

# DAIMLER

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## **Daimler Day in China** Mercedes-Benz Cars

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

Beijing, May 28, 2010

## Contents

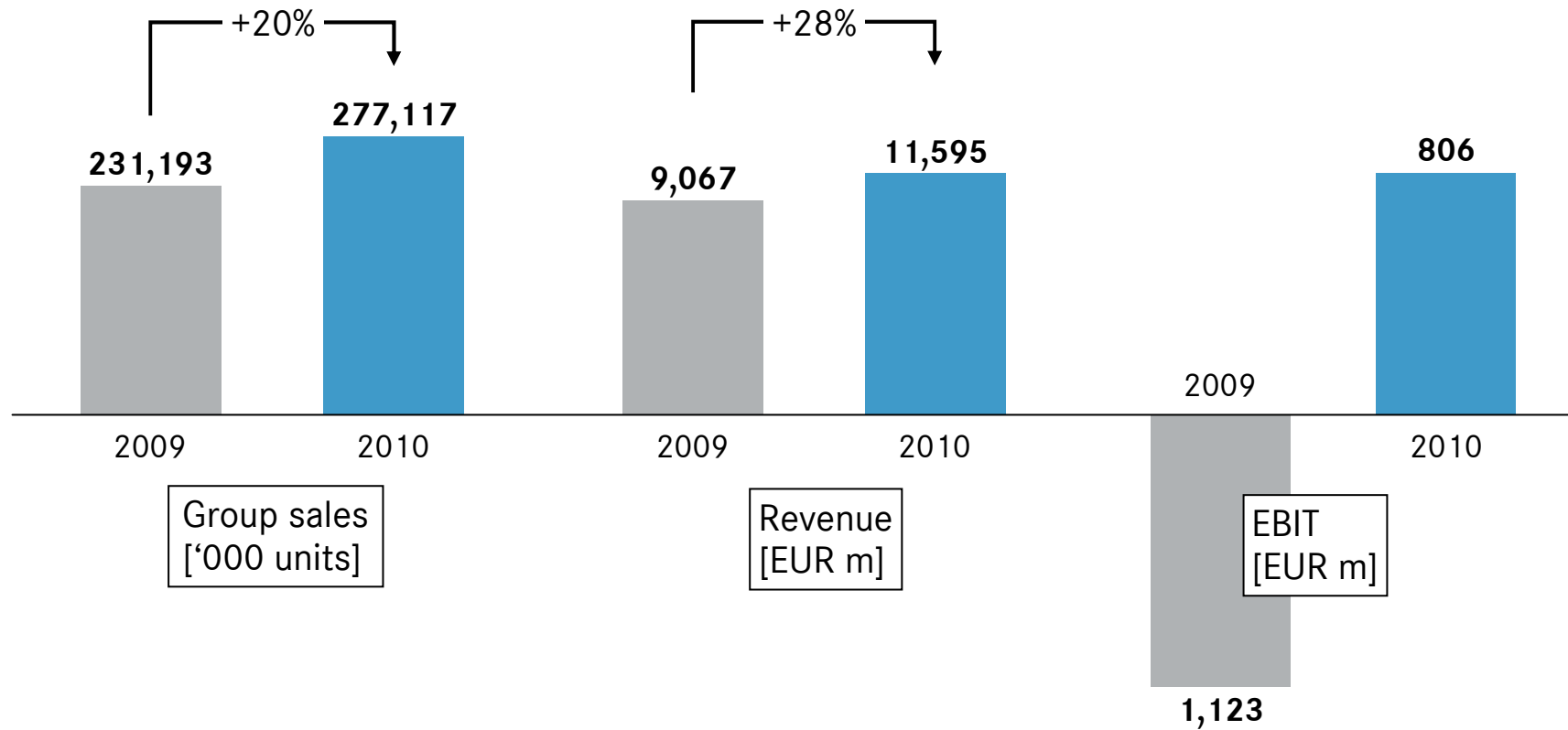
- 1. Gaining momentum –**  
the company's current performance
- 2. Developing the business –**  
our pathway to sustainable growth
- 3. Making headway in the Chinese market –**  
present success and future goals and measures



**Gaining  
momentum**

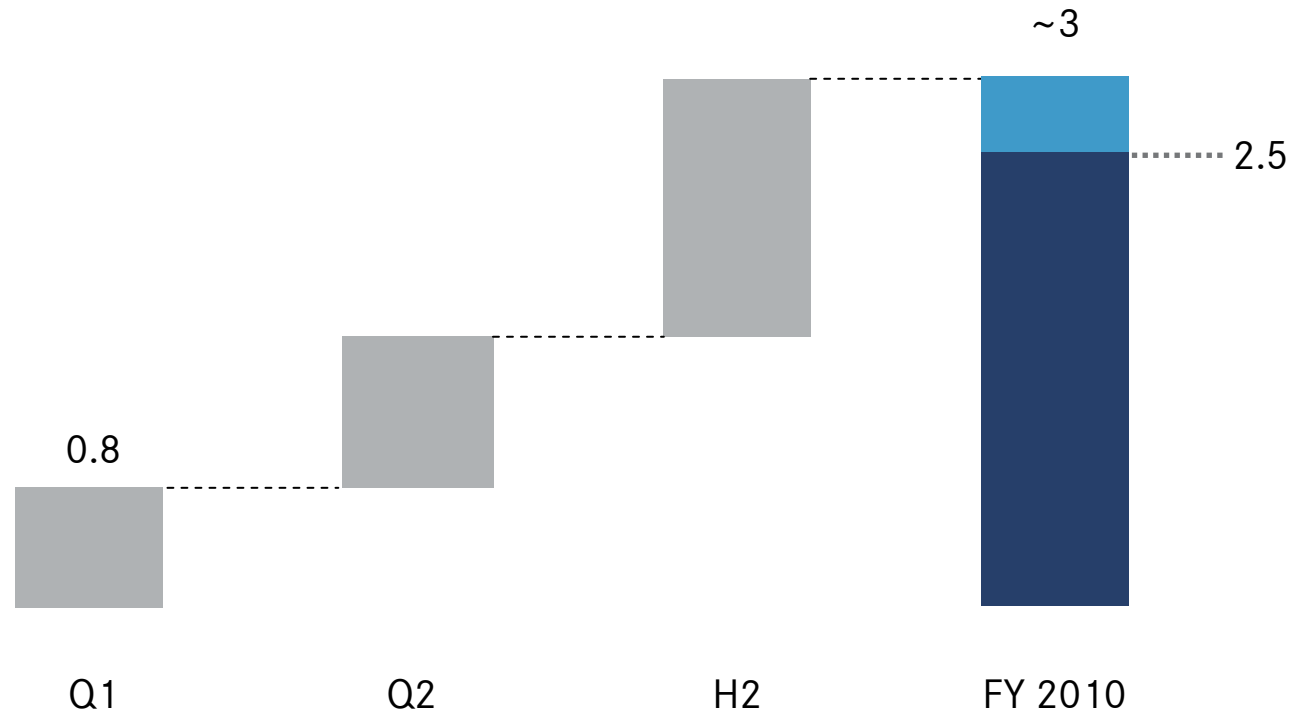
## Mercedes-Benz Cars is stepping on the gas

