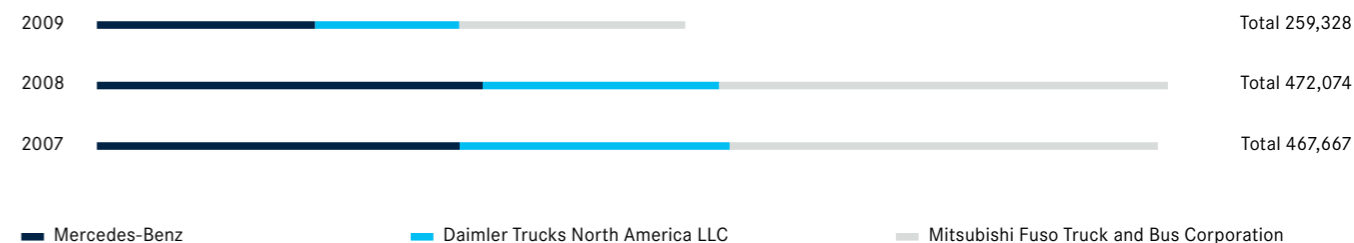
Mobility in the transport sector is sustainably ensured by 33 manufacturing facilities worldwide. Customers throughout the world benefit from an international network of development and production locations.

Employees Daimler Trucks 2009 (December 31)



Source: Annual Report Daimler AG, 2009

Daimler Trucks sales (in units)



Source: Annual Report Daimler AG, 2009

Mercedes-Benz Vans.



Safe, comfortable driving pleasure
for all in the Sprinter Combi.



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Comfortable, reliable, economical.

1 Comfort and safety for up to eight people: The Viano CDI 3.0. 2 The versatile Mercedes-Benz Vario caters for highly demanding transport requirements. 3 Combining versatility and design: The Mercedes-Benz Vito. 4 The Mercedes-Benz Sprinter is available with bodies to suit all requirements.



Mercedes-Benz

Mercedes-Benz Vans. Reliable, efficient transport specialists with the Sprinter for guaranteed success.

With perfection and attention to detail, Mercedes-Benz Vans attains outstanding product quality and constantly sets new standards with pioneering innovations and high value retention. The brand thereby creates genuine value for the customer.

Mercedes-Benz Sprinter: A product range with technology for the future. The Sprinter van series, available in the NAFTA region under the Freightliner brand and since early 2010 also as Mercedes-Benz, is characterized by pioneering technology: In the fall of 2009, we extended our range of products with fuel-efficient BlueEFFICIENCY models. These vehicles bring about a reduction in fuel consumption of up to two liters per 100 km. The Sprinter was again voted "Courier, Express, and Mail Van of the Year" in its class of up to 3.5 tons.

Mercedes-Benz Vito: Success through functionality and design. A further "Courier, Express, and Mail Van of the Year" is the Mercedes-Benz Vito, which came top of its class of vans up to 3.2 tons for the fourth time in succession. The Vito is the ideal solution in the category of large-capacity vehicles for small trades.

It is available as a van, a station wagon, or the Mixto version. It is also a regular sight on the streets of London, where it is the only competitor to the traditional black cabs.

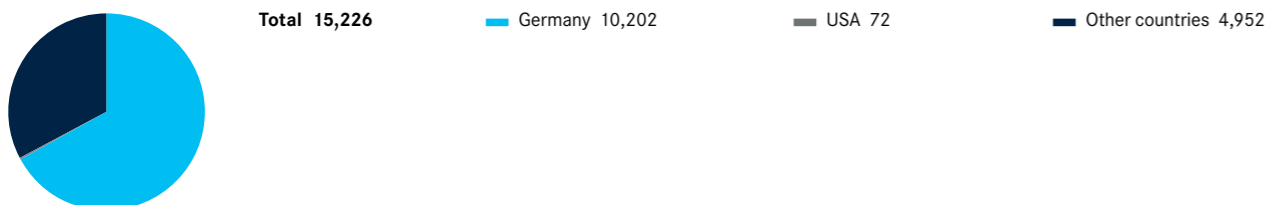
Mercedes-Benz Viano: Flexibility is the key in transportation. Available in various lengths, engine variants, and roof heights, the Viano models from Mercedes-Benz provide individualized transport solutions. Like the Mercedes-Benz Vito, these vehicles leave the production lines at Daimler AG's Vitoria plant in the Basque region of Spain. Bodyshell production of the Viano is automated to 93 percent. Laser cutting and welding technology are the mainstay of the production process, along with robots in production and assembly.

Mercedes-Benz Vario: Prepared for all requirements. Whether as a station wagon, panel van, or pickup, as a dump truck or with double cab: Thanks to their diverse opportunities for variation, the Mercedes-Benz Vario models, with a permissible GVW ranging from 5.99 to 7.49 t, ensure reliable and efficient transport even of large volumes of goods.