Mercedes-Benz Cars first-quarter results



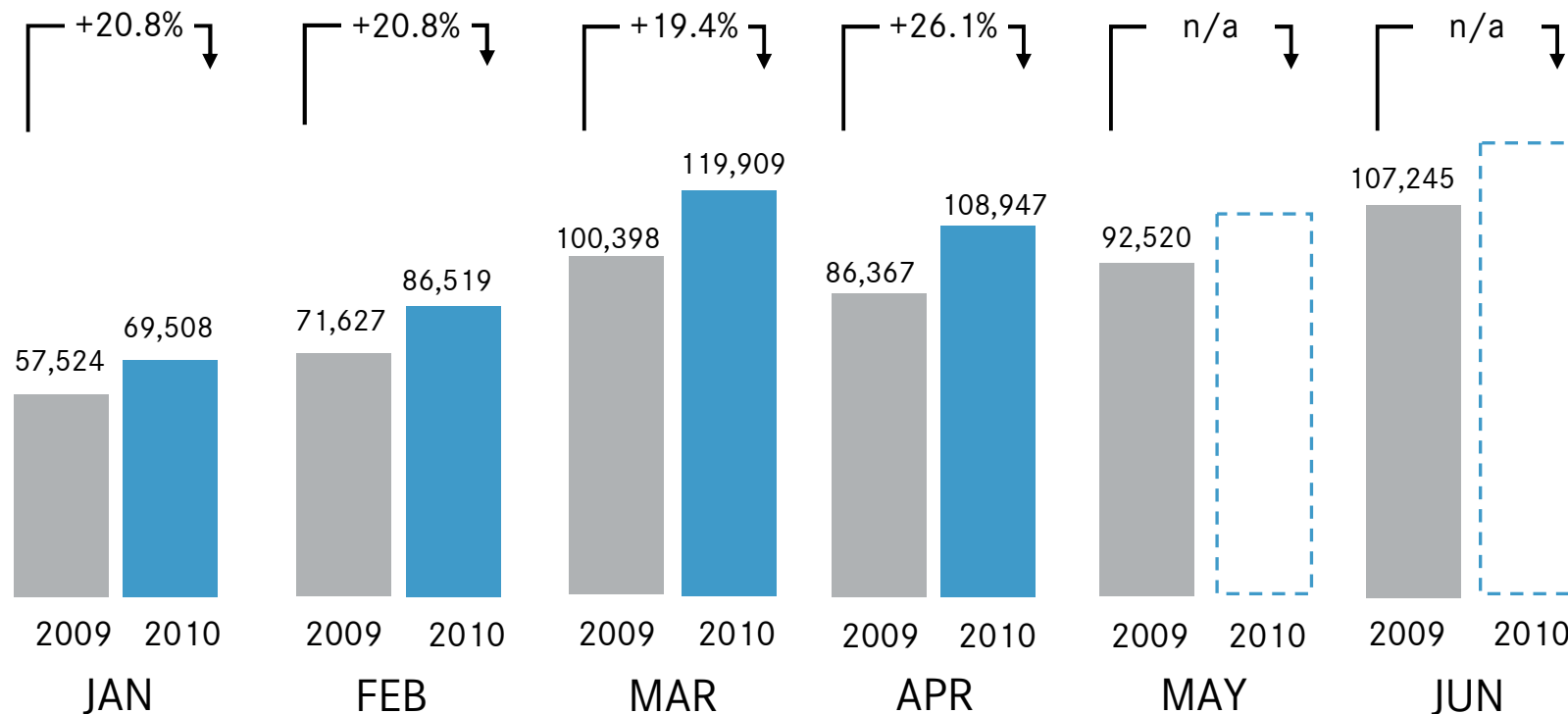
## EBIT expected to exceed 2.5 billion

EBIT forecast Mercedes-Benz Cars 2010  
[EUR bn]



## Vehicle sales are continuing to grow

Mercedes-Benz Cars group sales world [units]





**Developing  
our business**

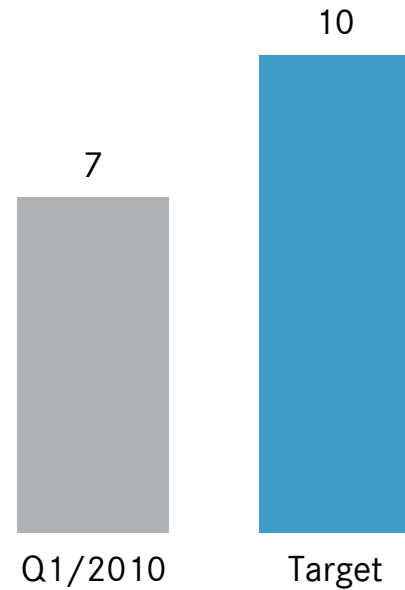
## GoFor10: Our pathway to profitable growth



Our ambition  
at Mercedes-Benz Cars

**“Most successful  
car manufacturer  
in the  
premium and  
luxury segment”**

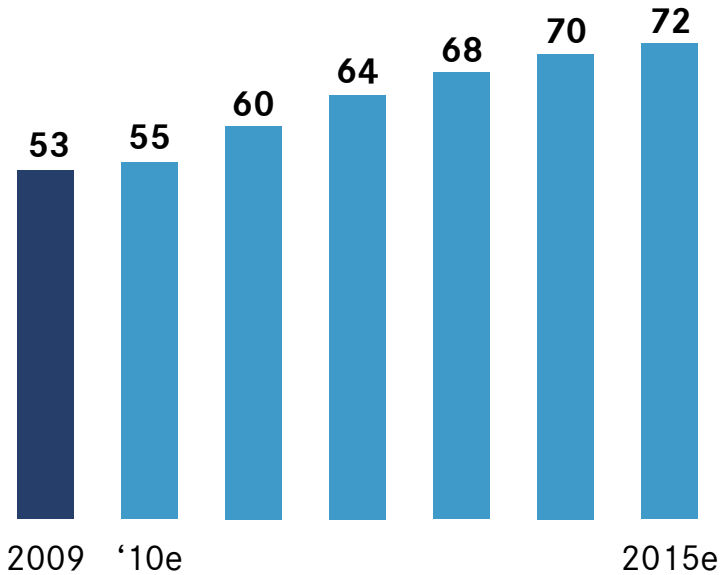
Return on Sales  
[in %]



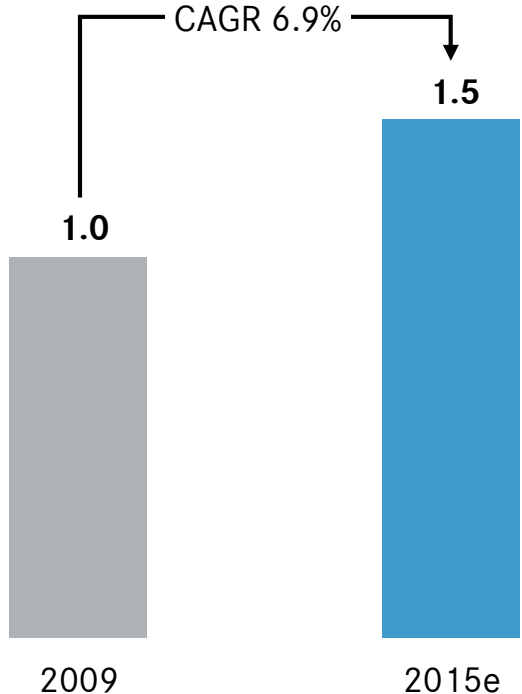


# Aiming for 1.5 million vehicle sales in 2015

World passenger car sales  
[million units]



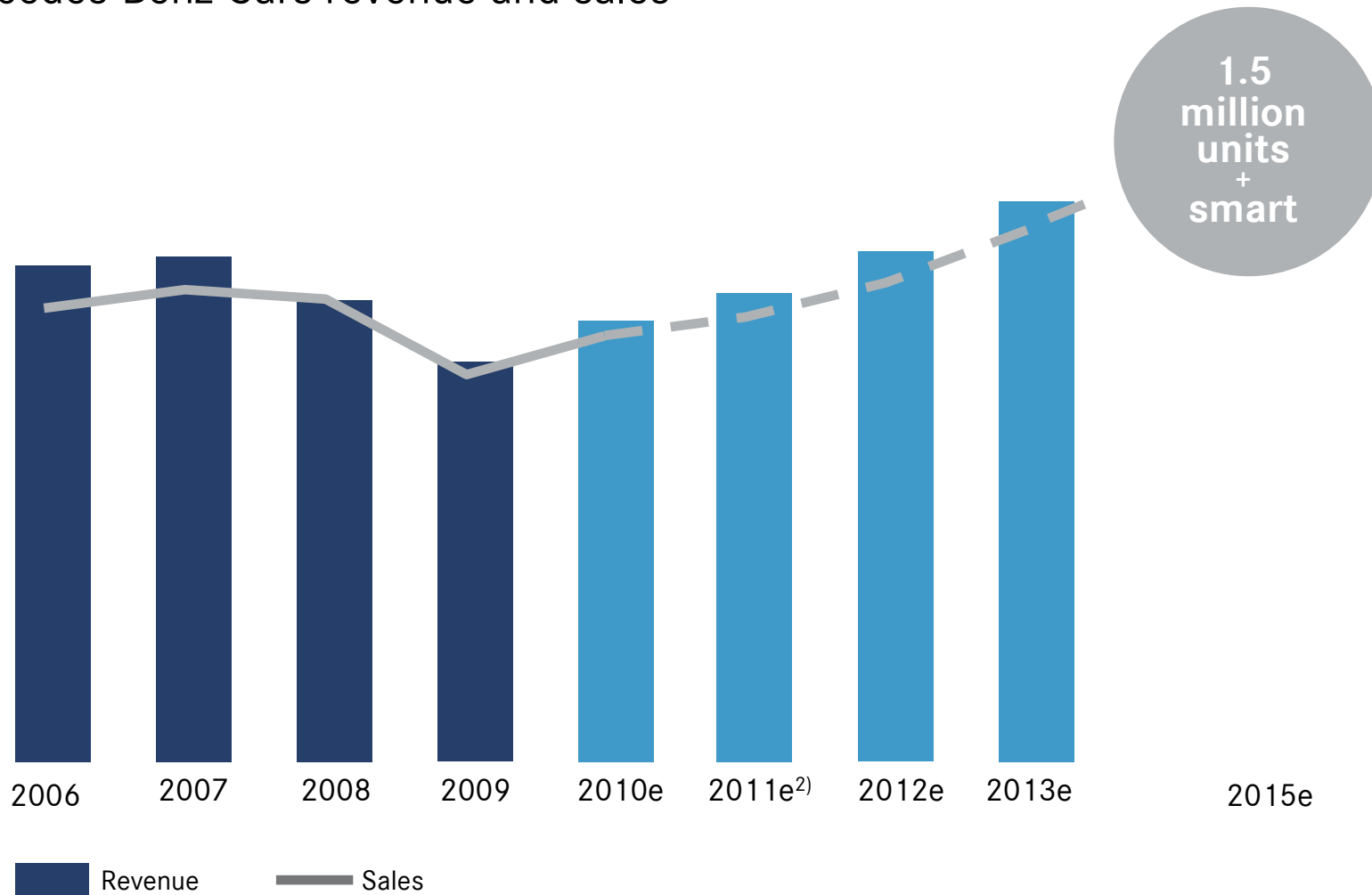
Mercedes-Benz Passenger Cars\* vehicle sales  
[million units]