Mercedes-Benz Vans	2009	Sales	2009
	in millions of € / return on sales in %	by model	in units
EBIT	26	Mid-size vans	57,928
Revenue	6,215	Large vans	107,645
Return on sales	0.4	Other	3
Investment in property, plant, and equipment	113	Total	165,576
Research and development expenditure	193		
Unit sales	165,576	by region	
Employees (December 31)	15,226	Western Europe	128,134
		thereof Germany	58,185
		Eastern Europe	10,980
		USA	1,604
		Latin America (excluding Mexico)	9,453
		Other markets	15,405
		Total	165,576

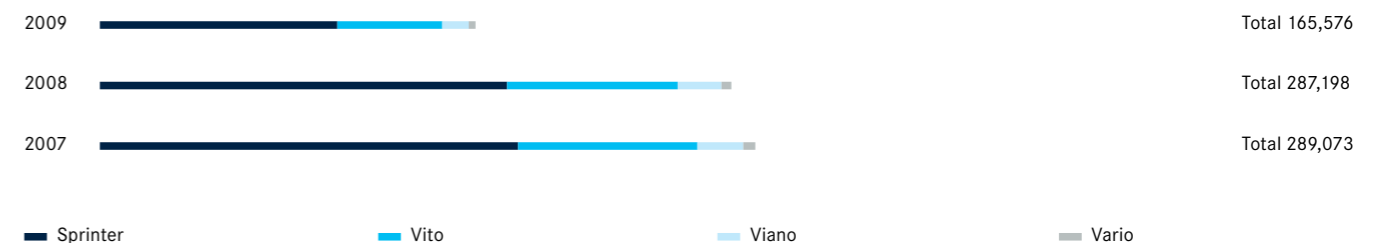
Despite a difficult market environment, Mercedes-Benz Vans has further extended its leading position in the European market and significantly upgraded its model range with efficient technologies.

Employees Mercedes-Benz Vans 2009 (December 31)



Source: Annual Report Daimler AG, 2009

Mercedes-Benz Vans sales (in units)



Source: Annual Report Daimler AG, 2009

Daimler Buses.



Safe, comfortable, clean.

1 The Orion Hybrid is now well established in North America as a city bus. 2 The Setra TopClass 400 promises safe travel with the highest level of comfort. 3 On the market since April 2007: The large Mercedes-Benz CapaCity line-service bus. 4 The Mercedes-Benz Travego was already assessed as the world's safest touring coach by experts in 2006.

From vision to reality: The Mercedes-Benz Citaro FuelCELL Hybrid is the latest generation of emission-free buses.



Mercedes-Benz



Daimler Buses. Customers around the globe put their trust in the world's No. 1 in the bus sector.

Vehicles from Daimler Buses combine quality with excellent economy and an unsurpassed level of safety. The division is continuing along this path with the development and testing of alternative drive systems.

Mercedes-Benz: Buses that stand for safety and trustworthiness. As the leader in technology, Mercedes-Benz offers a full product range in the bus sector. All its vehicles combine premium quality with economy and the highest standards in safety. A highly professional global sales structure ensures solution-oriented, responsible customer service worldwide.

Setra: "Best in Class" touring coaches for individual requirements. Setra meets the highest standards in comfort, individuality, and quality, as well as providing new impulses in technology, appointments, and design. The Setra brand is characterized by high safety standards, economy, a comprehensive range of services, and personalized customer care with dedication and commitment.

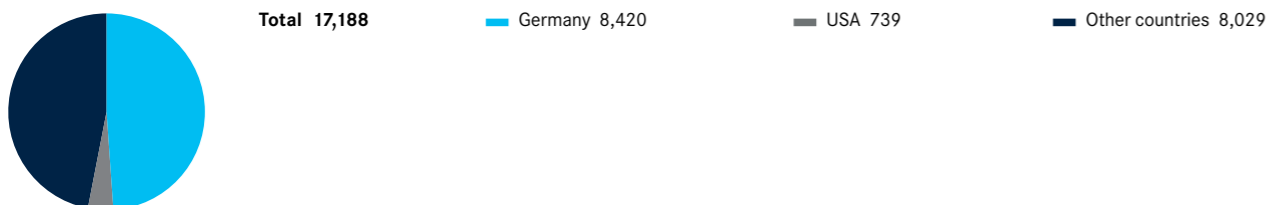
Orion: The world leader in hybrid buses. Orion is a traditional brand on the large North American market: More than 230 towns and major cities in the United States have been putting their trust in Orion buses for decades. With hybrid technology, the Orion brand is the world market leader.

OMNIplus: Comprehensive service for the European market. OMNIplus is the services brand for buses and touring coaches from Mercedes-Benz and Setra. The brand is supported by bus specialists as well as customer-oriented services and benefits in Europe's densest omnibus service network.

Daimler Buses	2009	Sales	2009
	in millions of € / return on sales in%		
EBIT	183	by region	
Revenue	4,238	Western Europe	7,219
Return on sales	4.3	thereof Germany	2,831
Investment in property, plant, and equipment	78	NAFTA	3,899
Research and development expenditure	212	Latin America (excluding Mexico)	16,286
Unit sales	32,482	Other markets	5,078
Employees (December 31)	17,188	Total	32,482

Daimler Buses is the world's leading manufacturer of buses over eight tons. At the focus is the ongoing development of alternative drive technologies.