\* excludes smart

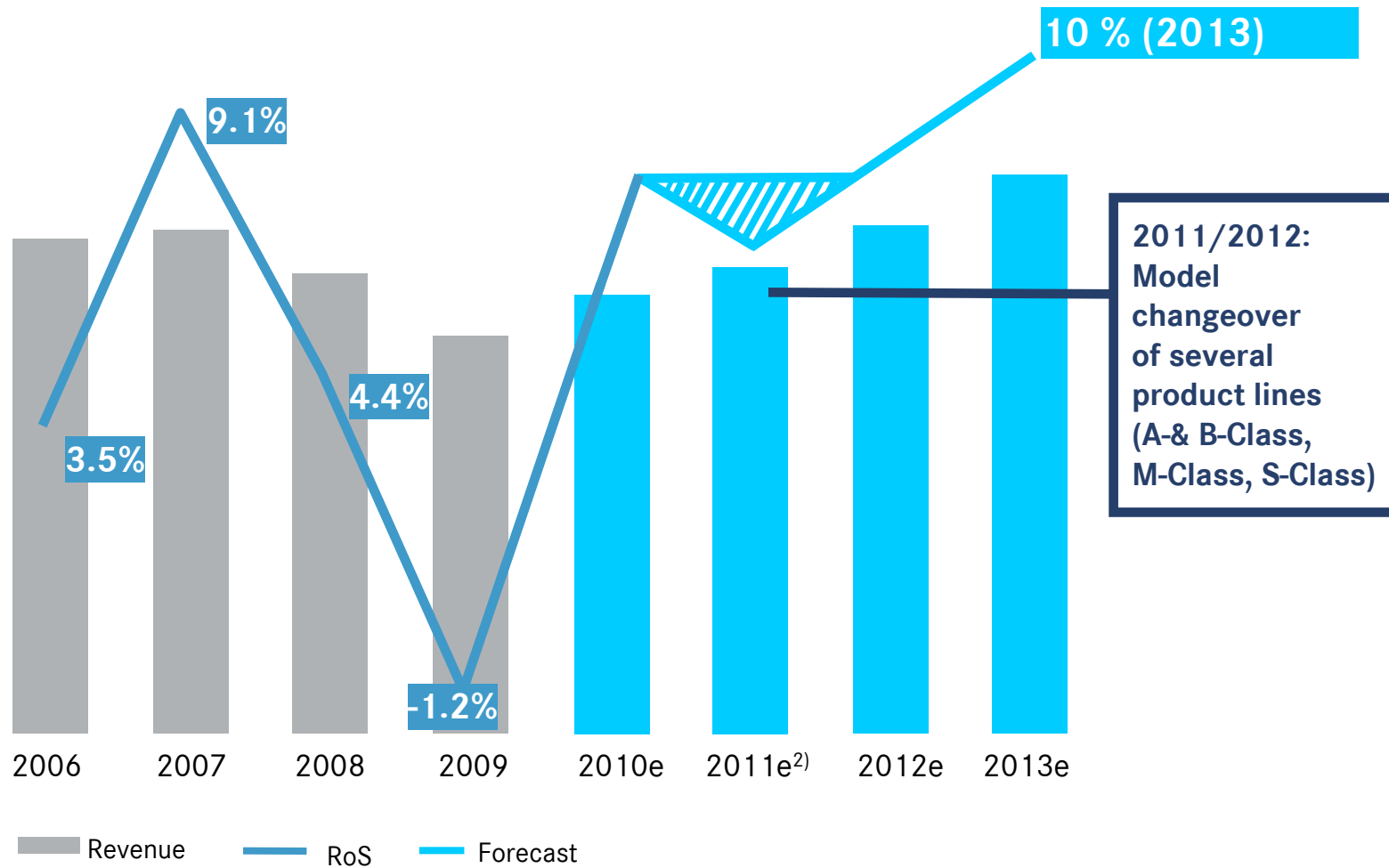
## Forecasted revenue in line with sales development

Mercedes-Benz Cars revenue and sales



## Determined to post 10% return on sales in 2013

Mercedes-Benz Cars Revenue and Return on Sales\* [in %]



\* Note: before '05: RoS based on operating profit (US GAAP); from '05: RoS based on EBIT (IFRS)

## Safeguarding our earnings in a difficult environment



\* First quarter 2010

# Concept Shooting Break



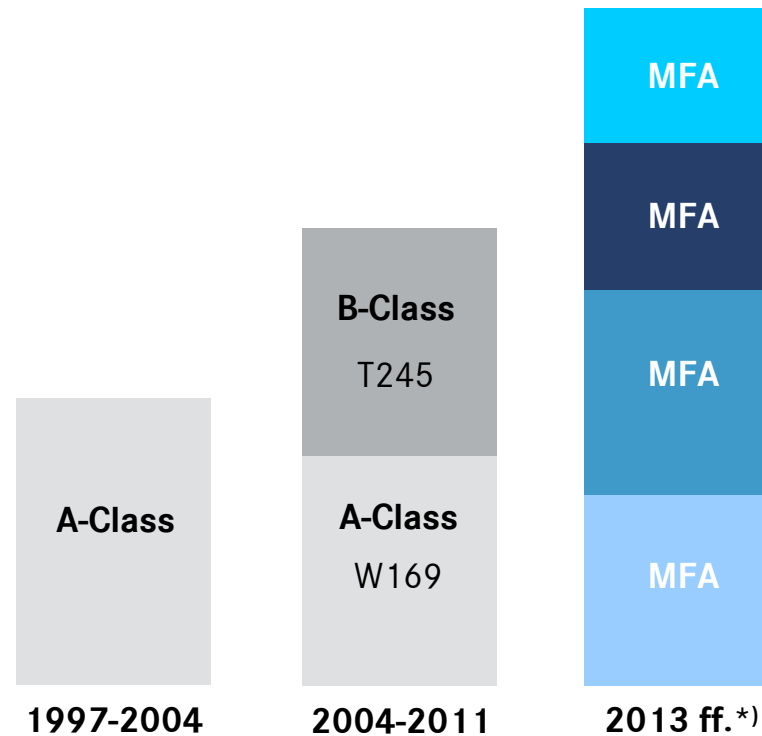
# Concept Shooting Break





# Expanding our product portfolio below the C-Class

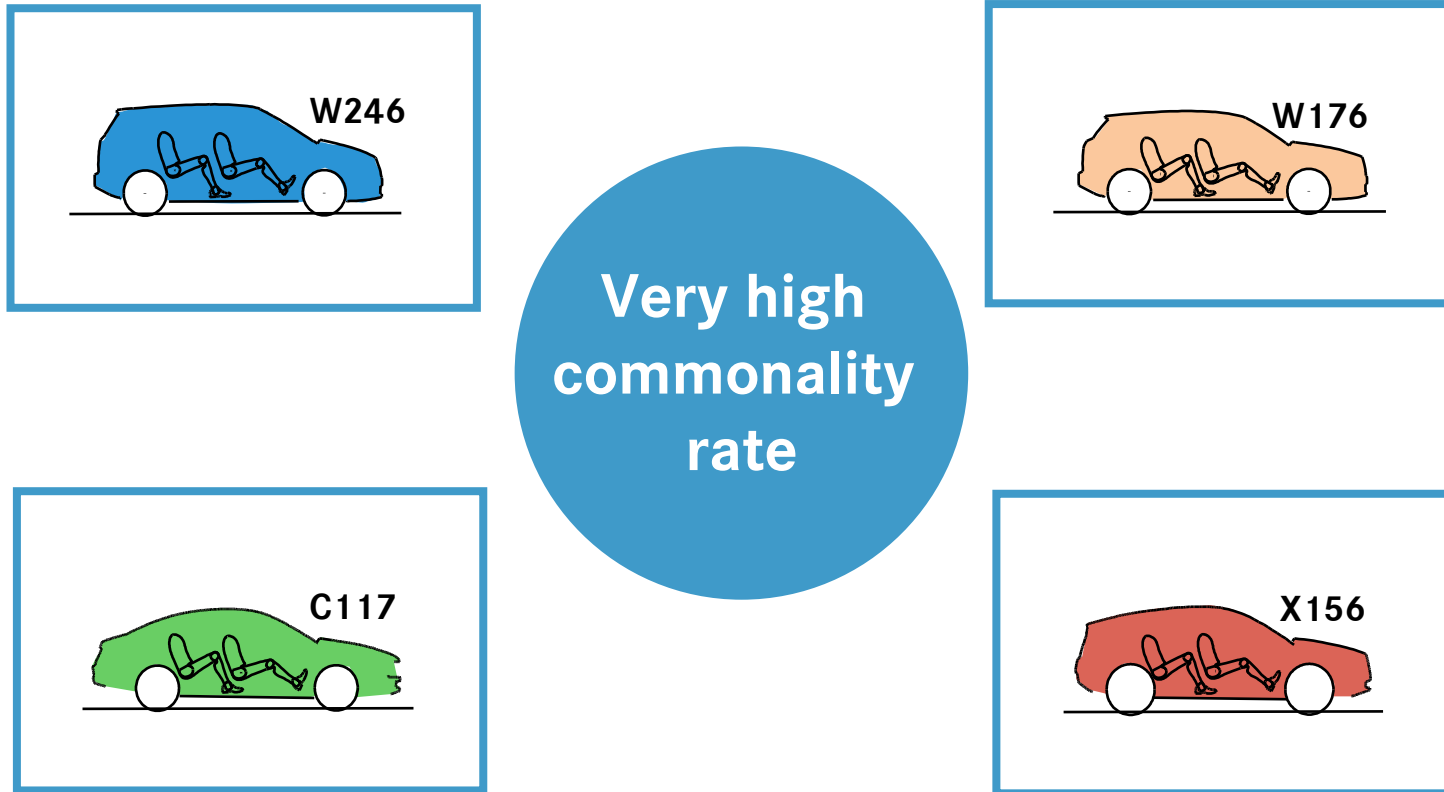
Mercedes-Benz' path to growth in the compact segment



\*) With full availability from 2013 onwards

# Maximizing customer benefit while enhancing modularization

Example: “Mercedes-Benz Front-Wheel Drive Architecture”



Blueprint for “Mercedes-Benz Rear-Wheel Drive Architecture”