Employees Daimler Buses 2009 (December 31)



Source: Annual Report Daimler AG, 2009

Daimler Buses sales (in units)



Source: Annual Report Daimler AG, 2009

Daimler Financial Services.



We develop financial service products tailored to our customers' individual mobility requirements.



Responsible, cooperative, world leader.

Consultation and personalized financial service products are our particular strengths. Our extensive range of services includes financing, leasing, insurance, and fleet management. Our more than 6,000 employees in over 40 countries throughout the world are competent partners for customers and dealers.

Mercedes-Benz Bank

Mercedes-Benz Financial

Daimler Truck Financial

Daimler Financial Services. Individualized vehicle-related financial solutions for customers and dealerships worldwide.

To ensure lasting success, fascinating vehicles must be matched by first-class financial services.

The Financial Services division. As one of the leading captive financial services providers in the automotive sector and the world's largest commercial vehicle financier, Daimler Financial Services AG provides a broad spectrum of excellent financing and insurance services worldwide on a daily basis. Our subsidiary with headquarters in Berlin thereby supports the sale of our vehicles with customized financial services in more than 40 countries and employs more than 6,000 people all over the world.

Our formula for success: Premium services under the one roof. Daimler Financial Services finances and leases more than one in three vehicles from Daimler's global production volume. We conclude a lease or finance contract for a vehicle from the Group every 30 seconds. Our range of services comprises

- financing
- leasing
- insurance
- fleet management
- cash investments and credit cards

We currently maintain over 2.4 million contracts with a total value of more than €58 billion. This makes us an integral component of the Daimler family.

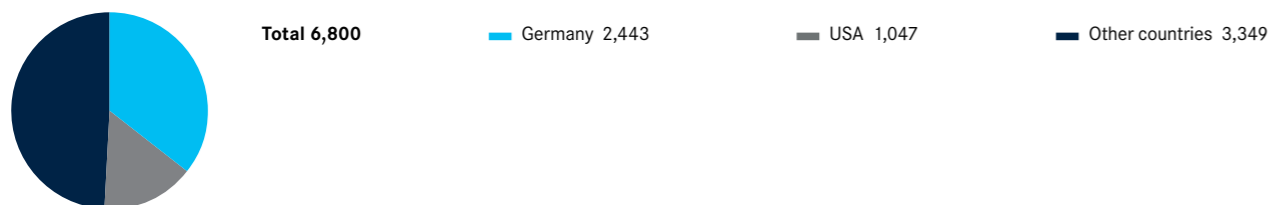
The obligations of excellence. Our vision is to be the best provider of financial services for our customers and dealerships, in close collaboration with our automotive colleagues. To make our customers' car dreams reality, together with the vehicle sectors and the dealerships we develop financial service products that meet the individual mobility requirements of our customers. Commitment to society is also an integral part of our global identity. For this reason, we support self-help initiatives around the world. Providing finance is an obvious key focus, for example in microfinancing initiatives and education projects such as the Street UniverCity in Berlin. Within the context of community relations, the Group-wide "Day of Caring" provides an opportunity for our employees to demonstrate their personal commitment to strengthening communal spirit: In cooperation with Habitat for Humanity, for example, accommodation for the needy is built and charitable institutions for young people are established or renovated in South Korea, the USA, and Canada.

Daimler Financial Services	2009	Contract volume	2009
	in millions of € / return on sales in %	by vehicle segment	in units
EBIT	9	Mercedes-Benz Cars	1,524,000
Sales	11,996	Daimler Trucks	279,000
New business	25,066	Mercedes-Benz Vans	262,000
Contract volume	58,350	Daimler Buses	37,000
Investment in property, plant, and equipment	14	External brands	316,000
Employees (December 31)	6,800	Total	2,417,000
		by market	in millions of €
		Germany	16,137
		France	1,812
		Italy	1,517
		United Kingdom	2,826
		USA	16,204
		Japan	2,171
		Canada	2,002
		Australia	1,624
		Brazil	2,264
		South Africa	1,429
		Other markets	10,363
		Total*	58,350

In close cooperation with the Daimler brands, Daimler Financial Services reinforces customers' attachment to the vehicle brands and supports private and business customers, dealerships, and the Group.

* Total based on unrounded figures

Employees Daimler Financial Services 2009 (December 31)



Source: Annual Report Daimler AG, 2009

Contract volume of Daimler Financial Services 2009 (in millions of €)



Source: Annual Report Daimler AG, 2009

Mercedes-Benz Cars



Mercedes-Benz



MAYBACH



Daimler Trucks



Mercedes-Benz



Mercedes-Benz Vans



Mercedes-Benz

Daimler Buses



Mercedes-Benz



Daimler Financial Services

Mercedes-Benz Bank

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Daimler Truck Financial

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