# Leading the way with green technologies

## Examples

C 220 CDI



**117**  
gram CO<sub>2</sub>/km\*

F 800 Style



**68**  
gram CO<sub>2</sub>/km

E-smart, E-Cell, F-Cell

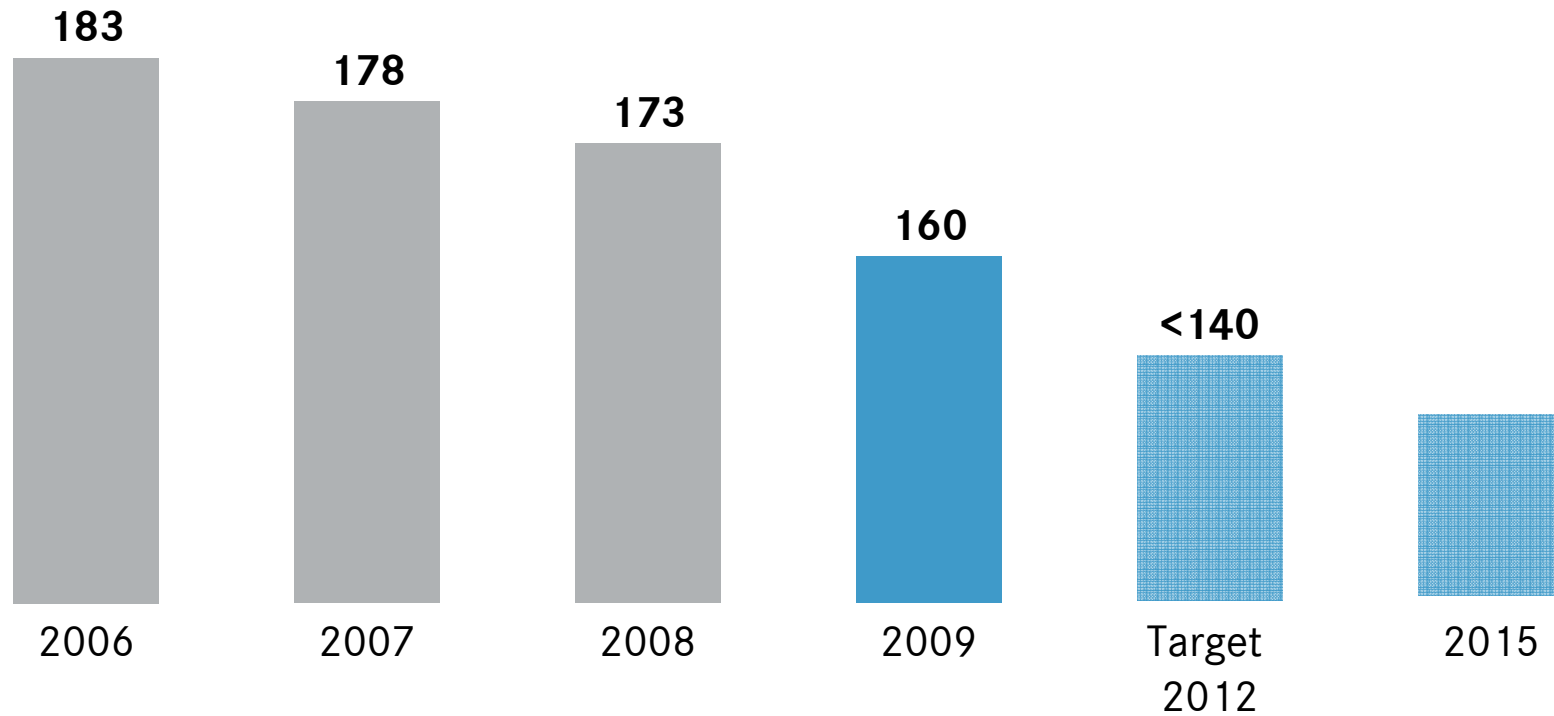


**0**  
gram CO<sub>2</sub>/km

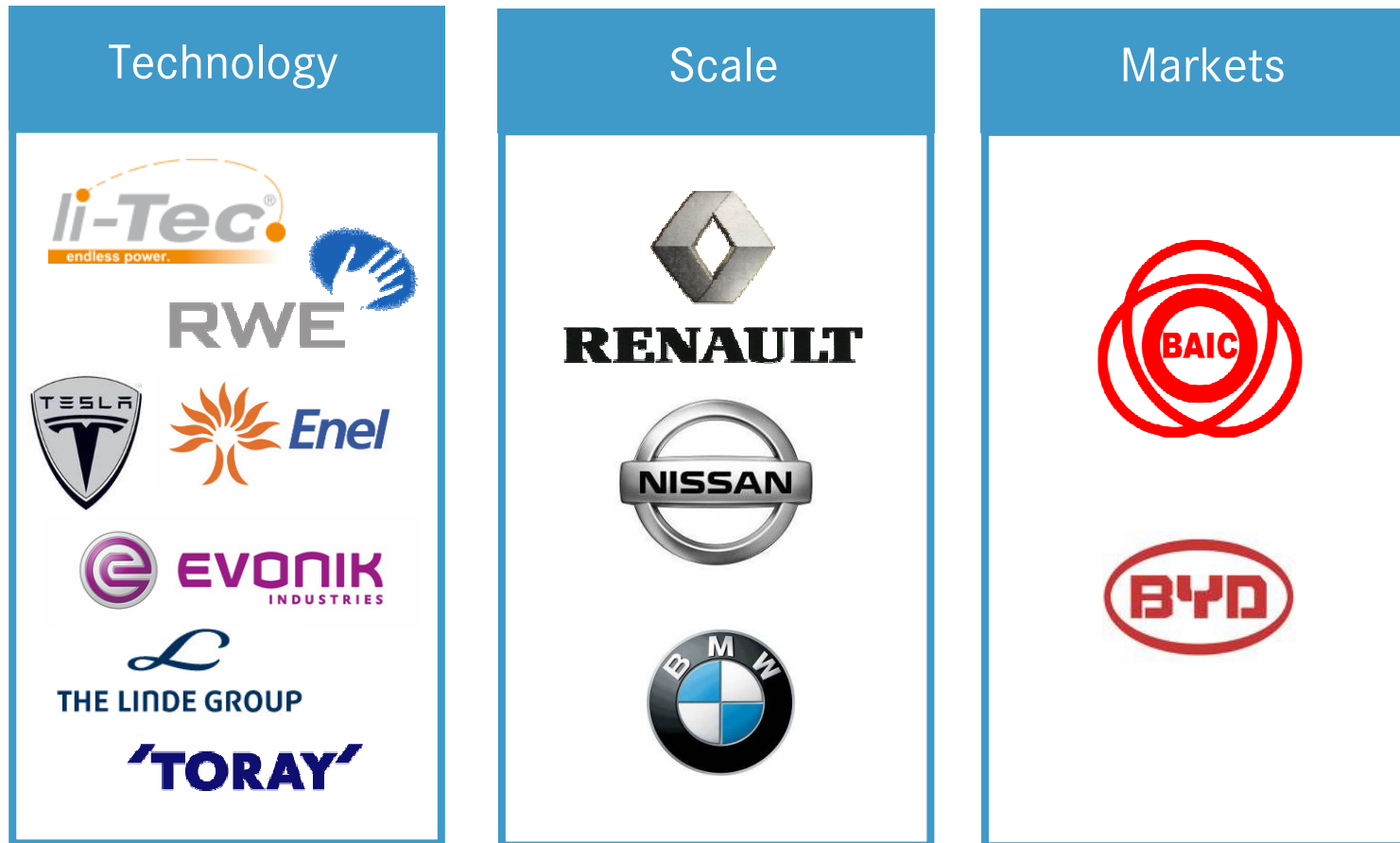
\*available in the course of 2010

## Substantially reducing CO<sub>2</sub> emissions

CO<sub>2</sub> fleet average for Mercedes-Benz Cars  
[in grams / kilometer]



# Building a strong network of partners



## Renault-Nissan example

Main areas of cooperation

**Common vehicle architecture**  
(Generate necessary scale for smart)

**Small engines**  
(Develop 3-/4-Cylinder for smart and Mercedes-Benz entry models)

**Large engines**  
(Provide 6-/8-Cylinder to Infiniti)

**Light commercial vehicles**  
(Enlarge product portfolio of Mercedes-Benz Vans)

## BYD example

Characteristics of the cooperation

**Develop “New joint electric vehicle” for the Chinese market**

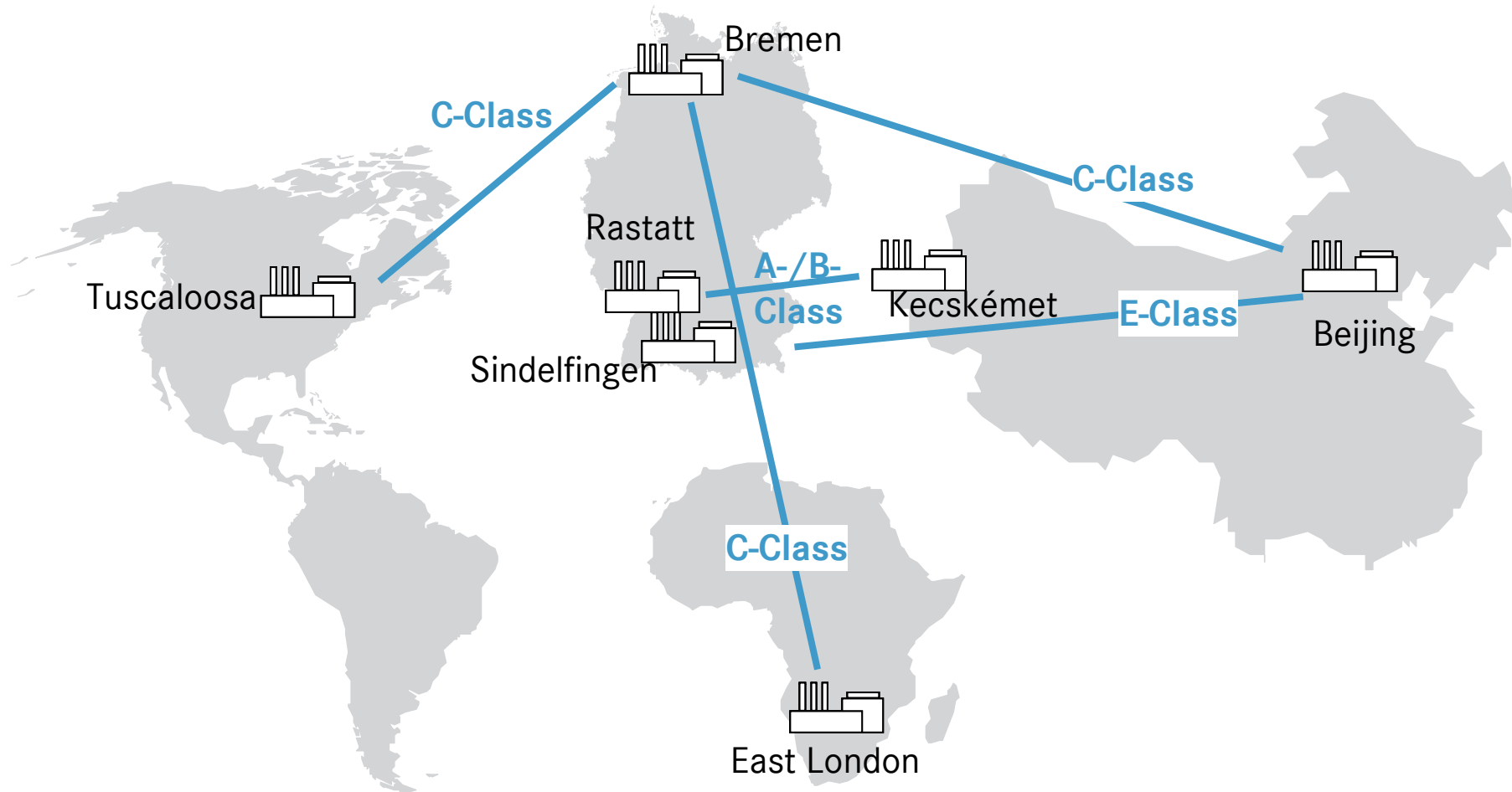
**Create new brand**

**Set up R&D Joint-Venture**

**Launch new product in 2012**

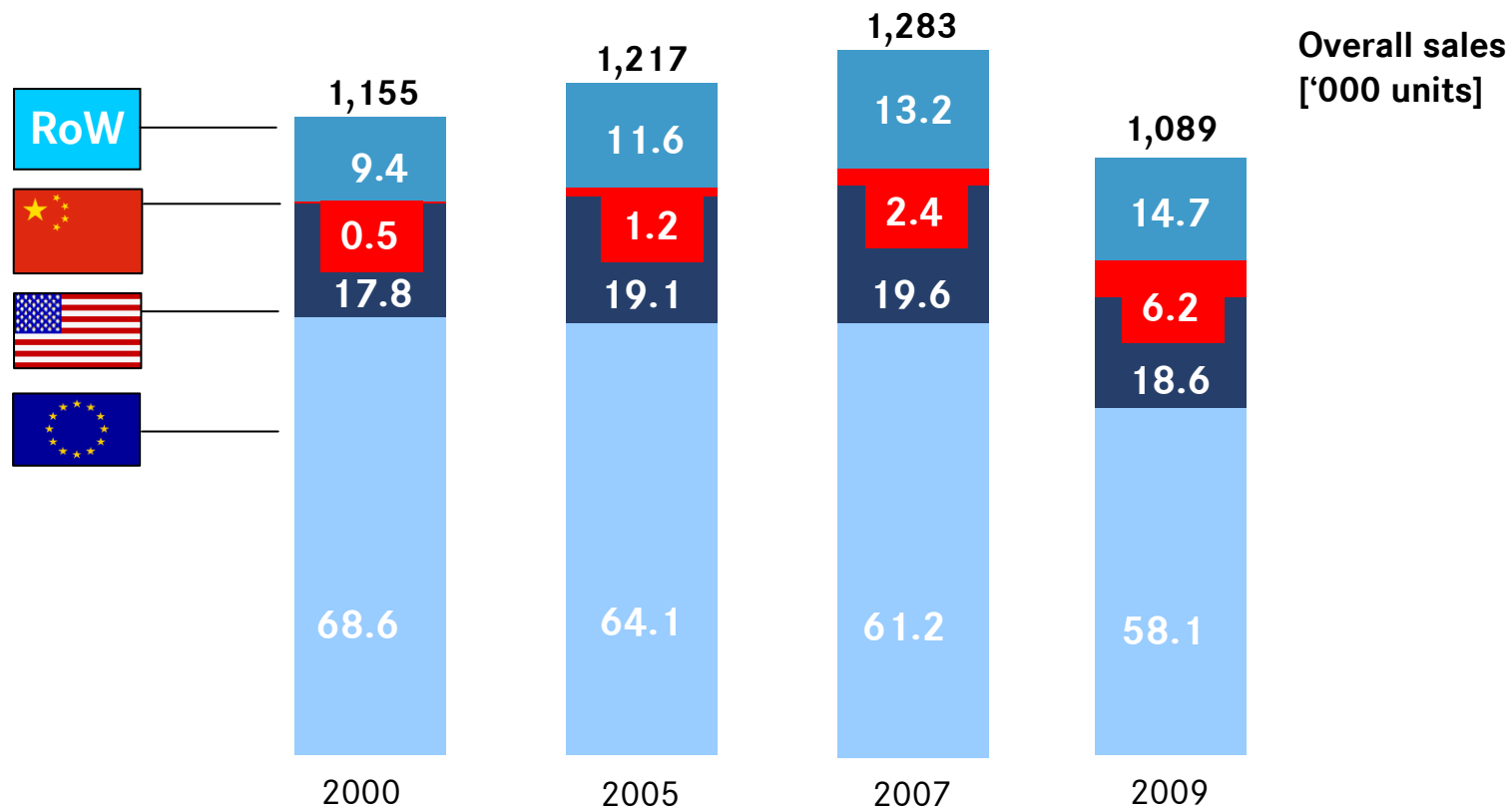
# Global production network realigned

Selected Mercedes-Benz Cars production locations and their products as of 2014



# Expanding our presence in growth markets

Share of different markets  
[in % of total Mercedes-Benz Cars group sales]



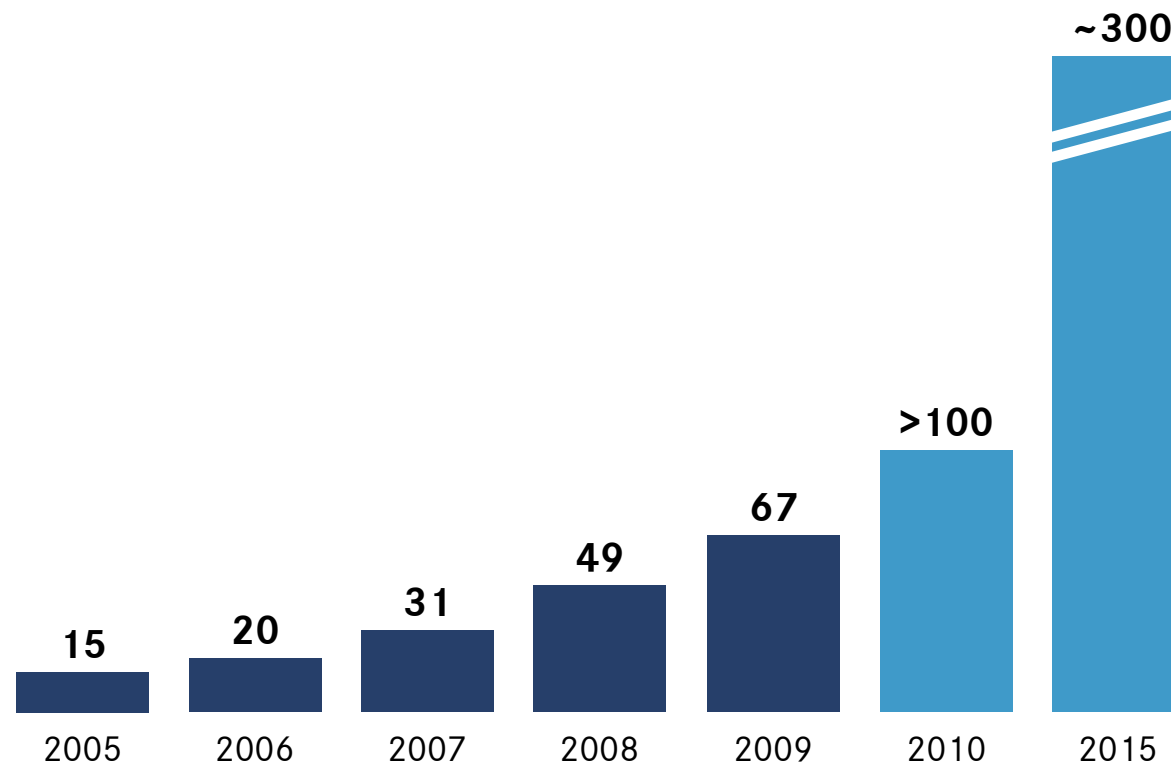


**Making  
headway in the  
Chinese market**



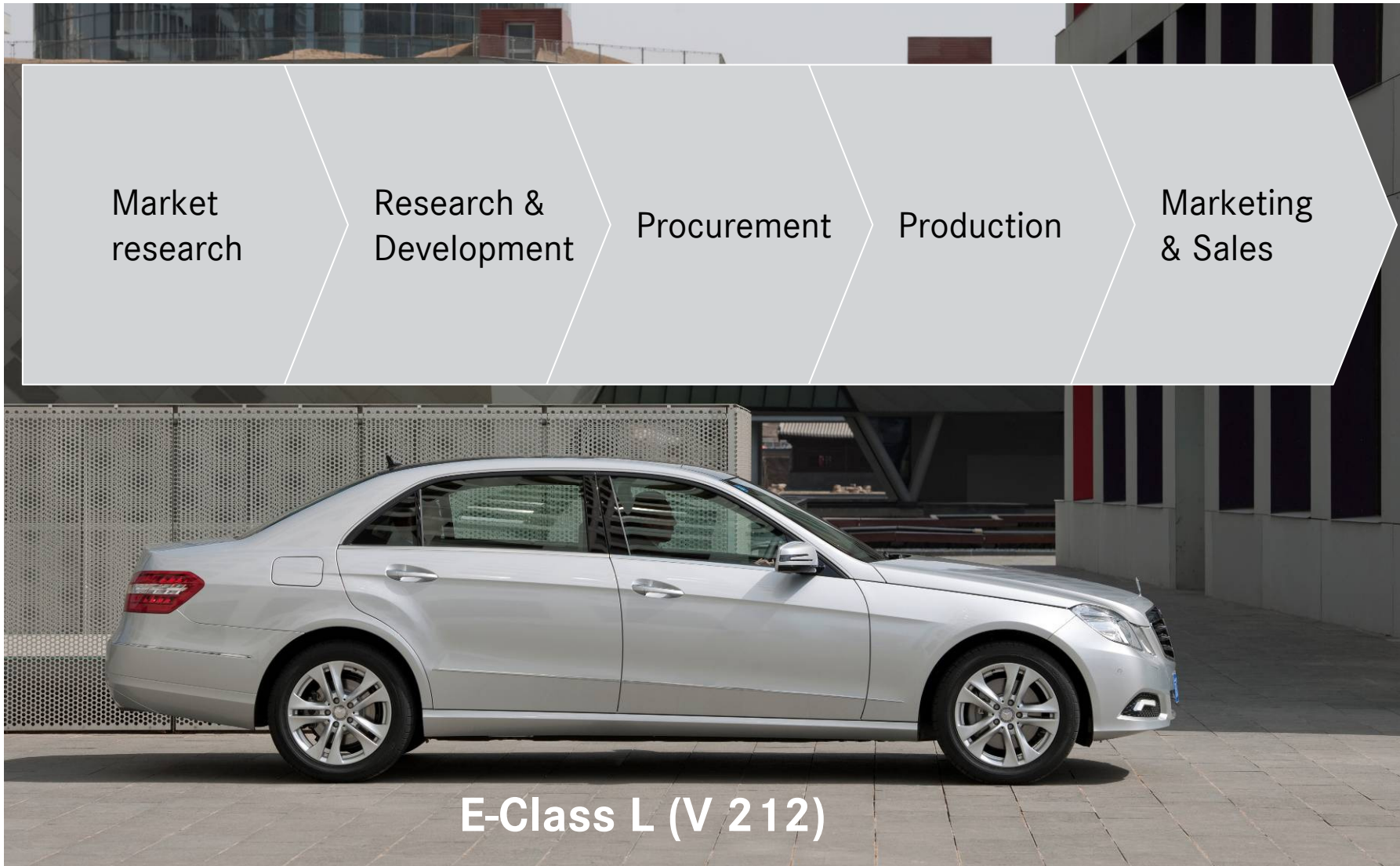
## The three-pointed star is on the rise

Development of Mercedes-Benz Cars group sales in China\*  
['000 units]



\* includes Hongkong

We're adapting across the whole value chain ...



... and we are going the next steps ...

Next steps

**1. Build engine plant to pursue local production**

**2. Build up local R&D center**

**3. Enlarge BBAC's capacity to a large-scale volume**

**4. Strengthen position in China through cooperation with BYD**

... while also behaving as a “good corporate citizen”

## Examples



Benz Scholarship & Daimler Forum at Beijing University



Shifang Mercedes-Benz Elementary School



Various activities of Daimler at the Expo Shanghai 2010



Tree planting to support Beijing Green Olympic



Strategic partner of Fine Art Beijing

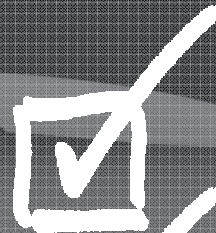


“Swing for the Stars” Junior Tennis Development Program



# Conclusion: We have set the right course

**Gaining momentum**



**Developing the business**



**Making headway in China**

